

Binary Blizzard Tabletop Exercise

Initial Planning Meeting

March 28, 2024 – 10:00 AM (EST)

Attendee List

BAE Health Care System

- Ariel Young

Federal Emergency Management Agency

- Earl Galloway, FEMA National Exercise Division (NED)
- Pat Maloney, FEMA NED Support
- Rich Cogliano, FEMA NED Support

Federal Emergency Management Agency Region 1

- Knadia Tash
- Kerri Ann Trepanier

National Weather Service

- Scott Whittier
- Steve DiRienzo

Red Cross

- John Montes

Rutland County Regional Medical Center

- Abby Spiegelman

Vermont Agency of Education

- Jill Briggs-Campbell



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Vermont Healthcare Emergency Preparedness Coalition

- Baillie Brook

Vermont 211

- Elizabeth Gilman

Vermont Agency of Human Services

- Jason Gosselin

Vermont Agency of Transportation

- Liz Beebe
- Trevor Starr
- Matt Nalut

Vermont Buildings and General Services

- Crystal Chaveco

Vermont Department of Environmental Conservation

- Dan Mason

Vermont Department of Forest – Parks and Recreation

- Kathy Decker

Vermont Department of Health

- Merrill Pine

Vermont Department of Public Safety

- Corey Chase
- Drew Clymer

Vermont Department of Public Service

- Bill Jordan



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Vermont Disaster Animal Response Team

- Joanne Bourbeau

Vermont Emergency Management Agency

- Julie Benedict

Vermont Urban Search and Rescue

- Mike Cannon

Meeting Objective

- The Initial Planning Meeting (IPM) is the first major step in the exercise planning process. The purpose is to discuss key elements and exercise expectations. The meeting also serves for stakeholders to determine involvement in exercise planning and conduct.

Exercise Scope and Focus

- The Planning Team affirmed the exercise will be a one-day tabletop exercise held on Wednesday October 23, 2024, at the Vermont State Emergency Operations Center (EOC) as well as virtually in regional EOCs.
- Mission Area: Response
- Duration: 6 hours.
- Action Item: Julie B. will meet with regional planning commission planners to determine a location for the regional conduct locations.

Draft Exercise Purpose

The planning team agreed to the following draft purpose:

The exercise follows a functional exercise that occurred in March of 2023 called “Frosty Force.” The purpose of the exercise is to validate the state’s plans and to participate with as many municipalities as possible.

Exercise Structure

- The initial draft scenario was:
 - A severe early season winter storm impacts Vermont with heavy winds, several feet of snow, and significant icing. At the same time, a series of phishing attempts grant a hacker organization entry into Green Mountain Power’s systems. They shut down the power grid demanding a ransom.
- Participation level for the exercise would include local, regional, state, and federal partners.



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- Action Item: FEMA NED will further develop the scenario to include more details and ground truth.

Exercise Participants

- Participants will include 1-2 representatives of agencies and organizations involved in active response, including LE, fire, EMS, hospital/medical care providers, and those from public or private sectors. Key staff serving the State Emergency Operations Center will also participate.
- The planning team suggested including:
 - Red Cross
 - Social Service partners
 - National Guard
 - Cross Border partners
 - VOAD partners
 - Southeastern Vermont Community Action
 - Vermont Medical Reserve Corps
 - Superintendents
- Action Item: Planning team members to identify participating partners and coordinate invitations

Objectives and Core Capabilities

- The Planning Team reviewed and provided feedback on the following draft objectives:
 - **Objective 1:** Participants will discuss the capability to coordinate a response to a cyber-attack impacting the power grid and a severe winter storm across all of Vermont between local, regional, state, and federal stakeholders using current plans and procedures. (*Core Capability: Operational Coordination*)
 - **Objective 2:** Participants will discuss the methods, type, and extent of information shared between responders at local, regional, state, and federal levels using current operational plans, procedures, and mutual aid agreements to coordinate the response to a cyber-attack by a hacking group utilizing ransomware. (*Core Capability: Intelligence and Information Sharing*)
 - **Objective 3:** Local and regional entities, with the assistance of the State Emergency Operations Center (EOC) will discuss the methods and plans for establishing physical access through available transportation vehicles and deliver required resources following a severe winter storm and a cyber incident. (*Core Capability: Critical Transportation*)



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- **Objective 4:** Local municipalities, regional partners, and the State EOC will discuss the methods of communicating critical information requirements and situational awareness information throughout Vermont following a severe winter storm and cyber-attack. (*Core Capability: Operational Communications*)
 - **Objective 5:** Participants will discuss how to re-establish critical infrastructure across the state to support ongoing emergency response operations and community functionality during a cyber attack impacting the power grid and a severe winter storm. (*Core Capability: Infrastructure Systems*)
 - **Objective 6:** Participants will discuss how to reestablish critical information sharing networks and key infrastructure systems in response to a cyber-attack impacting the power grid and a severe winter storm. (*Core Capability: Situational Assessment*)
 - **Objective 7:** The State EOC with local and regional partners will discuss the process for establishing commodity points of distribution throughout impacted areas of Vermont following a severe winter storm and cyber-attack. (*Core Capability: Logistics and Supply Chain Management*)
- The planning team suggested changing the transportation objective to focus on the prioritization of resources.
 - The planning team discussed reworking objectives 5 and 6 to make them more distinct from one another.
 - Another topic of discussion was making mass care operations either another objective or to have it more apparent in the already existing objectives.
 - Action Item: FEMA NED Support to redraft objectives based on the discussion and distribute to the planning team.

Plans, Policies and Procedures

- The main plans to be exercised at the State SEOC include:
 - Vermont State Emergency Management Plan
 - State of Vermont Cybersecurity Annex
 - State of Vermont Distribution Management Annex
- Action Item: Planning team should send any plans that they would want to have incorporated into the exercise design.

Exercise Documentation

- Documentation will include the following:



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- Conduct presentation
- Situation manual
- Exercise Evaluation Guides (EEG)
 - Evaluation team will be familiarized with the EEGs a week prior to conduct
- Action Item: NED Support to draft documentation and provide to the planning team for review

Exercise Staffing

- Evaluation
 - Action Item: Planning team to identify evaluators for each of the regional conduct locations.
- Facilitation: Rich C. of NED Support will facilitate the exercise from the State Emergency Operations Center
- NED Support will provide a notetaker.
 - Action Item: Regional partners to identify additional notetakers if they want additional support

Exercise Planning Team

- Planning Team members will not be exercising players.
- It is encouraged to include SMEs with strong knowledge of plans, policies, and procedures to develop a realistic scenario and evaluation components.
- Planning Team Member Expectations
 - Attend and participate in all exercise planning meetings
 - Review exercise materials
 - Complete assignments
 - Support conduct and evaluation
 - Participate in the After-Action Meeting (AAM)
- Action Item: Julie Benedict to provide NED and NED Support name(s) and contact information of revised planning team.



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Exercise Timeline

Name	Department/Organization	Contact
Midterm Planning Meeting	June 26, 2024	Virtual
Final Planning Meeting	September 18, 2024	In Person
Exercise Conduct and Hotwash	October 23, 2024	In Person
After-Action/IP Meeting	December 5, 2024	In-Person

- NED Support will send the AAR/IP to the Planning Team for review 30 days after the exercise.
 - Final report and feedback consolidation will be during the After-Action Meeting.

Action Items and Next Steps

Name	Department/Organization	Date
Distribute IPM Minutes	FEMA NED	April 3, 2024
Develop draft exercise documentation	FEMA NED	Ongoing
Review and finalize objectives and core capabilities	FEMA NED/Planning Team	MPM
Develop scenario	Planning Team	MPM
Identify planning team members	Planning Team	MPM
Identify participants	Planning Team	MPM



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