

WAVE II Master Scenario Events List

Wave II Key Points

- Begins in February of 2015

Wave II Objectives:

1. Evaluate the ability to identify, establish, and manage necessary public-private partnerships during a pandemic influenza outbreak.
2. Verify the receipt, notification, documentation, and implementation of continuity protocols to effectively maintain essential functions during a pandemic influenza outbreak.
3. Substantiate mechanisms to effectively manage social distancing and other pandemic influenza protective measures among employees, stakeholders, and/or customers.
4. Assess the effects of high-levels of absenteeism on operational readiness during a pandemic influenza outbreak.

Absenteeism Model

	Target Abs. %	Actual Abs. %	Letter combo
Wave I	35	35.39	A, B, C, D, E, F, G
Wave II	50	50.18	B, C, H, M, S, U, W, X, Y, Z
Wave III	25	25.16	I, J, K, L, N, O, P, Q, T, V

Event #	Inject Type	Event Time	Short Description	Event Description	Who Delivers?	Recipient Player(s)	Tied to Objective #	Expected Outcome of Player Action
1	Contextual	0830	Master Control Cell Operational	Simulators are in place	Master Control Cell	All controllers	N/A	Prepare for STARTEX
2	Contextual	0845	Communication Check	Ensure communications are operable	Master Control Cell	All controllers	N/A	All controllers establish communications with MCC
3	Contextual	0850	Safety Brief	Ensure safety is stressed	All Controllers	All participants	N/A	All controllers establish safety
4	Contextual	0900	Video Inject #1 released	Violence rises as Pandemic Influenza Wave II grips the nation. This increase was a surprise to experts as crime was expected to decrease. Your leadership is requesting a status update of all ERG and non-ERG Personnel, as well as an update on steps being made to ensure proper security for your staff and physical infrastructure.	All Controllers	All participants	2	Players will utilize continuity and pandemic influenza plans / policies to respond to increasing complex incident. Implement procedures for tracking ERG and non-ERG personnel Identify potential gaps or challenges in maintaining security for staff and physical infrastructure given high rates of absenteeism.

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5	Contextual	0920	Contextual Inject #1 released	Armored car providers like Garda, Brinks and Dunbar are having trouble fulfilling service requests due to elevated rates of staff absenteeism and a rush on cash by the general public. Further, employees across all sectors are complaining about the inability to obtain cash as well as the inefficiency of fare card machines within subway systems. Within the financial sector, your leadership wants an update on how ATMs will be serviced. Leadership wants potential options for mitigating the adverse impacts to business and government operations due to service delays with ATMs and any other elements that are important to your entity's operations.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will identify and prioritize essential functions in response to an increasingly complex incident

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6	Contextual	0940	Contextual Inject #2 released	Financial regulators reach out to your organization for assistance in combatting widespread misconduct as several financial scams are exposed and receiving significant media attention. Across other sectors, employee transgressions are also on the rise as absenteeism continues to rise. Your leadership requests a review of employee conduct policies and an update on your ability to monitor employee activity to ensure continued compliance with applicable trading laws and regulations.	Agency/ Organization Controller	Agency/ Organization Participants	1	Players will examine how public-private partnerships may be leveraged to help monitor activity, prevent unethical behavior, and identify and halt illegal activity
7	Contextual	1000	Video Inject #2 released	Widespread shortages as supply chain takes a hit. This applies to all sectors of goods, but primarily food, medicine, office supplies, and fuel. Availability of essential goods has been reduced by 30%. Your leadership wants an update of operating status and what potential mitigation strategies are available to address delays in the supply chain.	All Controllers	All participants	2	Players will consider whether public-private partnerships may be leveraged to address delays in the supply chain and if so, what those partnerships might entail. Players will implement plans to reallocate or reassign personnel as appropriate

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8	Contextual	1020	Contextual Inject #3 released	The increase in crime and the shortages of essential items has more and more people staying indoors. Essential personnel that are traveling to work are beginning to fall ill. Your leadership requests a revised plan for social distancing and other non-medical protective measures. In addition, you are asked to review and update guidance for senior leadership, including protocols for local and non-local travel.	Agency/ Organization Controller	Agency/ Organization Participants	3	Players will implement non-medical protective measures for employees Assess the impacts of high levels of absenteeism on your ability to carry out essential functions
9	Contextual	1040	Contextual Inject #4 released	Absenteeism reaches 40% and firms are not able to meet regulatory compliance standards for processing and/or reporting of financial transactions. Additionally, agencies and organizations outside of the financial sector are not able to perform essential functions on a consistent basis.	Agency/ Organization Controller	Agency/ Organization Participants	4	Players will assess the impacts of high levels of absenteeism on maintaining agency or organization's essential functions Players will implement plans to reallocate or reassign personnel as appropriate
10	Contextual	1100	Video inject #3 released	There is an alarming rise in medical staff illness and death.	All Controllers	All participants	3	Players will identify potential key policy changes and resource requirements associated with protective measure strategies

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11	Contextual	1115	Contextual Inject #5 released	Media reports about the pandemic seem to worsen each day and casualties of the pandemic seem to be increasing. Senior leadership senses that employees are becoming more and more frustrated and unwilling to perform essential functions, and asks for potential strategies for addressing employee needs while maintaining essential services	Agency/ Organization Controller	Agency/ Organization Participants	3	Players will identify services available for employees who are dealing with emotional issues or are under higher than normal stress Players will implement plans to reallocate or reassign personnel as appropriate Players will explore potential public-private partnerships to address this issue
12	Contextual	1135	Contextual Inject #6 released	Absenteeism reaches 45% and your agency or organization's Twitter account gets hacked and begins sending out tweets confirming a conspiracy theory that banks are deliberately withholding money distribution from ATMs and the government is withholding a vaccine for the flu. Leadership wants a response.	Agency/ Organization Controller	Agency/ Organization Participants	4	Players will identify mitigation strategies to minimize the impacts of staff absenteeism on business operations
13	Contextual	1200	Video Inject #4 released	Rolling Blackouts wreak havoc on all sectors and shutdown financial markets	All Controllers	All participants	2	Players will monitor the status of essential functions and update plans to ensure appropriate allocation of personnel and resources

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14	Contextual	1225	Contextual Inject #7 released	The major exchanges and trading floors manage to resume operations within hours. Financial regulators continue a close watch over criminal activity and warn organizations of harsh penalties. Additionally, the reports of cyber intrusions across all sectors rise markedly as IT security systems are compromised.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will craft messages to continuity personnel identifying key policy changes and resource requirements based on the situation
15	Contextual	1245	Contextual Inject #8 released	The rolling blackouts have rendered a lot of IT systems useless. Internet services and VOIP systems have become unreliable.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will utilize back-up systems associated with COOP protocols
16	Contextual	1300	Video Inject #5 released	Federal Government issues stay-at-home order for non-essential employees	All Controllers	All participants	2	Players will continue to account for and track essential functions, resources, and personnel

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17	Contextual	1305	Contextual Inject #9 released	Absenteeism hits 50% and the Region is plummeted into a deep freeze by a series of "polar vortices." As temperatures drop and employee absenteeism increases, the energy sector is finding it difficult to keep pace with the demand. To further compound matters, a major snowstorm brings heavy, wet snow to much of New York and New Jersey. Power lines buckle, roads freeze, and the usually robust State resources are quickly overwhelmed due to dwindling staff numbers. Both New York and New Jersey turn to the Region for support to assist with snow removal and power restoration. Major cities such as Boston and Chicago are also feeling the effects of this severe winter weather and the influenza.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will review telework options and test remaining (if any) telework capabilities. Players will review orders of succession and utilize processes to share information as well as identify mitigation strategies to minimize the impacts of staff absenteeism on business operations.

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18	Contextual	1345	Contextual #10 released	Shipping services like FedEx and UPS are experiencing delays on average of 5-10 business days (longer for international shipping). Departments across your organization are at a standstill without appropriate supplies or the ability to connect with outside entities. Leadership is asking about strategies for procuring additional supplies to maintain essential operations.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will utilize mechanisms to shift resources from one department to another to accomplish the highest rated functions
19	Contextual	1355	Contextual #11 released	Reports of flu activity begin to decline in parts of the country, which gives the medical community a chance to vaccinate more people and absenteeism begins to decrease at a rapid pace. Leadership is requesting an update of personnel based on a fatality rate of 2%.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will continue to account for and track essential functions, resources, and personnel Players need to plan for / conduct a needs assessment to support resumption, restoration, and recovery of business operations
20	Contextual	1430	Master Control Cell	Conduct Hotwash / ENDEX	All Controllers	All participants	N/A	Prepare for ENDEX