



U.S. Department of Defense
Office of Local Defense
Community Cooperation

Office of Local Defense Community Cooperation

Installation Resilience Tabletop Exercises

January 9, 2024



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Agenda

- **Introduction to OLDCC**
 - Dan Glasson, Deputy Director for Community Investment – Critical Infrastructure
 - Margit Myers, Installation Resilience Program Activity Lead
- **City of Fairfield, CA – Travis Air Force Base**
 - Anna Guiles, Assistant to the City Manager, City of Fairfield, California
- **University of Rhode Island – Naval Station Newport**
 - Pam Rubinoff, Coastal Resilience Extension Specialist, URI Coastal Resources Center and RI Sea Grant
- **Questions and Answers**
 - Mary Beth Greiner, OLDCC Installation Resilience Deputy Program Activity Lead



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OLDCC Programs & Resilient Communities

- OLDCC enables states, U.S. Territories and local communities to partner with and address threats to military installations, ranges, special use air space, military operation areas, or military training routes that are **likely to impair the continued operational utility of a military installation.**
- OLDCC equips communities to avoid, prepare for, minimize the effect of, adapt to, and recover from extreme weather events, anticipated or unanticipated changes in environmental conditions, and urban development.





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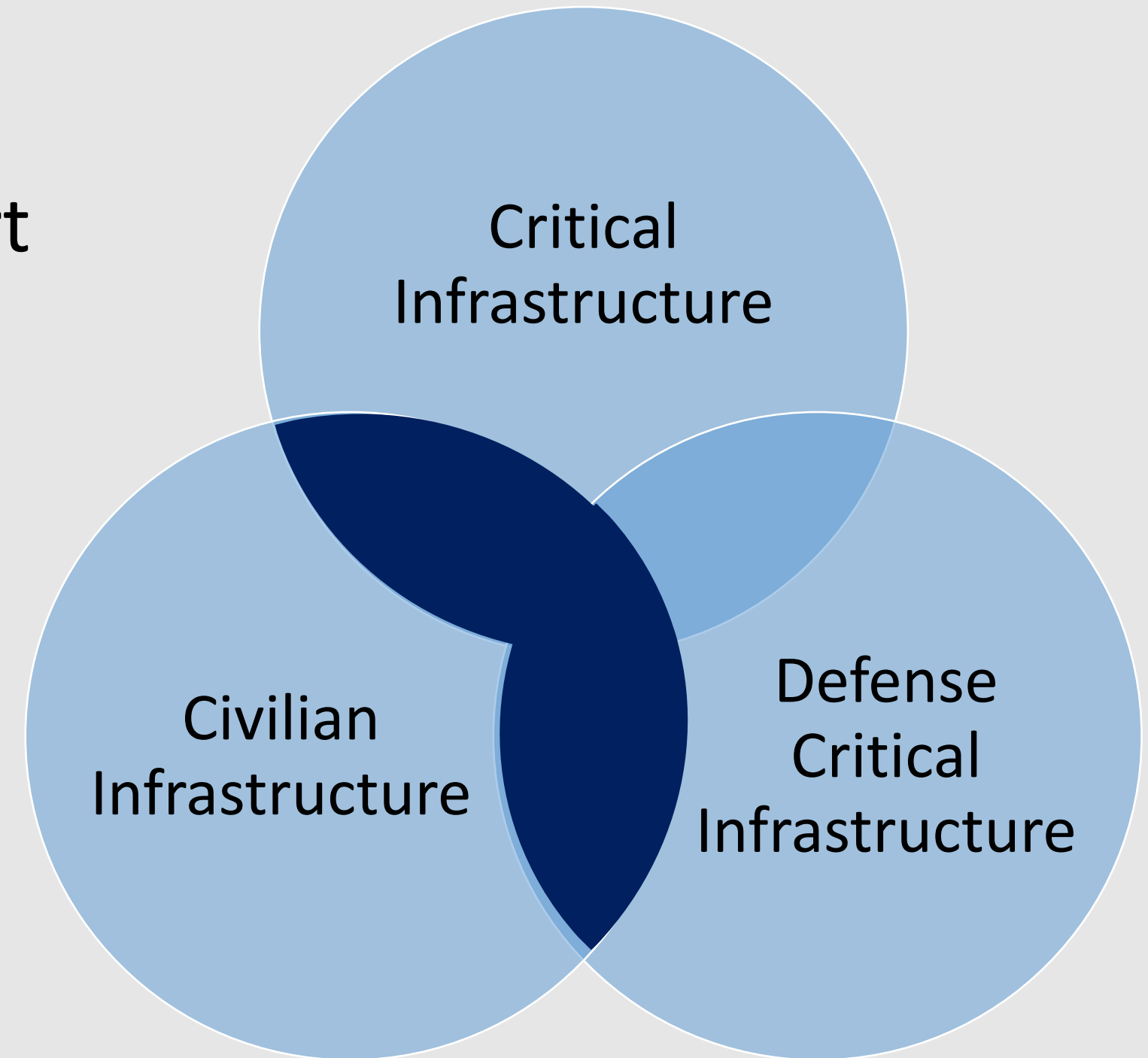
“One Community”

Local Installation(s) + Local Jurisdiction(s)
+State(s)



Context

- **General** - DOD domestic installations report extensive and varied use of community infrastructure and support services—such as roads, bridges, electricity, water, and medical facilities—that are vulnerable to disruptions from climate change and extreme weather.
- **Housing** - Approximately 65 to 70 percent of Service members live off-post.

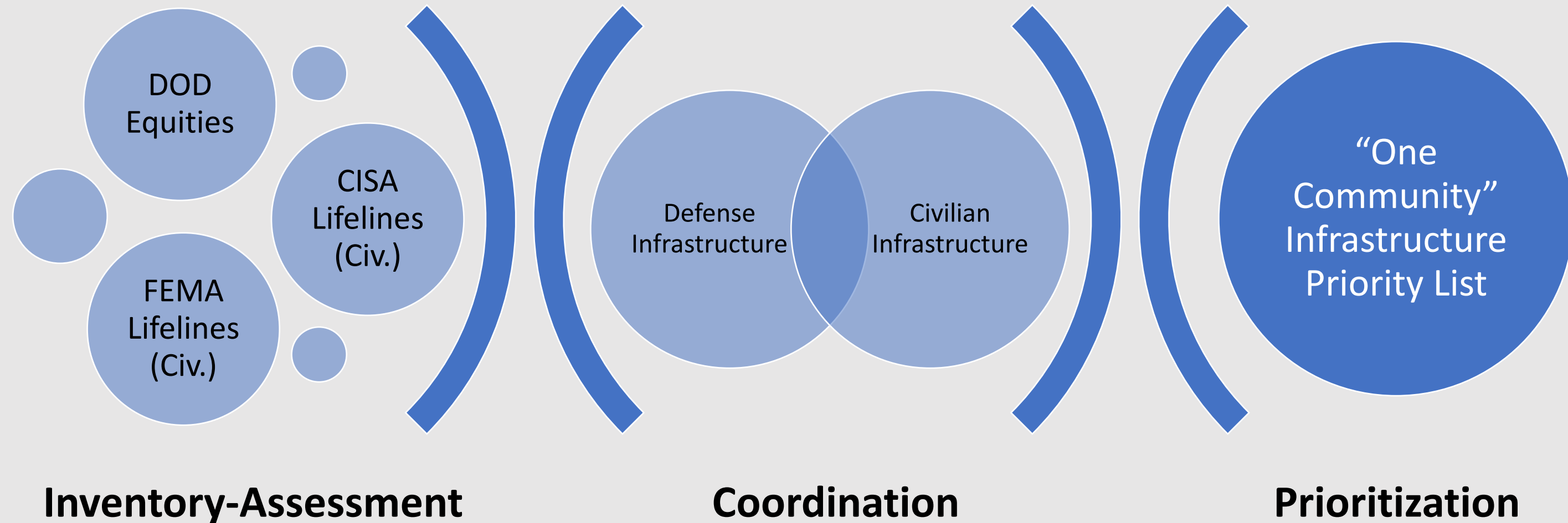




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Community-DOD Infrastructure Prioritization is Critical

OLDCC Installation Resilience Grant Assistance for Tabletop Exercises







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Program of Assistance

- Initiated either through a Military Service nomination or by a community inquiry
 - Publicly available information to demonstrate need for assistance
- Grant awarded to a state/local governmental entity
 - 10% non-Federal share
- May be a comprehensive Installation Resilience Review or focused study for a selection of resilience factors



Critical Elements of Local Resilience

Relationships

Ongoing dialogue
between community
and installation
leaders

Regional
engagement on local
issues

Assessments

Compatibility Studies

Installation Resiliency
Reviews and Table
Top Exercises

Military Department
Resiliency
Assessments

Planning

Recommendations
from assessments
and studies

Action plans to carry
out
recommendations

Design for
construction projects

Prioritization

Local resource
allocation
(e.g., labor, services)

Budgeting (e.g.,
capital improvement)

Critical Infrastructure
(e.g., DCIP proposal)



What is a Tabletop Exercise?

For OLDCC:

- A tabletop exercise can facilitate a threat-based scenario to "dry run" planned emergency responses to disasters and catastrophic events.
- The goal is to validate that response actions on and off installation are executed effectively and identify gaps in hard and soft infrastructure that can be addressed.



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Tabletop Resources

- Federal Emergency Management Agency
 - [Exercise and Preparedness Tools | FEMA.gov](#)
 - FY2024 Virtual Exercises: <https://training.fema.gov/emigrams/2023/1817-training%20opportunity-virtual%20tabletop%20exercise%20program%20fiscal%20year%202024.pdf?d=9/19/2023>
 - Hazard Mitigation Partners Workshop Feb 5-8, 2024: [2023 Hazard Mitigation Partners Virtual Workshop \(vfairs.com\)](#)
- Cybersecurity & Infrastructure Security Agency
 - [CISA Tabletop Exercise Packages | CISA](#)
- Department of the Air Force Energy Resilience Readiness Exercises (ERRE)
 - https://www.safie.hq.af.mil/Portals/78/documents/IEE/Energy/ERRE_2021%20DAF%20fact%20sheet_final.pdf?ver=BGgXU1c1GaVc36XjHjBIbw%3d%3d
- Army Cyber Institute JACK VOLTAIC®
 - [Jack Voltaic \(army.mil\)](#)
- Department of the Navy Climate Tabletop Exercise
 - [Joint Tabletop Exercise Tackles Climate Change - Energy Academic Group - Naval Postgraduate School \(nps.edu\)](#)
- Office of the Assistant Secretary of the Navy for Energy, Installations, and Environment (EI&E)
 - [Navy delivers Mid-Atlantic Regional Resilience Workshop | Office of Local Defense Community Cooperation \(oldcc.gov\)](#)



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Points of Contact

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<https://oldcc.gov/>

<https://oldcc.gov/resource/compatible-use-and-installation-resilience-grantee-guide-508-compliant>

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Travis Regional Resiliency Report

City of Fairfield
2022 MIRR Grant Recipient

Region Profile



- **Vallejo-Fairfield Metropolitan Statistical Area (MSA)**
 - Solano County – 451,716 population
 - 7 cities – some which provide water and sewer
 - 1 sewer district in addition to cities
 - PG&E power utility
- **Travis Air Force Base**
 - Home to the 60th Air Mobility Wing – largest wing in the Air Mobility Command
 - Gateway to the Pacific
 - Grant Medical Center – largest medical center in the Air Force
 - \$2.7 Billion economic impact in 2022

MIRR Grant Overview

Grant Recipient: City of Fairfield with financial & in-kind contributions from the County of Solano and Travis Community Consortium (TCC)

Grant Period: September 1, 2022 – February 29, 2024

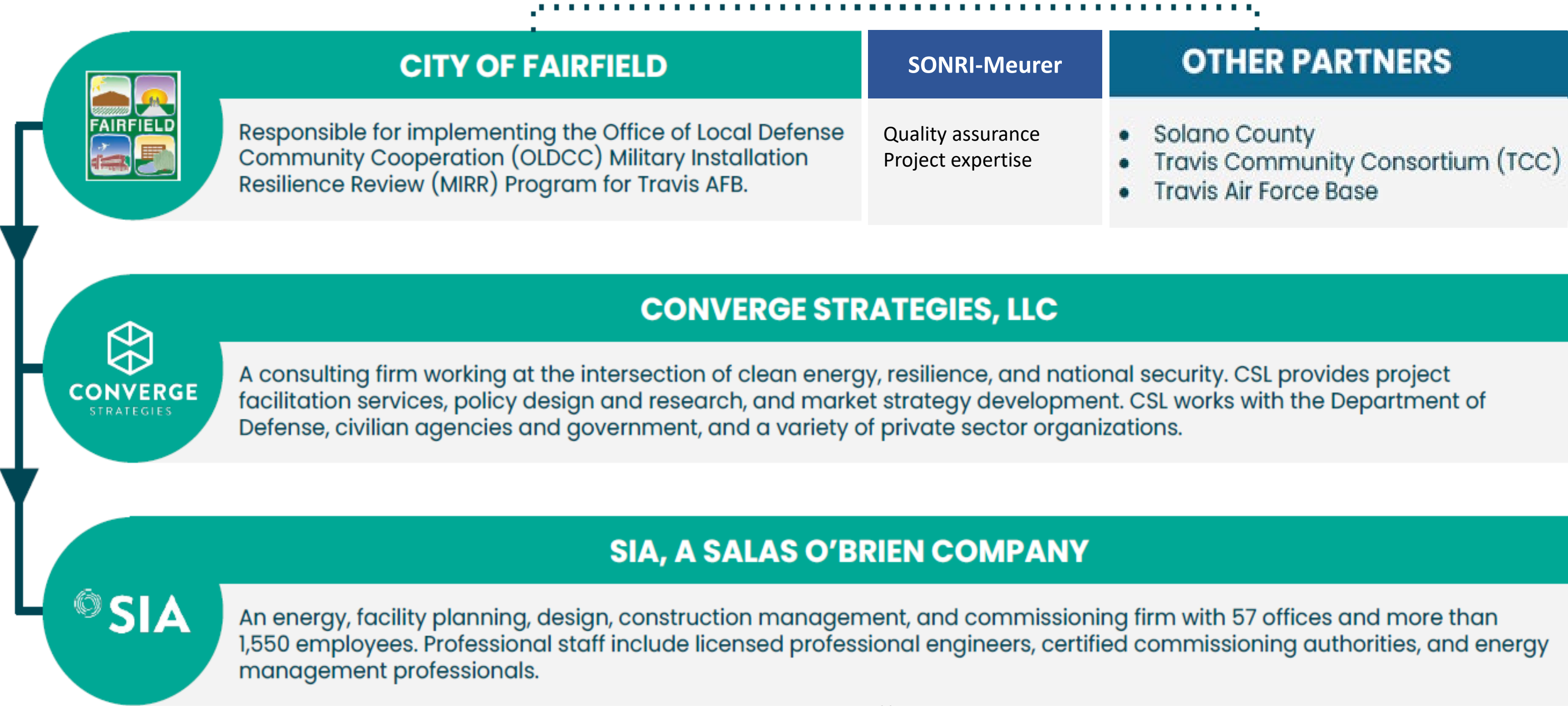
Grant Award: \$1,280,176

Total Grant Budget: \$1,424,568

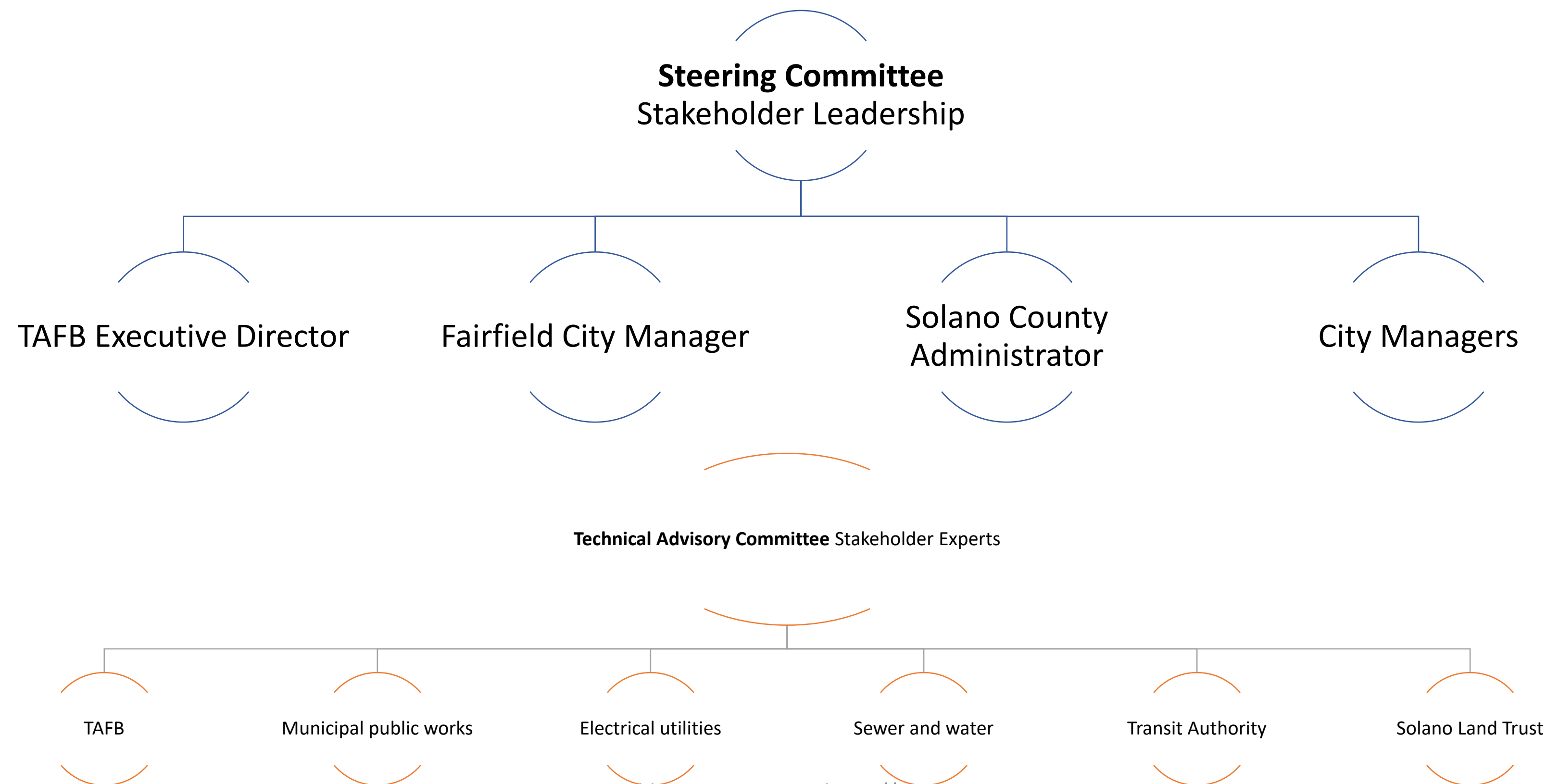
Project Contracts: Project Coordinator (*awarded Sept. 6, 2022*) and Study Contractor (*awarded Dec. 5, 2022*)

Project Objective: Enhance the readiness and resilience of Travis Air Force Base and the surrounding community by collaboratively developing project concepts and identifying project funding opportunities that mitigate the risk, hazards, and vulnerabilities of the region's critical infrastructure.

Project Team



Regional Resilience Approach



Regional Resilience Approach



>70

Stakeholders engaged including civilian leaders, infrastructure owners, and Air Force personnel.

84

Documents shared including reports and studies, maps and plans, and project concepts.

OLDCC Tabletop Exercises Webinar // January 2024

~350

GIS layers gathered and evaluated for vulnerability analyses.

Initial Infrastructure Challenges

Electricity

- Unpredictable Public Safety Power Shut Offs forcing all stakeholders to consider backup power supply to infrastructure

Transportation

- New land development and increased traffic risks truck access to installation
- Current roadways insufficient to serve current traffic during contingency events

Wastewater

- Surge flows from TAFB exceed meter and force main capacity
- Treatment plant and lift stations in close proximity to future sea level areas

Water

- Water quality meets standard for majority of installation with exception to David Grant Medical Center on occasion

Communications

- Cellular and land-mobile radio communication is limited inside installation facilities and in the surrounding community

Stormwater

- Infiltration from TAFB stormwater into the wastewater system
- Increased stormwater leads to minor flooding on Peterson Road

First Tabletop Exercise

Four Scenarios

- Separate scenarios to ensure continued engagement but interwoven to build in complexity
 - Traffic accident
 - Sewer Failure
 - Surge Tank Explosion
 - Substation Sabotage

Discussion Based

- Not meant to play out individual roles or procedures
- Learn about other stakeholder response and potential gaps

Agenda	
Time	Description
0800-0850	Welcome/ Introductions
0850-0950	Infrastructure Overview
0950-1000	Break
1000-1120	World Building + Scenario 1
1120-1210	Catered Lunch
1210-1325	Outbrief 1 + Scenario 2
1325-1335	Break
1335-1450	Outbrief 2 + Scenario 3
1450-1500	Break
1500-1635	Outbrief 3 + Scenario 4 + Outbrief 4
1635-1700	Closing Comments

First Tabletop Summary

30

Attendees, from across multiple disciplines, such as mission assurance, emergency management, city management, engineering, and planning.

9

Organizations, including 5 communities, Travis Air Force Base, OLDCC, and critical infrastructure sectors (i.e., electric and water).

16

Scenario outcomes developed with particular focus on critical lifeline vulnerabilities for the region surrounding Travis Air Force Base.



Second Tabletop Exercise

Education and Networking

- Morning focused on engineering updates for selected projects from Workshop 1
- Funding panel for potential projects

Discussion Based

- Selected priority projects to discuss next steps, barriers, and funding needs

Time	Description
0800-0845	Welcome/ Introductions
0845-0950	Engineering Presentation
0950-1000	Break
1000-1050	State/ Federal Partners Panel
1050-1230	Breakout Groups
1230-1330	Lunch
1330-1350	Afternoon Check In
1350-1520	Action Plan Exercises
1520-1530	Break
1530-1640	Gallery Walk
1640-1700	Closing Comments/ Next Steps

Second Tabletop Summary

31

Attendees, from across multiple disciplines, such as mission assurance, emergency management, city management, engineering, and planning.

>15

Organizations engaged including civilian leaders, federal and state partners, infrastructure owners, and Air Force personnel.

5

Project concepts developed at the workshop, focusing on critical lifeline resilience initiatives for the Travis Air Force Base Region.



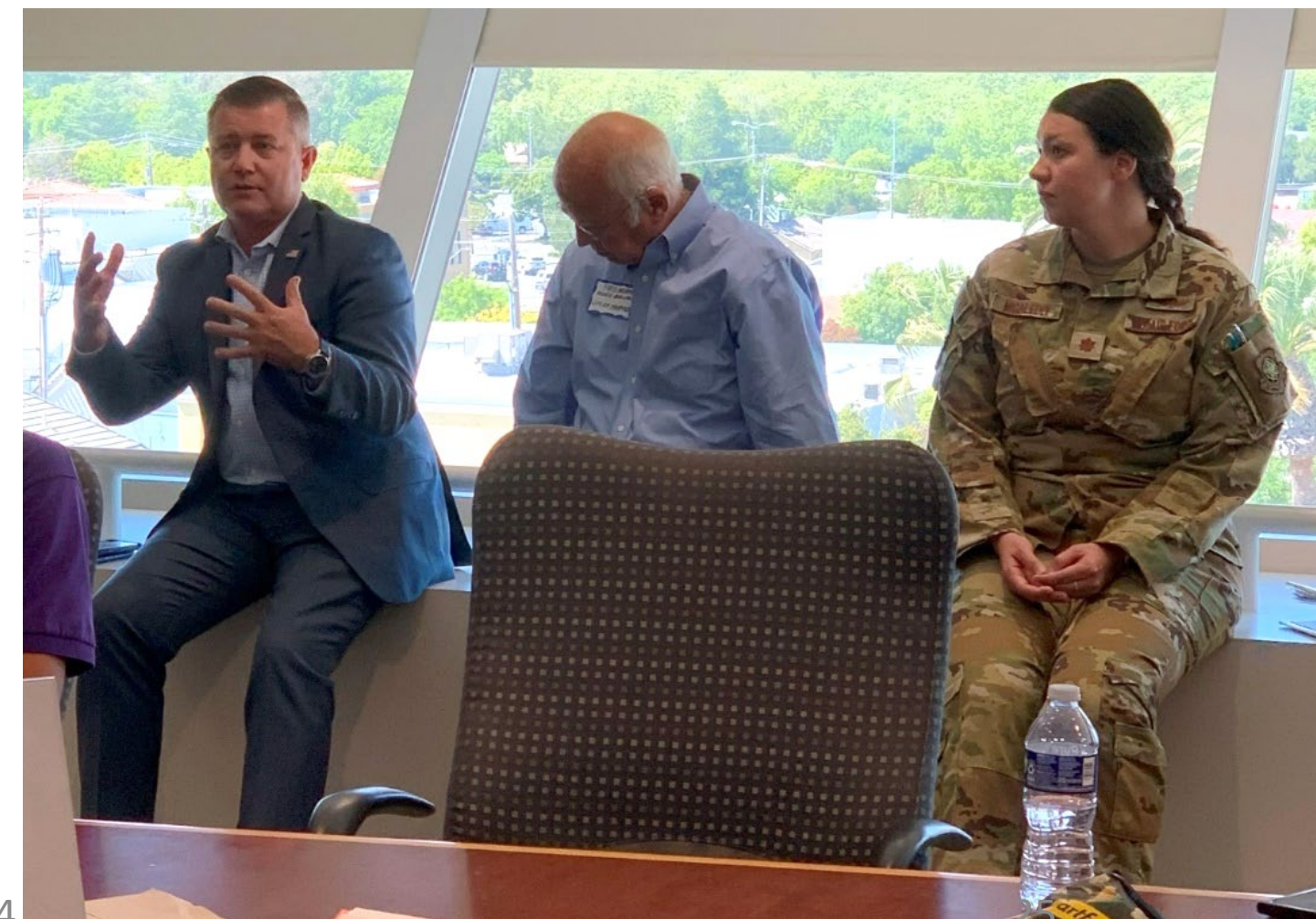
Tabletop Take Aways

- Strong partnership existed with TAFB
 - TCC Est. in 2003
 - TAFB Executive Director
 - Support from TAFB Leadership
- Relationships between agencies existed, grew, and strengthened since the start of the study



Tabletop Take Aways

- Strong vision and mission for project established early and often
- Address concerns of security, trust, and data management early and often
- Strong facilitation to provide bumpers and keep ideas flowing during breakouts





Next Steps

- Project Concept Development
 - From initial 37 project ideas, 5 projects selected to further develop for final report throughout fall/winter.
- Engineering Design Report
 - Currently reviewing draft final report
 - Final Report will include budget, funding paths, stakeholder objectives, and expected outcomes
- Future Funding/Grants
 - Based on the results from report apply for future funding to complete the community projects.



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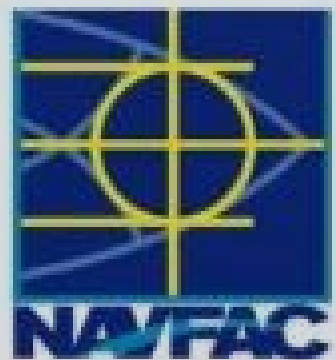
A hazard resilient future for Naval Station Newport within its coastal community:

*Military Installation Resilience Review (MIRR) for
short-term preparedness and long-term planning*

Pam Rubino, URI Coastal Resources Center

Tabletop Training Exercise (TTX)

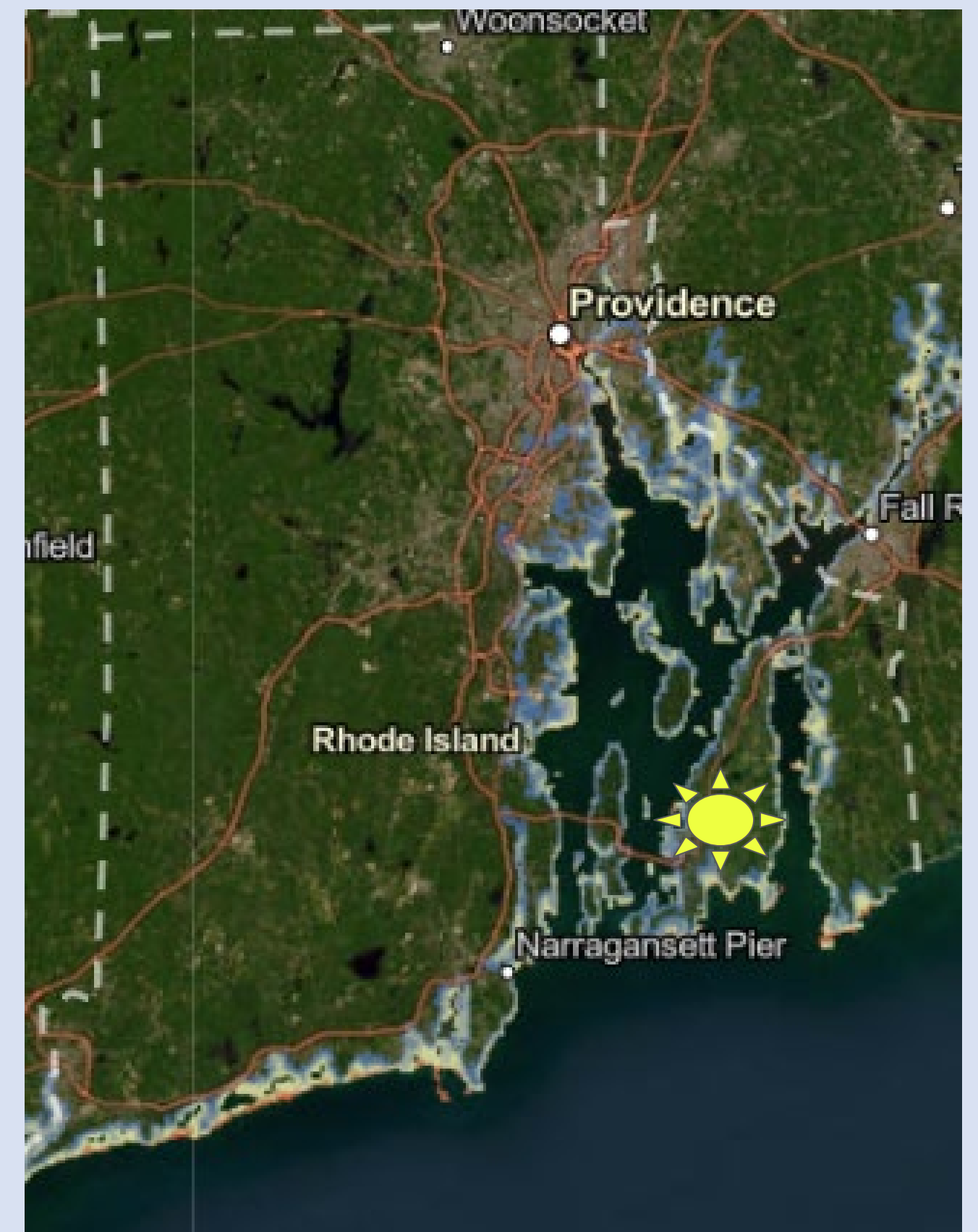
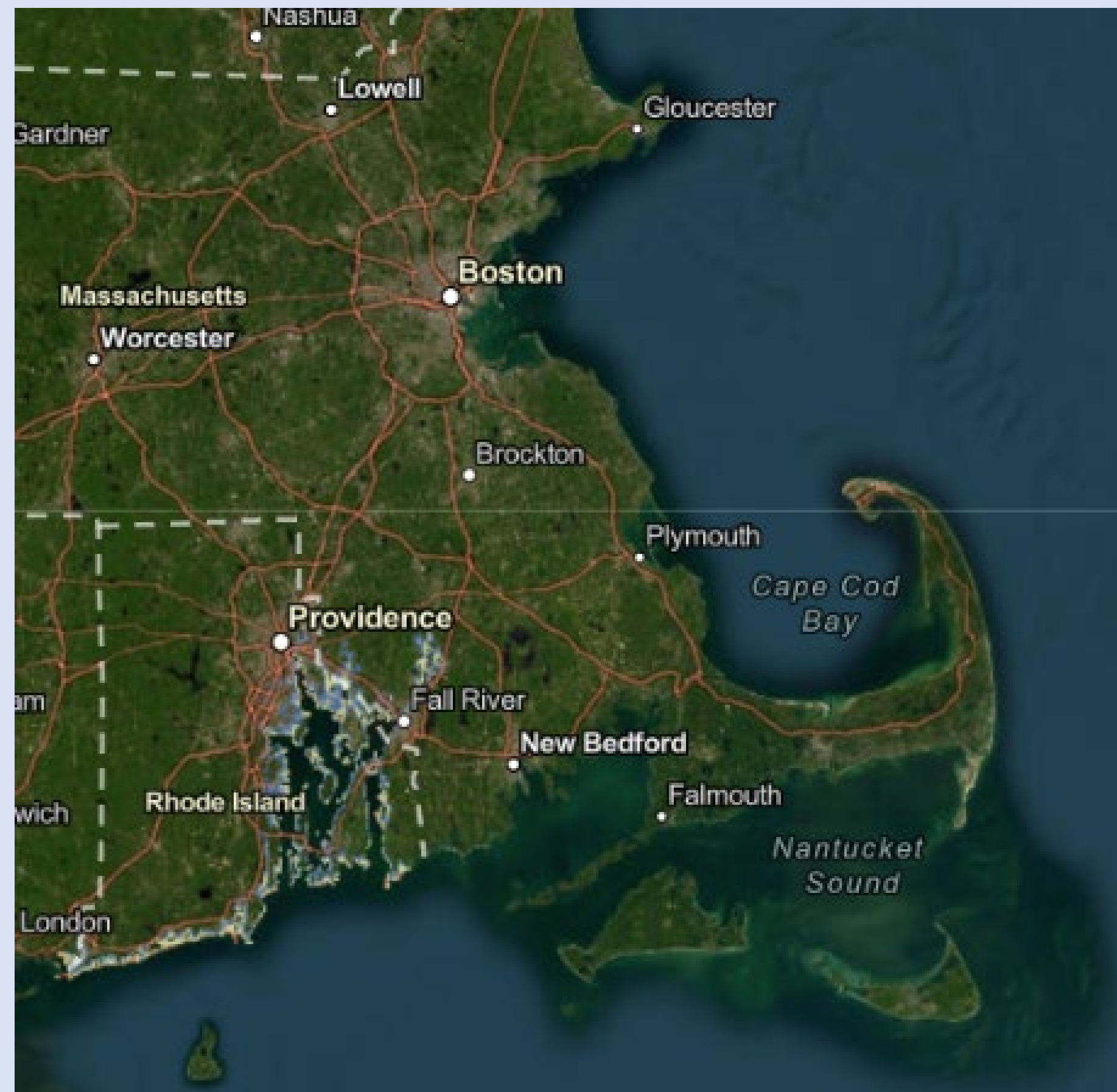
Overview



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Welcome to Rhode Island





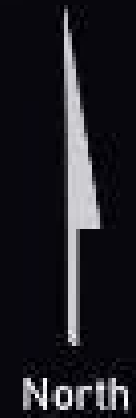


PennState
College of Arts and Architecture

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Naval Station Newport

Hurricane of 1938 modeled
with 1' of Sea Level Rise

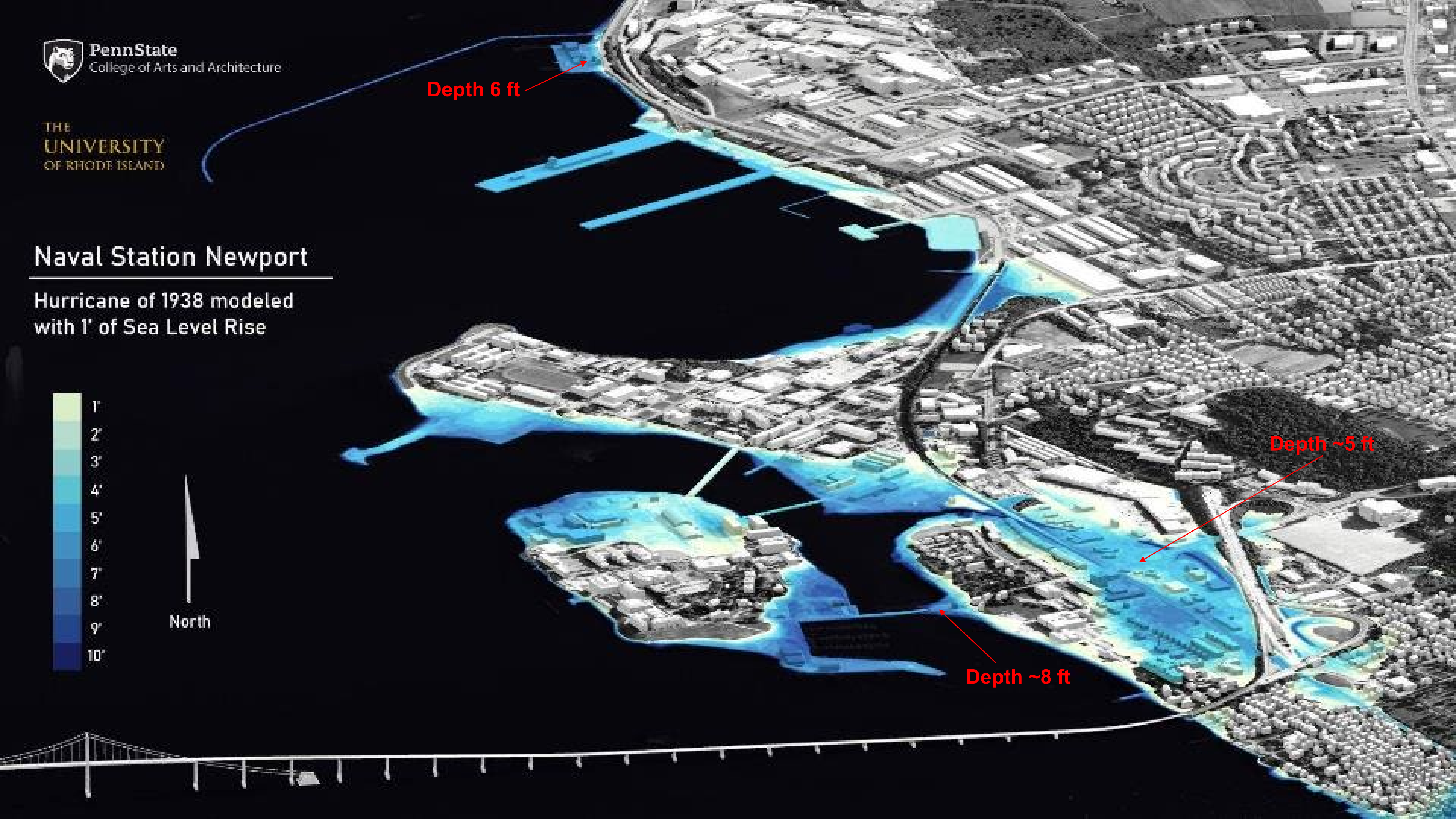


North

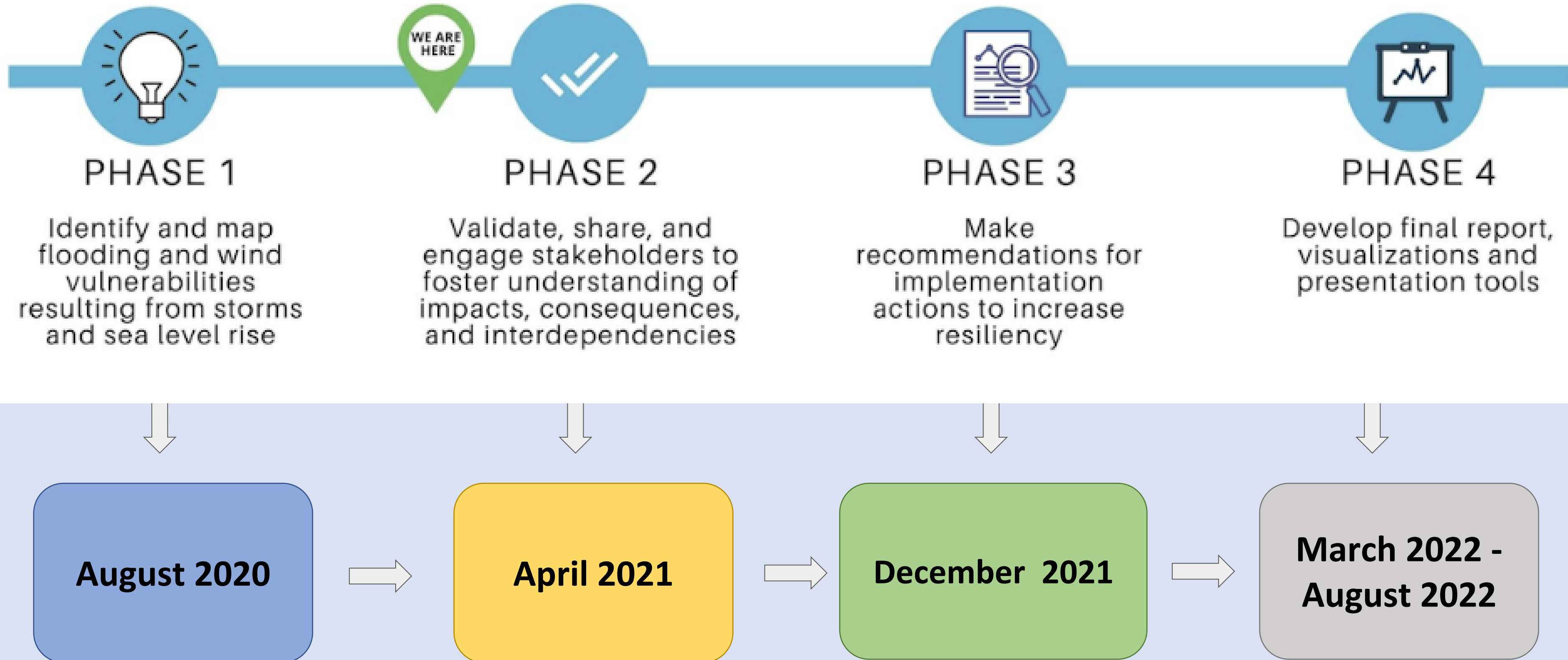
Depth 6 ft

Depth ~5 ft

Depth ~8 ft



Timing of the TTX - input for recommendations



Purpose of Tabletop Training Exercise (TTX)

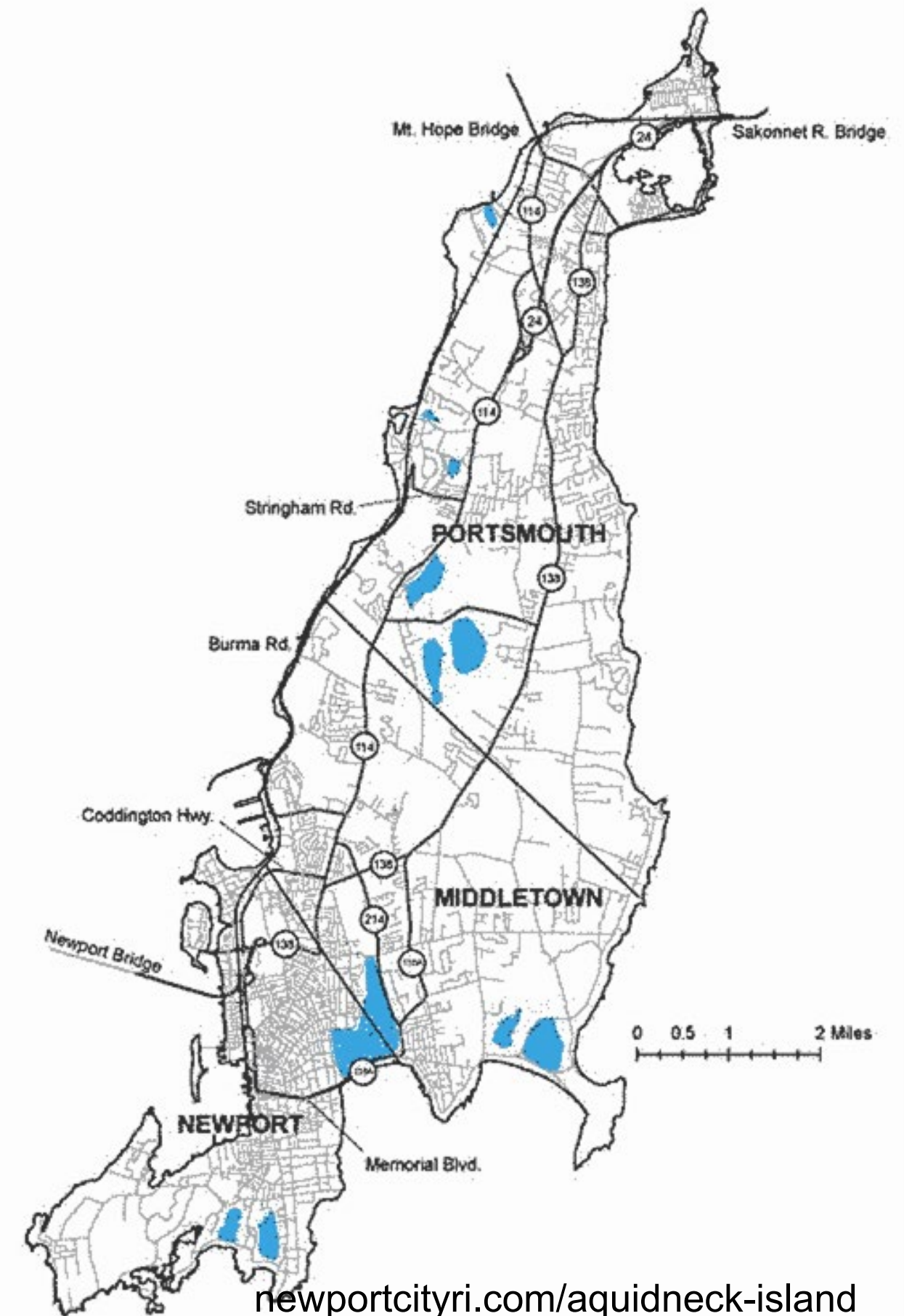
- **Impact data** discussed and validated.
- Recommended **actions identified**, including the lead and those involved.
- **Engagement and buy-in** continued towards resilience planning and action.
- **Acculturation** between civilian and military supported.



Island Wide Planners, EM, Facility Managers

- NAVSTA Newport
- City of Newport
- Town of Portsmouth
- Town of Middletown

*MC, Group Facilitators, Ethnographers,
Resource Providers*



Before the Event...

Roles

- MC
- Resource Providers
- Facilitators
- Ethnographers

Preparation

- Facilitator Responsibilities for Cells
- Tips for Effective Facilitation
- Ethnographer Guidance Overview
- Ethnographer Hints

Today's Overview (full day)

Welcome, overview, and TTX orientation (Plenary)

Move 1: Superstorm Sandy w 1' SLR - Prioritize consequences (Breakouts/Report out)

Move 2: Hurricane 1938 Prioritize consequences (Breakouts/Report out)

Networking Lunch Evacuation Video

Move 3: Resilience enhancement strategies, Responsibilities/\$\$ - (Breakouts)

Priorities/Collective Responsibilities (Plenary Report Outs & Group Discussion)

Next Steps

MIRR TTX Game Rules

- Non-Attribution Environment
- Three Moves (with network/lunch)
- Consensus Basis, *not* Unanimous Decision Making
- Don't Fight the Scenario
- Have Fun!



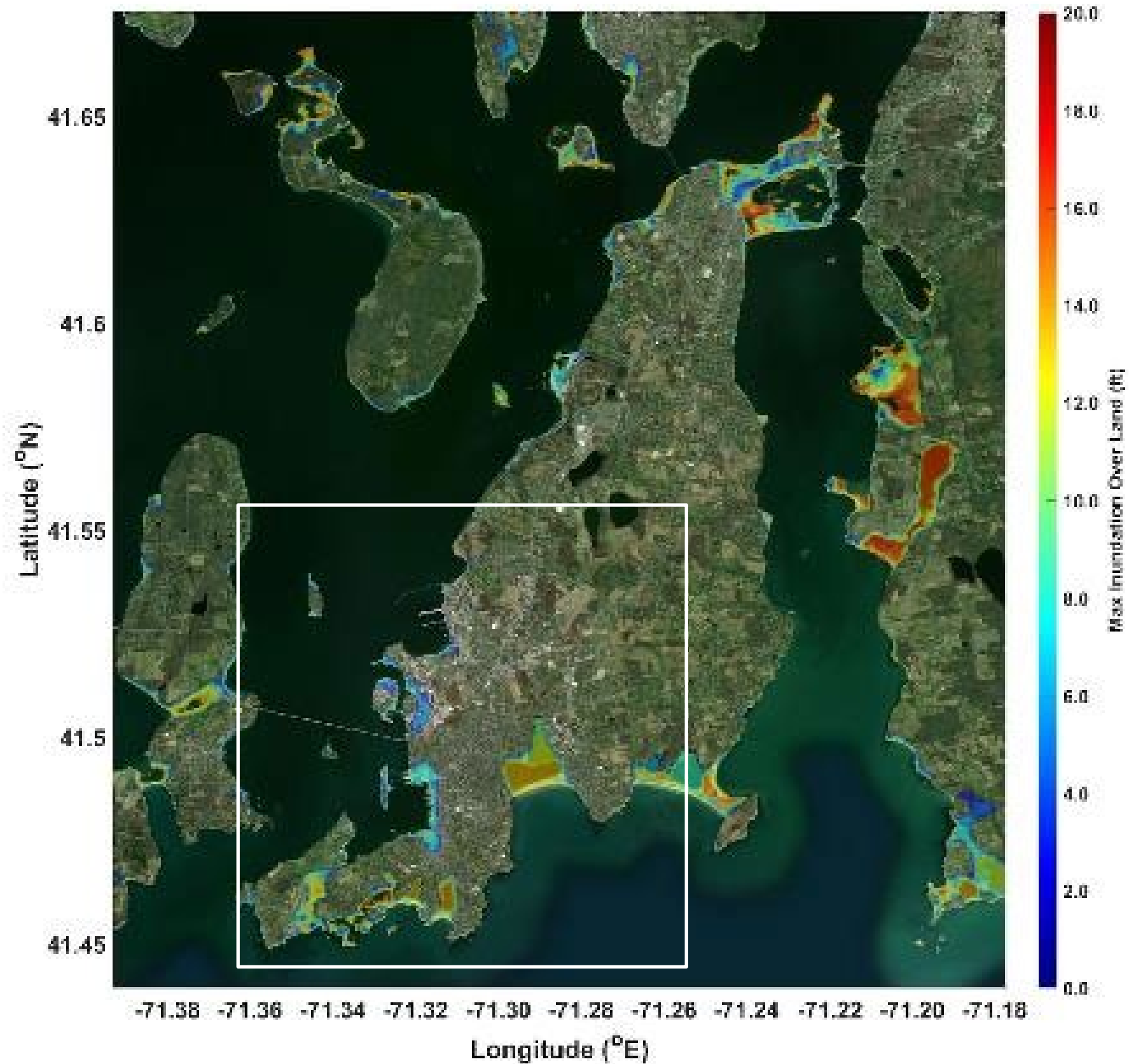
Two Scenarios - Two *Styles** of Events:

- Superstorm Sandy +1'
- Shifted 1938 Hurricane +1'

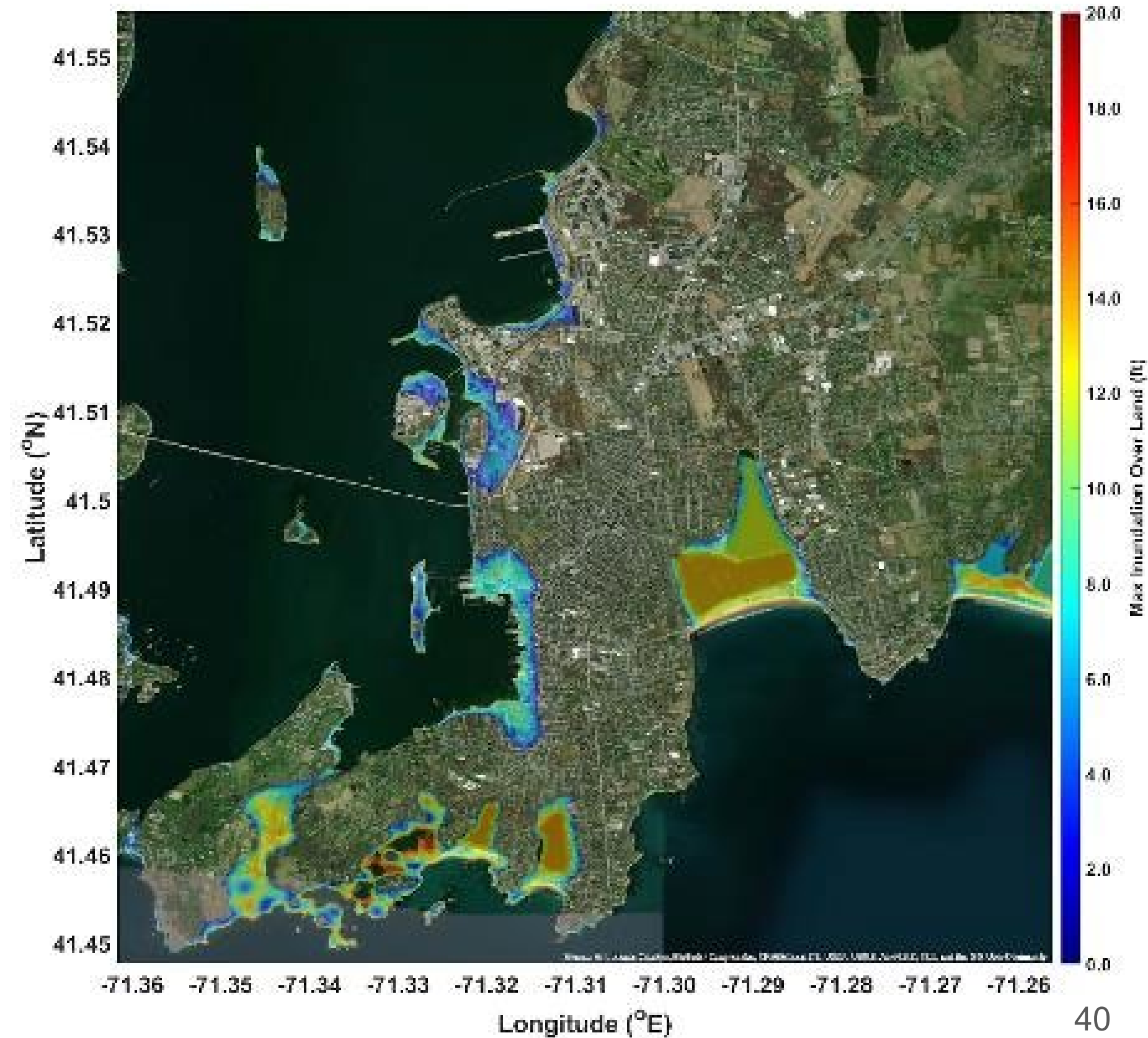
**Emphasis is on resilience
of Naval Station Newport
and interdependencies
with Portsmouth,
Middletown, and
Newport**



Scenario 2 - Modified 1938 Hurricane Track



Maximum Inundation Depth-Newport NAVSTA



Asset Name _____	Asset ID # _____
------------------	------------------

Facility Name & Owner	Hazard(s) of concern Wind _____ Flood _____	Scenarios Triggered Superstorm Sandy with 1'SLR _____ 1938 with 1' SLR _____
-----------------------	--	--

Consequence Description (two or three lines of text)	PHOTO
---	-------

Who depends on this asset's operation/services
--

Asset Name *Lunch at the TTX*

Asset ID# 000

Facility Name & Owner:
*Sandwiches / Provided
by research team*

Hazard(s) of concern
Hunger ☒ Famine ☐

Scenarios Triggered
Demeanor:
Grumpy ☐ Irritable ☒ HANGRY ☐

Consequence Description: *Workshop participants arrive without food due to the promise of provided lunch. When the sudden bread shortage strikes, no lunch is provided and the participants spend the afternoon hungry.*



Who depends on this asset's operation/services
Workshop participants (SME's)

MIRR TTX Game Flow



1. **Explore ALL Consequences** through looking at cards, posters, and dashboard
1. Prioritize **top three impacts** to NAVSTA Newport resilience
1. Discuss how loss of asset **impacts interdependencies with neighboring communities and operational readiness** to perform NAVSTA Newport missions:

Report Out (3 groups) ➡ Top Priorities

ID	Name	Notes
149*	High-Power transmission lines	Feeds 147, impacts all residents of AI, no power for majority of base
43	Longwharf pump station	Without this pump station, raw sewage -> Bay,
157	Newport Bridge	Esp. vulnerable to debris impacts in Bay during storm
14	NC electric	60KV line from Tiverton, big

Move 3 - Real World Application: Budget Priorities



Examine resilience priorities through the lens of urgency and exigent funding requirements (by end of day).

One word on what you've learned today?

Open-mindedness Vulnerabilities Intertwined
Strategy Consensus Daunting
Multiple weaknesses Cooperative Water Planning
Receptive Under-funded Adaptable Comprehensive
Grateful Financial Collaboration
Interconnected Complicated Challenging
Extensive Wicked problems Informative
Important Sharing expertise Communication Cascading
Time-consuming Holistic Commonalities
Resourceful Other perspectives Overwhelming

Next Steps

Quick look summary

A HAZARD RESILIENT FUTURE FOR NAVAL STATION NEWPORT

TABLETOP TRAINING EXERCISE (TTX) WORKSHOP REPORT

December 14, 2021, Innovate Newport

RESULTS & FINDINGS

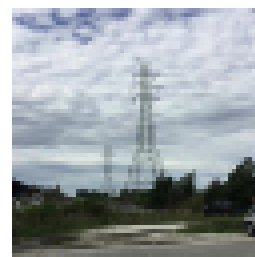
Move 1

In move 1 (Superstorm Sandy), all three groups prioritized the decommissioned outflow for the old tank farms (image below) doing lasting and severe environmental impacts. In move 2, two groups identified the source for Coast Guard Fier water supply as a high priority asset, concerned with fire and life safety and ship displacement. Other assets named by just one group include the port operations facility, the Elizabeth Creek bridge, and the Newport Fall bridge.



Move 2

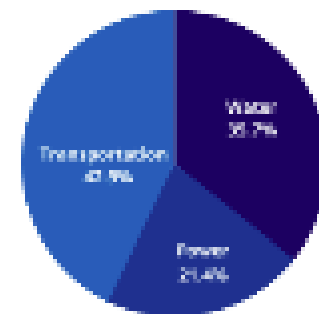
In move 2 (Hurricane of '38), two groups chose high transmission lines as a high priority asset (shown below), because its compromise would mean power loss to the whole island. A second asset prioritized by two groups was the Longwharf pump station, given that it accounts



for the majority of flow and backs up into the bay. Additional assets chosen by one group include base gate 1 (main gate), the UV gravity-fed filter, the Newport Fall bridge, and the electricity substation infrastructure.

Conclusions

The TTX discussions helped foster a sense of partnership between jurisdiction staff members that supported the symbiotic nature of military operations within a larger coastal island community. By nature of the exercise, key elements of shared priorities and challenges were explored as a part of the larger Military Installation Review context. Opportunities for further engagement were identified and potential partnerships were proposed. In general, participants shared a sense of buy-in towards resilience planning and action. However, the storm scenario of the Hurricane of 1938 was daunting for participants and caused a sense of helplessness.



The prioritized assets represent 3 of the 4 sector categories included in the TTX. Transportation (42.9%) was the most represented sector, followed by water (35.7%), and power (21.4%).

Key Take-aways

- **Funding:** funding mechanisms should be grouped together to reach for higher cost projects

Decision-makers Meeting



Draft/Final Report

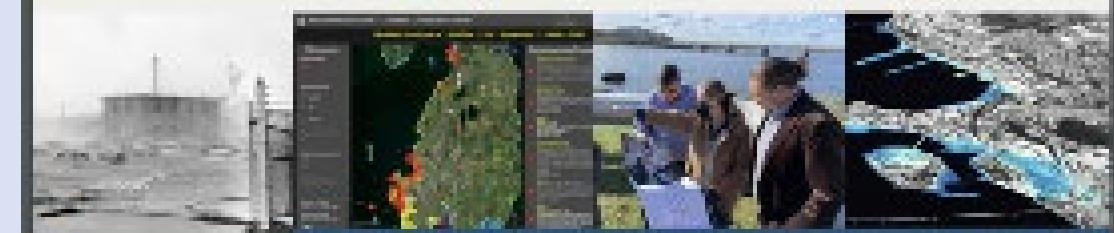
August 2022



Executive Summary

Military Installation Resilience Review

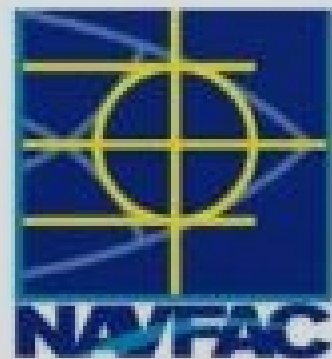
A hazard-resilient future for Naval Station Newport within its coastal community for short-term preparedness and long-term planning



To receive a copy of the full report, contact Camille Mueller, Naval Station Newport, camille.mueller@navy.mil or Patricia Reynolds, City of Newport, patricia.reynolds@cityofnewport.com

THANK YOU

www.richamp.org/case-studies-and-demo/newport



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Q & A