

Long-Term Power Outage Response and Recovery Tabletop Exercise

After Action Report [Template]

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal (NPG) and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs. This document is **FOR OFFICIAL USE ONLY**.

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Exercise Overview

Exercise Name	<i>Long-Term Power Outage Response and Recovery Tabletop Exercise</i>
Exercise Date	[Month/Day, Year]
Scope	This is a tabletop exercise (TTX) planned for 4 hours. Through a facilitated discussion, players will drive the action of the exercise, while observers witness the decisions made and processes followed. An actual energy disruption of this nature would necessitate the involvement of additional response partners, private sector partners, and activities that are not included in this exercise.
Mission Area(s)	Response, Recovery
Core Capabilities	<ul style="list-style-type: none"> ● Cybersecurity ● Economic Recovery ● Infrastructure Systems ● Intelligence and Information Sharing ● Logistics and Supply Chain Management ● Long-term Vulnerability Reduction ● Operational Communications ● Operational Coordination ● Planning ● Risk and Disaster Resilience Assessment ● Situational Assessment

Objectives	<ol style="list-style-type: none"> 1. Discuss interdependencies <i>within the Energy Sector</i> relevant to response to and recovery from a long-term power outage. 2. Discuss interdependencies <i>between the Energy Sector and other lifeline critical infrastructure sectors</i> (i.e. Water and Wastewater Sector, Transportation Systems Sector, and the Communications Sector) relevant to response to and recovery from a long-term power outage. 3. Identify and discuss interdependencies <i>between the Energy Sector and other critical infrastructure sectors</i> (e.g. Emergency Services Sector, Healthcare and Public Health Sector, Information Technology Sector) [as relevant to the selected scenario] relevant to response to and recovery from a long-term power outage. 4. Discuss the human and societal impacts of long-term power outage. 5. Identify and discuss the impacts that a long-term power outage would have on fuel distribution and provisioning, including challenges surrounding fuel allocation prioritization. 6. Discuss the stakeholders and factors associated with power restoration prioritization decision-making. 7. Identify public sector emergency management, public utility, and private utility resources and functions that must be maintained or prioritized for restoration following a widespread power outage. 8. Identify avenues for public sector emergency management, public utility, and private utility stakeholders to operationally integrate during response to and recovery from a long-term power outage.
Hazard	Complex threat to the electrical grid.
Scenario	[Insert scenario summary]
Sponsor(s)	[Agency]
Invited Organizations	[Agency/Department] [Agency/Department]
Point of Contact	<u>[Agency/Department]</u> Name Title Email Phone <u>[Agency/Department]</u> Name Title Email Phone

Executive Summary

Overview

On [date of exercise], [hosting agency] conducted NEMA's *Long-Term Power Outage Response and Recovery Tabletop Exercise* (TTX). The TTX was designed to establish a sharing and learning environment for participants to discuss current policies and procedures applicable to energy assurance as they confronted the challenges associated with responding to and recovering from a long-term power outage.

Purpose

The purpose of this TTX was to validate current policies and procedures, identify gaps, and develop potential solutions in order to advance response to a long-term power outage with cascading impact across critical infrastructure.

Overarching Goal

The goal of this TTX was to provide participants the opportunity to share ideas, validate information, and highlight gaps (both knowledge and planning) related to energy assurance through responding to a long-term power outage. This after-action report/improvement plan (AAR/IP) was developed to document areas of strength, gaps, and potential solutions presented during the TTX, captured in formal evaluation and written participant feedback, as well as heard during the hot wash session.

Exercise Structure

This exercise was a multimedia, facilitated exercise preceded by an introductory briefing. Players will participate in the following 4 modules to focus discussion:

- **Module 1**
- **Module 2**
- **Module 3**
- **Module 4**

Each module began with an update that summarized key events occurring within that time period. Module 1 lasted approximately 30 minutes, while Modules 2, 3, and 4 lasted approximately 45 minutes each. Discussion was followed by a player hot wash.

Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. The following assumptions are included in the SitMan and were used to help facilitate discussion during the TTX:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- All players receive information at the same time

Analysis

Key strengths identified in the TTX were:

- XX

Key areas for improvement identified in the TTX include:

- XX

General Information

Exercise Objectives and Core Capabilities

The following exercise objectives outlined in Table 1 describe the expected outcomes for the exercise. The objectives are linked to the Federal Emergency Management Agency’s (FEMA’s) Core Capabilities. The objectives and aligned Capabilities are guided by the Exercise Planning Team.

Table 1: Exercise Objectives and Associated Capabilities

Objective	Related Core Capabilities
<p>1. Discuss interdependencies <i>within the Energy Sector</i> relevant to response to and recovery from a long-term power outage.</p>	<ul style="list-style-type: none"> • Cybersecurity • Infrastructure Systems • Intelligence and Information Sharing • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment
<p>2. Discuss interdependencies <i>between the Energy Sector and other lifeline critical infrastructure sectors</i> (i.e. Water and Wastewater Sector, Transportation Systems Sector, and the Communications Sector) relevant to response to and recovery from a long-term power outage.</p>	<ul style="list-style-type: none"> • Cybersecurity • Economic Recovery • Infrastructure Systems • Intelligence and Information Sharing • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment
<p>3. Identify and discuss interdependencies <i>between the Energy Sector and other critical infrastructure sectors</i> (e.g. Emergency Services Sector, Healthcare and Public Health Sector, Information Technology Sector) [as relevant to the selected scenario] relevant to response to and recovery from a long-term power outage.</p>	<ul style="list-style-type: none"> • Cybersecurity • Economic Recovery • Infrastructure Systems • Intelligence and Information Sharing • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment
<p>4. Discuss the human and societal impacts of long-term power outage.</p>	<ul style="list-style-type: none"> • Economic Recovery • Infrastructure Systems • Long-term Vulnerability Reduction • Situational Assessment

Objective	Related Core Capabilities
<p>5. Identify and discuss the impacts that a long-term power outage would have on fuel distribution and provisioning, including challenges surrounding fuel allocation prioritization.</p>	<ul style="list-style-type: none"> • Infrastructure Systems • Intelligence and Information Sharing • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment
<p>6. Discuss the stakeholders and factors associated with power restoration prioritization decision-making.</p>	<ul style="list-style-type: none"> • Economic Recovery • Infrastructure Systems • Intelligence and Information Sharing • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment
<p>7. Identify public sector emergency management, public utility, and private utility resources and functions that must be maintained or prioritized for restoration following a widespread power outage.</p>	<ul style="list-style-type: none"> • Infrastructure Systems • Intelligence and Information Sharing • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment
<p>8. Identify avenues for public sector emergency management, public utility, and private utility stakeholders to operationally integrate during response to and recovery from a long-term power outage.</p>	<ul style="list-style-type: none"> • Economic Recovery • Infrastructure Systems • Intelligence and Information Sharing • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment

Analysis of Core Capabilities

Aligning exercise objectives and Core Capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. **Error! Reference source not found.** includes the exercise objectives, aligned Core Capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Table 2: Analysis of Core Capabilities

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
1. Discuss interdependencies <i>within the Energy Sector</i> relevant to response to and recovery from a long-term power outage.	<ul style="list-style-type: none"> • Cybersecurity • Infrastructure Systems • Intelligence and Information Sharing • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment 				
2. Discuss interdependencies <i>between the Energy Sector and other lifeline critical infrastructure sectors</i> (i.e. Water and Wastewater Sector, Transportation Systems Sector, and the Communications Sector) relevant to response to and recovery from a long-term power outage.	<ul style="list-style-type: none"> • Cybersecurity • Economic Recovery • Infrastructure Systems • Intelligence and Information Sharing • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment 				
3. Identify and discuss interdependencies <i>between the Energy Sector and other critical infrastructure sectors</i> (e.g. Emergency Services Sector, Healthcare and Public Health Sector, Information Technology Sector) [as relevant to the selected scenario] relevant to response to and recovery from a long-term power outage.	<ul style="list-style-type: none"> • Cybersecurity • Economic Recovery • Infrastructure Systems • Intelligence and Information Sharing • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment 				
4. Discuss the human and societal impacts of long-term power outage.	<ul style="list-style-type: none"> • Economic Recovery • Infrastructure Systems • Long-term Vulnerability Reduction • Situational Assessment 				
5. Identify and discuss the impacts that a long-term power outage would	<ul style="list-style-type: none"> • Infrastructure Systems • Intelligence and Information Sharing 				

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
6. Discuss the stakeholders and factors associated with power restoration prioritization decision-making.	<ul style="list-style-type: none"> • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment • Economic Recovery • Infrastructure Systems • Intelligence and Information Sharing 				
7. Identify public sector emergency management, public utility, and private utility resources and functions that must be maintained or prioritized for restoration following a widespread power outage.	<ul style="list-style-type: none"> • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment • Economic Recovery • Infrastructure Systems • Intelligence and Information Sharing 				
8. Identify avenues for public sector emergency management, public utility, and private utility stakeholders to operationally integrate during response to and recovery from a long-term power outage.	<ul style="list-style-type: none"> • Logistics and Supply Chain Management • Long-term Vulnerability Reduction • Operational Communications • Operational Coordination • Planning • Risk and Disaster Resilience Assessment • Situational Assessment 				

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Analysis by Objective

Objective 1: Discuss interdependencies within the Energy Sector relevant to response to and recovery from a long-term power outage.

The strengths and areas for improvement for the Core Capabilities aligned to this objective are described in this section.

Related Core Capabilities

- [Selected Core Capability]
- [Selected Core Capability]
- [Selected Core Capability]

Strengths

The **[full/partial]** capability level can be attributed to the following strengths:

Strength 1 (*[Related Core Capability/Capabilities]*): XX

Areas for Improvement

The following area requires improvement to **[enhance/improve]** the capability level:

Area for Improvement 1 (*[Related Core Capability/Capabilities]*): XX

References:

Analysis:

Objective 2: Discuss interdependencies between the Energy Sector and other lifeline critical infrastructure sectors (i.e. Water and Wastewater Sector, Transportation Systems Sector, and the Communications Sector) relevant to response to and recovery from a long-term power outage.

The strengths and areas for improvement for the Core Capabilities aligned to this objective are described in this section.

Related Core Capabilities

- [Selected Core Capability]
- [Selected Core Capability]
- [Selected Core Capability]

Strengths

The [full/partial] capability level can be attributed to the following strengths:

Strength 1 ([Related Core Capability/Capabilities]): XX

Areas for Improvement

The following area requires improvement to [enhance/improve] the capability level:

Area for Improvement 1 ([Related Core Capability/Capabilities]): XX

References:

Analysis:

Objective 3: Identify and discuss interdependencies between the Energy Sector and other critical infrastructure sectors (e.g. Emergency Services Sector, Healthcare and Public Health Sector, Information Technology Sector) [as relevant to the selected scenario] relevant to response to and recovery from a long-term power outage.

The strengths and areas for improvement for the Core Capabilities aligned to this objective are described in this section.

Related Core Capabilities

- [Selected Core Capability]
- [Selected Core Capability]
- [Selected Core Capability]

Strengths

The **[full/partial]** capability level can be attributed to the following strengths:

Strength 1 ([Related Core Capability/Capabilities]): XX

Areas for Improvement

The following area requires improvement to **[enhance/improve]** the capability level:

Area for Improvement 1 ([Related Core Capability/Capabilities]): XX

References:

Analysis:

Objective 4: Discuss the human and societal impacts of long-term power outage.

The strengths and areas for improvement for the Core Capabilities aligned to this objective are described in this section.

Related Core Capabilities

- [Selected Core Capability]
- [Selected Core Capability]
- [Selected Core Capability]

Strengths

The [full/partial] capability level can be attributed to the following strengths:

Strength 1 ([Related Core Capability/Capabilities]): XX

Areas for Improvement

The following area requires improvement to [enhance/improve] the capability level:

Area for Improvement 1 ([Related Core Capability/Capabilities]): XX

References:

Analysis:

Objective 5: Identify and discuss the impacts that a long-term power outage would have on fuel distribution and provisioning, including challenges surrounding fuel allocation prioritization.

The strengths and areas for improvement for the Core Capabilities aligned to this objective are described in this section.

Related Core Capabilities

- [Selected Core Capability]
- [Selected Core Capability]
- [Selected Core Capability]

Strengths

The [full/partial] capability level can be attributed to the following strengths:

Strength 1 ([Related Core Capability/Capabilities]): XX

Areas for Improvement

The following area requires improvement to [enhance/improve] the capability level:

Area for Improvement 1 ([Related Core Capability/Capabilities]): XX

References:

Analysis:

Objective 6: Discuss the stakeholders and factors associated with power restoration prioritization decision-making.

The strengths and areas for improvement for the Core Capabilities aligned to this objective are described in this section.

Related Core Capabilities

- [Selected Core Capability]
- [Selected Core Capability]
- [Selected Core Capability]

Strengths

The [full/partial] capability level can be attributed to the following strengths:

Strength 1 ([Related Core Capability/Capabilities]): XX

Areas for Improvement

The following area requires improvement to [enhance/improve] the capability level:

Area for Improvement 1 ([Related Core Capability/Capabilities]): XX

References:

Analysis:

Objective 7: Identify public sector emergency management, public utility, and private utility resources and functions that must be maintained or prioritized for restoration following a widespread power outage.

The strengths and areas for improvement for the Core Capabilities aligned to this objective are described in this section.

Related Core Capabilities

- [Selected Core Capability]
- [Selected Core Capability]
- [Selected Core Capability]

Strengths

The **[full/partial]** capability level can be attributed to the following strengths:

Strength 1 ([Related Core Capability/Capabilities]): XX

Areas for Improvement

The following area requires improvement to **[enhance/improve]** the capability level:

Area for Improvement 1 ([Related Core Capability/Capabilities]): XX

References:

Analysis:

Objective 8: Identify avenues for public sector emergency management, public utility, and private utility stakeholders to operationally integrate during response to and recovery from a long-term power outage.

The strengths and areas for improvement for the Core Capabilities aligned to this objective are described in this section.

Related Core Capabilities

- [Selected Core Capability]
- [Selected Core Capability]
- [Selected Core Capability]

Strengths

The [full/partial] capability level can be attributed to the following strengths:

Strength 1 ([Related Core Capability/Capabilities]): XX

Areas for Improvement

The following area requires improvement to [enhance/improve] the capability level:

Area for Improvement 1 ([Related Core Capability/Capabilities]): XX

References:

Analysis:

Appendix A: Exercise Participants

Members of the following agencies participated in this exercise:

Invited Organizations
Local (City/County)
[Agency/Department 1]
[Agency/Department 2]
State
[Agency/Department 1]
[Agency/Department 2]
Federal
[Agency/Department 1]
[Agency/Department 2]
Other
National Emergency Management Association (NEMA)

Appendix B: Participant Feedback Survey

This section contains information collected from participants in the Participant Feedback Form provided at the end of the exercise. Responses are presented as close to verbatim as possible.

Exercise Participant Descriptions

The following table presents a breakdown of the experience of exercise participants and the roles they played in the exercise.

Table 3: General Information of Participants – Past Exercise Experience

Number of Previous Exercises	Quantity of Responses
0	
1-5	
6-10	
11+	

Table 4: General Information of Participants – Exercise Role

Role	Quantity of Responses
Facilitator / Controller	
Player	
Observer	
Evaluator	

Evaluation of Exercise Design

The following tables reflect participants' opinions regarding the exercise design and effectiveness.

(Continued on next page.)

Table 5: Analysis of Exercise Design and Effectiveness

Assessment Factor	Strongly Disagree			Strongly Agree		Total	Average Score
	1	2	3	4	5		
Total Average Score						###	

Strengths and Areas for Improvement

The following tables display participants' direct identification of strengths and areas for improvement.

Table 6: Strengths and Areas for Improvement Related to [CORE CAPABILITY]

Strengths	Areas for Improvement
○	○

Table 7: Strengths and Areas for Improvement Related to [CORE CAPABILITY]

Strengths	Areas for Improvement
<p>○</p>	<p>○</p>

Table 8: Strengths and Areas for Improvement Related to [CORE CAPABILITY]

Strengths	Areas for Improvement
<p>○</p>	<p>○</p>

Table 9: Strengths and Areas for Improvement Related to [CORE CAPABILITY]

Strengths	Areas for Improvement
○	○

Table 10: Strengths and Areas for Improvement Related to [CORE CAPABILITY]

Strengths	Areas for Improvement
○	○

Table 11: Strengths and Areas for Improvement Related to [CORE CAPABILITY]

Strengths	Areas for Improvement
○	○

Areas of strength regarding this exercise

- XX
- XX
- XX

Recommendations on how this exercise or future exercises could be improved or enhanced

- XX
- XX

Appendix C: Capabilities Defined

Core Capability	Definition
Cybersecurity	Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.
Logistics and Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Long-term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

Core Capability	Definition
Risk and Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Appendix D: Acronyms and Abbreviations

Acronym	Term
AAR	After-Action Report
EEG	Exercise Evaluation Guide
EMA	Emergency Management Agency
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
NEMA	National Emergency Management Association
TTX	Tabletop Exercise

Appendix E: Improvement Plan

This IP has been developed as a result of the *Long-Term Power Outage Response and Recovery Tabletop Exercise* conducted on [date of exercise].

Objective	Issue / Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
1. Discuss interdependencies <i>within the Energy Sector</i> relevant to response to and recovery from a long-term power outage.							
2. Discuss interdependencies <i>between the Energy Sector and other lifeline critical infrastructure sectors</i> (i.e. Water and Wastewater Sector, Transportation Systems Sector, and the Communications Sector) relevant to response to and recovery from a long-term power outage.							

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Objective	Issue / Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<p>3. Identify and discuss interdependencies <i>between the Energy Sector and other critical infrastructure sectors</i> (e.g. Emergency Services Sector, Healthcare and Public Health Sector, Information Technology Sector) [as relevant to the selected scenario] relevant to response to and recovery from a long-term power outage.</p>							
<p>4. Discuss the human and societal impacts of long-term power outage.</p>							
<p>5. Identify and discuss the impacts that a long-term power outage would have on fuel distribution and provisioning, including challenges surrounding fuel allocation prioritization.</p>							

Objective	Issue / Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
6. Discuss the stakeholders and factors associated with power restoration prioritization decision-making.							
7. Identify public sector emergency management, public utility, and private utility resources and functions that must be maintained or prioritized for restoration following a widespread power outage.							
8. Identify avenues for public sector emergency management, public utility, and private utility stakeholders to operationally integrate during response to and recovery from a long-term power outage.							