NEW JERSEY BUSINESS FORCE
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Private Sector Tabletop Exercise Report

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The New Jersey Business Force is a non-profit, non-partisan consortium of companies and institutions dedicated to improving Homeland Security through effective Public-Private partnerships.
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Introduction

The New Jersey Business Force conducted a private sector oriented tabletop exercise on February 8, 2006 at the 2006 International Safety and Security Conference held in New York City. Representatives from 36 businesses, industries, non-profit organizations, colleges and universities, and government agencies participated. While the tabletop format provided the setting and structure, it was this diverse group of individuals who critically examined the potentially devastating impact a covertly released pathogen could have on private sector operations. In doing so, they proposed actions to strengthen preparedness and response should the hypothetical become a reality. The tabletop’s overarching goal was to promote an open exchange of expertise and ideas among a cross-section of disciplines all dedicated to improving homeland security.

Public-Private Sector partnerships, as envisioned in Homeland Security Presidential Directive Number 5, are built upon information sharing, collaboration and integrated capabilities. No one agency or organization can go-it-alone when catastrophes unleash their fury. Recent events along the Gulf Coast have starkly demonstrated the enormous damage, cost and suffering such calamities can and will inflict. While the challenges lying ahead are, at times, formidable, the determination and intellectual energy required to overcome the most onerous problems will evolve from mutual trust and information sharing. The desired levels of preparedness and security can only be attained through cooperation and unity of effort.

An on-going dialogue about homeland security themes and trends manifested through roundtables and tabletop exercises have proven an excellent technique for lowering barriers to effective partnerships. The International Safety and Security Conference provided a unique forum in this respect. The questions posed during the tabletop elicited astute and thoughtful responses from highly seasoned professionals and policy makers. Thus, the findings and recommendations contained within this report merit review.

Background

Tabletop exercises (TTX) typically feature interaction among key staff, decision makers, and elected and appointed officials. Generally done in informal settings, traditional tabletop exercises examine issues surrounding simulated events to enhance general awareness, validate plans and procedures, and/or assess systems needed to guide prevention, response, and recovery actions.

Tabletop exercises strive to develop an understanding of concepts, identify planning strengths and shortfalls, and/or stimulate attitudinal changes. Participants are encouraged to discuss issues in depth. The TTX format itself creates a low-stress problem-solving environment rather than replicating the rapid, spontaneous decision making characteristic of emergency situations. A tabletop can be an economical and productive tool when used in conjunction with more complex exercises; they take less time and cost less than operations-based or full-scale exercises.
The New Jersey Business Force (NJBF) Private Sector Tabletop Exercise, the object of this report, employed a non-traditional, collaborate-based activity designed and organized to promote idea and information sharing. The adaptation of a modular structure reflected the format commonly used in traditional exercises, however achieving a more focused level synthesis and application of knowledge was the desired end state. The program consisted of the five modules described below:

- **Module One** - Program orientation and presentation of the exercise scenario as a point of reference and lead-in to sufficiency of current preparedness efforts and measures.
- **Module Two** - A facilitated discussion of current mitigation and preparedness efforts.
- **Module Three** - A collective review of response versus mitigation and preparedness efforts and proposed solutions to questions impacting Public-Private Sector integration and the Private Sector’s role in crisis response.
- **Module Four** – Discussion about pressing homeland security issues affecting the Private Sector and critical long-term recovery challenges.
- **Module Five** - A summation of observations and findings gleaned from the previous four modules.

Participants did not divide into small groups, role play or evaluate existing plans like more traditional tabletop exercises. Rather, players remained “seated at the table” where an extensive discourse resulted in preliminary conclusion and lessons learned attendees could take back to the workplace and compare against current emergency plans. By promoting information exchanges, participants freely shared ideas with one another and expanded their network of contacts.

**Goals**

The NJBF Private Sector Tabletop Exercise sought to achieve three overarching goals:

1. Create a unity of effort for combating terrorism by building new and constructive partnerships.
2. Clarify and solidify roles the Private Sector may perform during catastrophic events.
3. Craft a prototype for the evolving partnership between the Public and Private Sectors.

**Assumptions**

Biological threats are cross-cutting. The presence of bio-agents and the resulting impact of government countermeasures will undoubtedly influence Private Sector decisions and reactions. A common consideration applicable to all organizations regardless of sector is how to mitigate the immediate threat while resuming a degree of acceptable functionality.

Individual companies will face the same challenge although their reactions will differ according to the nature of their planning and commodity/product/service. The end state is also the same – return to situation normal as quickly and safely as possible.
Planning assumptions identify broad operating principles and anticipated secondary and tertiary effects related to an event. For the NJBF Private Sector Tabletop Exercise, the general assumptions listed below presented the same set of conditions to all participants regardless of sector affiliation. While not intended to predict the future, these assumptions give participants a point of reference when reacting to the scenario presented.

The following assumptions painted the operational/threat picture and provided a foundation for the ensuing discussions.

**Assumption 1** – A high incidence of death and illness among the general population will have significant primary and secondary impacts on Private Sector activities and continuity of operations.

**Assumption 2** – The potential for virulent pathogens to spread infection will raise serious concerns among the Private Sector workforce and lead to unanticipated consequences.

**Assumption 3** – A catastrophic bio-event will quickly deplete local and state medical stockpiles, overwhelm emergency medical services and trigger the deployment of the Strategic National Stockpile.

**Assumption 4** – Any decision by government to issue quarantine or isolation orders or strictly enforce emergency declarations during a bio-terror event will directly affect day-to-day business operations.

**Assumption 5** - The Private Sector will need accurate, timely, reliable and actionable information from credible sources to protect workers and their families and modify business operations in response to emergency measures implemented by local and state governments.

**Assumption 6** – A catastrophic biological event will produce an aggressive public affairs response to offset a lack of information, counter rumors and ally fears among the public and first response community.

**Assumption 7** – Damage to physical infrastructure will generally be minimal; however, unprotected persons will suffer grievous health and psychological affects.

**Assumption 8** - Many untreated victims of a major bio-terror event will die or experience long-term medical conditions and disabilities.

**Exercise Objectives**

A fundamental theme running throughout the Private Sector tabletop exercise was how to build
and maintain effective Public-Private partnerships. Eight objectives posited key elements believed necessary for cooperative and synergistic partnerships.

1. Comprehend the unique challenges presented by catastrophic bio-terrorism or natural occurring pandemic events.

2. Clarify and delineate the possible roles the Private Sector may be called upon to perform during bio-terror or natural occurring pandemic events.

3. Identify the prerequisites for forming new, constructive partnerships between the Public and Private Sectors.

4. Propose ways to eliminate obstacles to viable, fully functioning Public-Private Sector partnerships.

5. Devise strategies to facilitate information sharing and access to Private Sector capabilities.

6. Explore Private Sector decision making processes employed during emergencies and the internal and external pathways used to communicate time sensitive decisions.

7. Assess measures the Private Sector can adopt to improve homeland security preparedness.

8. Demonstrate why the Private Sector is integral to the nation’s homeland security efforts.

**Exercise Methodology**

Scenario-based methodologies stimulate discussion and generate novel solutions to difficult problems. The New Jersey Business Force staff was particularly interested in the problem-solving approaches and strategic thinking processes Private Sector representatives would demonstrate when responding to various sub-plots within a detailed bio-terrorism scenario.

The exercise leveraged a series of questions centered on relevant homeland security issues to provoke critical thinking by participants. The facilitator relied on the Socratic Method to guide discussion whether for analysis or inquiry and to keep group dialogue focused. In responding to selected topics, participants constructively shared conversations and viewpoints.

The exercise scenario itself was adapted from the National Planning Scenarios. The National Planning Scenarios publication contains a systematic planning framework derived from 15 all-hazards scenarios. The National Planning Scenarios, published by U.S. Department of Homeland Security, is intended to improve homeland security preparedness by building an array of flexible capabilities. The stated purpose of these scenarios is to “. . . identify the
potential scope, magnitude, and complexity of potential major events.” (Introduction, pg ii, National Planning Scenarios, April 2005)

The tabletop’s overarching goal was not the compilation of textbook answers to a hypothetical scenario but the unleashing of creative discussion and deliberation. Participant perspectives often vary during the course of an exercise – even drastically. Such differences of opinion are expected and encouraged. The synergy generated by a diverse group of experts whose competencies cut across all economic and institutional sectors should lead to group problem identification and resolution – a key expectation and outcome.

**Tabletop Exercise Scenario**

The private sector tabletop exercise, in actuality, was not scenario-centric. To the contrary, the facilitator concentrated on promoting interaction and an exchange of experiences and viewpoints among participants. The scenario became the medium for achieving the exercise’s goals and objectives. By referencing scenario highlights, the facilitator relied upon collaborative-based discussion to critically examine emergency preparations, response plans and short and long-term recovery considerations.

The intentional, insidious release of Y. pestis (pneumonic plague) and a subsequent statewide public health emergency provided underlying plots for the Private Sector Roundtable. The plague scenario, adapted from the National Planning Scenarios, was intended to challenge attendee perceptions and operational plans regardless of sector membership.

- Covert attack executed against the NJ-NY Metropolitan Area
  - Metro-Area transportation systems targeted
  - Aerosolized *Y. pestis* sprayed inside NJ terminals & stations by Universal Adversaries
  - Predominately NY/NJ Port Authority facilities
  - Biological agent intended to cause mass death & disruption
  - Goal is to paralyze the Northeast & cripple US economy by directly attacking transportation systems

- NJ becomes epicenter of a bio-terror event with international reach
  - Initial victim is hospitalized the day after plague release
  - First group of victims display symptoms on second day
  - Number of victims & fatalities accelerate by Day 3
  - Pneumonic plague cases eventually appear throughout U.S. & in 11 countries

- Diagnosis difficult in early stages of outbreak
  - Generalized symptoms exhibited by victims
  - Inconclusive data accompanied by aberrant rise in cases

- NJ State EOC fully activated on Day 3
  - NJDOHSS believes plague outbreak has occurred
  - Fatalities run 5.5 times above those reported as ill
  - Presumptive diagnosis indicates presence of *Y. pestis*
• Deployment of Strategic National Stockpile requested
• Absenteeism rises above 40% in worst affected areas

• Economic impacts felt across NJ & Northeast
  ▪ Attendance at work & school drop across region
  ▪ Serious disruptions of business & commerce
  ▪ Some companies relocate while others close
  ▪ Passenger volume & traffic severely impacted
  ▪ New Y. pestis cases appear across US, Canada & Europe
  ▪ Stock Exchange reflects anxiety being felt

• Events in NJ approach a crescendo on Day 4
  ▪ Hudson & Union Counties apply for quarantine orders
  ▪ NJ Emergency Health Powers Act implemented
  ▪ Presidential Disaster Declaration issued for NJ & NY
  ▪ Strategic National Stockpile deployed
  ▪ Homeland Security Advisory Level raised to RED
  ▪ WHO issues worldwide travel advisory for NJ & NYC
  ▪ Sick & dead exceed 8,000 in a single day
  ▪ “Worried Well” burden the health care system
  ▪ Massive local, state & Federal response undertaken

• Day 5 – Situation in New Jersey grows increasingly desperate
  ▪ Victims continue to overwhelm medical facilities
  ▪ Hospitals activate emergency plans
  ▪ Medications distributed across NJ but problems are encountered
  ▪ Workforce absenteeism adversely affects NJ economy & quality of life
  ▪ Thousands attempt to flee from hardest hit northern NJ counties
  ▪ Governor issues travel ban & closes routes out of NJ
  ▪ Emergency measures trigger serious economic repercussions & reverberations
  ▪ Private Sector demands better & timely intelligence

• Day 6 – Crisis reaches a culminating point
  ▪ Victims continue to present in 12 of NJ’s 21 counties
  ▪ Health care system severely strained
  ▪ Relief efforts & services begin reaching those in need
  ▪ Getting businesses & schools running again is a priority
  ▪ Restoring public confidence & trust a major challenge
  ▪ Demand for mental health services grows
  ▪ Medical costs & insurance claims skyrocket
  ▪ Fatalities decline significantly

• Day 7
  ▪ Hospitals treating cases in 18 of 21 NJ counties
  ▪ Availability of antibiotics slows the fatality rate
  ▪ Toll during first seven days is staggering
• More than 29,000 sick
• At least 9,500 dead
  ▪ Governmental capacities & services pushed to the breaking point
  ▪ Officials must manage cascading crises & problems

• New victims appear during Recovery Period
  ▪ NJ experiences subsequent waves of pneumonic plague albeit less dramatic
  ▪ Individuals without access to antibiotics subject to extreme risk

Findings and Analysis

1. Finding: Private Sector business continuity planning can make valuable contributions toward the nation’s security while safeguarding vital facilities and skilled workforces.

Analysis: Protection of the homeland is the number one national security priority. The damage and trauma caused by catastrophic events can alter the physical and psychological well-being of a whole society. In the scenario presented, business continuity plans offered a measure of economic self-preservation and also aided in restoring everyday life to a semblance of normality following a biological event.

Getting employees back to work and minimizing disruption is inexorably tied to the nation’s security. During a crisis, companies must sustain critical employees for at least three days if not longer. Pre-event planning provides managers and supervisors with operating constructs, priorities and emergency procedures a company or organization will implement when disaster strikes.

An ultimate goal is to protect and sustain employees and facilities during the response and recovery phases of a major event. Continued business operations depend on it. Those who do not adequately plan put their businesses and organizations in serious jeopardy.

2. Finding: Make employee preparation and training a subset of business continuity planning.

Analysis: The window for executing business continuity decisions in the midst of chaos is quite narrow. Institutionalizing emergency procedures through education and practice can reduce confusion and maximize limited decision-making opportunities at the onset of a crisis. Furthermore, employers do not forcibly hold employees at the work site; they can only make recommendations to evacuate or shelter in place.

Although emergency plans often exist, gaps remain. Participants proposed three recommendations to resolve this dilemma: (1) Make employees part of the planning and validation process; otherwise, they will abandon/leave the work site regardless of the instructions given; (2) Establish a notification network among work sites to relay timely and accurate information using cell phones, E-mail, blackberries and other communication means; and (3) Exercise internal plans to raise the employee awareness regarding potential threats and what corresponding protective actions to take.
3. Finding: Efforts to protect employees should extend to household members whenever possible.

Analysis: Employees are willing to remain at work or lend assistance during disasters when they know their families are safe according to studies of large corporations and hospitals. The New Orleans experience underscores this point – a significant number of bus drivers and police officers did not show up for work in the aftermath of Katrina (extenuating circumstances did account for some absences). Furthermore, according to one participant, an open interpretation is being applied to the definition of “household.”

Admitting families into the workplace during emergencies is a measure business is beginning to study closely. Companies may consider extending critical services to families like day care or on-site housing. Conversely, employees should have dependent care plans for elderly relatives and children and even pets. Bottom line - preparation and planning is the responsibility of everyone across an organization.


Analysis: The need for timely, credible and actionable information during all phases of emergency management is imperative for the Private Sector. Companies must not only respond to immediate events but also the impact of government contingency measures on business operations. Private Sector leadership and Crisis Management Teams need as much information as quickly as possible.

An array of decisions must be implemented when a crisis unfolds - how to best protect employees, whether to shelter in place or evacuate, what business operations to adjust, etc. The Private Sector is obligated to find out what notification “tools” are available and become familiar with them. Also, building redundant information systems is an essential aspect of emergency preparedness and response. For example, New York City authorities communicate with the Private Sector through several means: E-mail alerts, Office of Emergency Management outreach, Area Police-Private Liaison Program (APPL) notifications, and meetings with corporate security.

5. Finding: Relationships serve as underpinnings in the information sharing process.

Analysis: If the interface of processes, systems and technologies form the overall emergency management information architecture, then collaborative relationships represent the power source. The important part relationships play in information sharing was a recurring theme throughout the tabletop. One challenge the Private Sector faces is determining who tells what, to whom and when.

Business, by working directly with local and state officials, can develop an understanding of Public Sector notification processes, emergency planning issues and how government will react
under specific situations. Maintaining regular contact and holding joint exercises builds trust, two-way communication and productive working relationships.

6. Finding: The Private Sector can help departments of health reduce the Strategic National Stockpile (SNS) footprint during bio-terror events.

Analysis: Private Sector partnerships can enhance the efficiency of the Centers for Disease Control (CDC) Strategic National Stockpile program. Under the SNS program, businesses can contribute in three ways: stockpiling medications, converting facilities into points of distribution (POD) and distributing medications to workers and their families. Employees and their families would receive medications at a company facility rather than a public designated POD.

When Private Sector facilities become PODs, a degree of pressure is removed from the shoulders of public health. Establishing workplace PODs speeds the flow of medications to those needing prophylaxis and streamlines SNS dissemination. Private Sector involvement helps reduce delays in protecting a potentially exposed portion of a community’s population.

New Jersey is gradually arriving at a position where the Private Sector must plan on remaining self-sufficient during the initial phase of a major disaster. This capability is especially applicable to bio-terror or pandemic events. Companies who decide to stockpile antiviral and antibiotic medications should consult state health officials for guidance on shelf-life and medication storage.

One participant reminded attendees of a lesson learned during last year’s Federal exercise, TOPOFF 3, i.e., companies expressed real concerns about site security and liability if their facilities became public PODs. The State of New Jersey is currently examining the accountability issues associated with converting Private Sector facilities to POD locations.

7. Finding: Private Sector companies and organizations should develop plans to shelter in place and have appropriate supplies on-hand for such emergencies.

Analysis: Several participants mentioned key factors to consider when developing plans to shelter the workforce on-site:

1. Become familiar with local and state emergency plans.
2. Know the Incident Command System and how it works.
3. Know where your employees live and how they commute.
4. Learn about employee needs and patterns.
5. Establish an in-house notification network for contacting workers during emergencies.
6. Permit families to enter the workplace during crises.
7. Stockpiling provisions for three days may not be enough.

Just having a sheltering plan is not enough. Sheltering procedures must be exercised and training sessions held for all personnel. Again, if not kept informed, employees will self-evacuate.
Depending on the situation, site evacuation could be risky and place individuals in harm’s way. Moreover, large numbers of evacuees can cause monumental problems for emergency management officials like those experienced in New York City following the 9-11 Terror Attacks or the 2003 August Blackout.

A robust internal communication, training and exercise program will educate and prepare workers for man-made, natural and technological emergencies. In the aftermath of an incident, employees will remember if their employer made a legitimate effort or not to protect them and their families.

8. Finding: The overwhelming majority of organizations present lacked a formal program to monitor aggregate absentee rates.

Analysis: Only one organization had existing absentee monitoring protocols based on an unscientific, ad hoc survey (show of hands). The program was newly adopted and part of a comprehensive pandemic disease plan developed by a nationally known company.

The lack of a monitoring mechanism was not necessarily seen as a handicap because supervisors know how to escalate problems up the management chain. Of greater concern was the unexpected closure of schools.

A 25% absentee rate among employees was possible at one company if schools closed due to mass illness. Consequently, absenteeism among school-aged children would indirectly affect worker attendance.

Answers varied on the subsequent question, “When does absenteeism reach critical mass?” Apparently, there is no “one size fits all” metric for Private Sector absentee thresholds. Business continuity planning should identify critical decision points regarding aberrant absentee rates.

9. Finding: The capacity of the Private Sector to shift operations or initiate temporary, stop-gap production measures like telecommuting is industry dependent.

Analysis: Several representatives described the telecommuting strategies their companies would implement if absentee rates climb above acceptable thresholds. Telecommuting is effective but not adaptive to all businesses or situations.

Other organizations had contingency plans for bringing skilled workers from out of state to fill manpower voids. One concern dealt with the prospect of introducing replacement workers into an outbreak area - “Who will walk into a Hot Zone?” Cross-training of employees was still another option mentioned. The various strategies offered to mitigate expectant worker shortages further illustrated the inherently diverse composition of the Private Sector.
10. Finding: Businesses, when planning for emergencies, should reach out to other companies where a contractual reliance exists.

Analysis: Response and disaster recovery planning should factor in service agreements with supporting companies. Company A may have an outstanding plan for disasters but if companies B and C on whom Company A depends for materials and products fail to deliver services, then Company A could find its recovery seriously jeopardized. Today’s economy is a tapestry of interdependencies characterized by just-in-time logistics.

The old adage, “A chain is only as strong as its weakest link,” applies to continuity of operations. To avoid surprises in the middle of a crisis, all partnering companies should “sit at the table” when exercising emergency plans.

The capacity of providers/suppliers to fulfill service agreements under extreme circumstances was a major topic of discussion. Large companies have an emerging role in mentoring smaller ones about protection and mitigation strategies.

11. Finding: Transparency through the sharing of information can limit rumors and retain employee confidence during crises.

Analysis: Unsubstantiated rumors and “worried-well” syndromic behaviors occur in every disaster and particularly during bio-events. Getting as much information out to workers as possible can help allay fears and keep individuals focused on critical activities. A participant recounted how one bank located near the collapsed World Trade Center #7 openly posted air quality reports for employees to see.

Transparency begins in the preparation phase with the sharing of emergency plans and extends well into recovery. As one attendee advised, keep employees informed about the threat and how the state may react.

12. Finding: Because early continuity decisions are based on specific “triggers,” the Private Sector cannot always wait for government to act first.

Analysis: The Private Sector cannot delay critical business decisions. Companies will evaluate developing situations and set planning processes into motion upon receipt of initial indicators and intelligence. Tracking employees is another important aspect of business continuity operations. An early decision may mean the difference between survival and going out of business.

The Public Sector has a vested interest in knowing what the Private Sector is planning and cross-talk on such subjects is essential to avoid conflicts during the height of an emergency. The National Response Plan was a recommended resource for the Private Sector to consult. It delineates how Public-Private relationships are supposed to work.
13. Finding: The Private Sector has selflessly committed resources during recent disasters in the United States but the greatest challenge it confronts is how to bring business back to impacted areas.

Analysis: Getting businesses up and running in devastated areas is a formidable task. As a confidence restoring measure, it is a role uniquely suited to the Private Sector. Often, when things go bad, they really go bad. Government response to Hurricane Katrina caused a loss of confidence across the whole emergency management system.

Participants cited several examples where the Private Sector stepped up and filled the void by bringing badly needed relief to the Gulf Coast states. Voluntary efforts included the commitment of transportation assets, food, clothing, building materials, medication, and services. For bio-terror or pandemic events, the pharmaceutical industry will assist with and augment Public Sector medication shortfalls.

One participant talked about the public controversies stemming from the provisions of the Stafford Act. A political debate is raging whether or not reimbursement under the Stafford Act applies to terrorism.

Summary of Key Points

- **Information Sharing Between Public and Private Sectors** – The Private Sector needs timely and credible information for incident notification and to initiate critical business continuity decisions. The following was suggested to improve the sharing of time-sensitive information:
  - Determine who do you tell and when do you tell them
  - Establish multiple sources of information
  - Become familiar with the National Incident Management System and learn how the Incident Command System (ICS) works
  - Share Private Sector emergency plans with the Public Sector

- **Eliminating Barriers to Public-Private Partnerships** – Organizational culture can act as a barrier to constructive partnerships. A concerted effort to expand collaboration and cooperation between the Private Sector and government builds trust and fosters positive working relationships.

- **Private Sector Homeland Security Roles** – Exercise participants identified three main preparedness/prevention roles the Private Sector can successfully perform in the homeland security arena:
  - Include the protection of employees and their families in company planning efforts
  - Raise employee awareness through education and training
  - Regularly exercise internal plans to gain employee buy-in and compliance
Response Networks and Resource Sharing – Participants readily described how the Private Sector response to Hurricanes Katrina and Rita demonstrated the range of capabilities business possesses. Companies unequivocally demonstrated their willingness to help during the Gulf Coast response and recovery efforts. Yet, questions about liability, reimbursement and government expectations underlie this spirit of generosity to some degree.

Identifying and Understanding Thresholds – Tabletop discussion examined the differences between Public and Private Sector priorities and decision points. Each sector monitors its own thresholds within the decision making process. For instance, escalating levels of absenteeism due to bio-terrorism will impact each sector differently. Crossing a threshold, e.g., 25% absenteeism triggers a corresponding reaction.

Sector response depends on the types of functions performed and the constituencies served. Identifying and understanding these dynamics can help bridge any divides, real or imaginary, in forging Public – Private partnerships.

Joint Exercises and Training – Many benefits are realized when business and government agencies train and exercise together. Joint exercises build a foundation for teamwork and trust. Businesses also gain exposure to best practices. Finally, vetting emergency response plans with Public Sector partners can reveal gaps as well as uncover potential unintended consequences.

Private Sector Knowledge of Key Mandated Policies and Programs – During the course of the tabletop exercise, various participants mentioned documents and resources with which the Private Sector should become familiar. Those cited included:

- National Response Plan
- National Incident Management System (NIMS)
- Incident Command System (ICS)
- National Infrastructure Protection Plan
- Stafford Act
- Local and State Emergency Management Plans
- Civilian Emergency Response Team (CERT) and Emergency Corps

Facilitator’s Final Thoughts – Concluding Comments

- Be aware of fighting the last battle
- Realize who has the responsibility
- Bring pressing issues to the forefront
Attachment 1: Participating Companies and Organizations

Americas BNP PARIBAS
Amylin Pharmaceuticals
ANSER Inc.
Atlantic Health Systems
Bain & Company
Bank of New York
Booz, Allen, Hamilton
Carefirst
Chubb & Son
Cingular
Columbia University
Criterion Strategies
Guidant
Hospital Corporation of America
ING
Johnson and Johnsons
New Jersey Department of Health and Senior Services (Essex County)
New York University
McGraw-Hill
Michigan State University
Miller’s Launch, Inc.
New Jersey Department of Health and Human Services – Essex County
New Jersey Institute of Technology
Peoples Bank
Port Authority of New York and New Jersey
Ralph E. Earl, Associates, Inc.
Semandex Networks
Shippensburg University
Starbucks Coffee
U.S. Food and Drug Administration
U.S. Department of Homeland Security - Lessons Learned
U.S. General Services Administration
WalMart
Wayne State University
Wyeth Pharmaceuticals
Attachment 2: Lowe-Straub Model for Private Sector Tabletop and Workshop Exercises

- **Preparation and Mitigation**
  - Information Sharing Module 1

- **Restoration**
  - Information Sharing Module 5

- **Incident Response**
  - Event Module 2
  - Information Sharing Module 3

- **Long-Term Incident Recovery**
- **Short-Term Incident Recovery**

- **Information Sharing Module 4**