



August 16, 2007

Dear Private Sector Colleagues:

On behalf of the U.S. Department of Homeland Security (DHS), we invite you to participate in the **Top Officials Exercise 4 (T4) Full-Scale Exercise**. This exercise is national in scope and mandated by law. Although registration for participation in the field in T4 has ended; organizations located outside the exercise impacted areas in Arizona, Guam and Oregon will have an opportunity to participate through what is called the “looking glass” type of play. This type of play is described below.

Registration for “looking glass” type of play closes Friday September 14, 2007.

The major disruptive events of this exercise will occur in the States of Arizona and Oregon, and the U.S. Territory of Guam on October 15-24, 2007. The most significant days for participation will be October 17, 18, 19, 22 and 23.

Through the “looking glass” type of play we have created additional training possibilities for those private sector organizations located outside of the areas where the exercise events are to occur. “Looking glass” type of play will allow an organization with major offices or facilities in, Boston for instance, to “test” its emergency preparedness and business continuity plans as if the major events were occurring close to its offices or facilities.

### **Gaining Value from the Exercise**

In addition to gaining a fuller understanding of how government at the local, state and federal level would respond to a significant disastrous event, the exercise will enable your organization to assess:

- Emergency response and business continuity plans
- Information-sharing and incident-reporting protocols
- Preparedness and response plans and programs

During the exercise, your organization’s players can be connected to a T4 Exercise media site known as “VNN.com”. This site simulates news associated with the unfolding events of the exercise. We will also establish communication linkages to provide situational awareness of these events.

### **”Looking Glass” Type of Play**

There is no direct cost to play in the exercise; although there is a required time commitment on the part of planners and players. The level of time commitment will vary

depending upon the objectives you wish to achieve; you decide the days, hours and extent of participation by your business or organization.

As mentioned above, registration for the “Looking Glass” is open until September 14<sup>th</sup>. This type of play includes information exchange within and among companies or associations who need to share exercise-related information to test their respective emergency response and business continuity plans. They will have a “looking glass” into the exercise. Each of the private sector organizations and associations may represent multiple players within a specific critical infrastructure or unique sector. This exercise type is used when variations from the master scenario are being utilized in a fashion that will not disrupt the exercise.

Participants in this mode will be provided plume plots for the locations they identify. The plume plots will allow their emergency response personnel to visualize the impact were the disruptive event to occur in their proximity. Through VNN, the web, and listen only conference calls, participants will be able to follow what is occurring in the field in Oregon. They will also learn what actions government officials are taking to respond to the event. In addition participants will be able to send e-mail questions to a private sector, exercise cell. This cell will be staffed by government officials from jurisdictions that are not participating in the exercise. The officials will answer questions about what they would be doing if the exercise were occurring in their respective jurisdictions. Participants will not be able to interact with officials in their own jurisdictions or the exercise venues. However, the existence of the government officials in the private sector exercise cell will allow for more information to be provided to the looking glass players allowing them to test and exercise their own plans. Attached is a more detailed description of this level of play.

### **Determining Planners and Players**

As with any exercise, there are different roles for participating—as a planner or player. Planners will help develop the exercise for their organization, to assure private sector objectives are defined and achieved. Each playing organization requires at least one planner who usually is not also a player because the planners become knowledgeable of the details of the exercise in advance.

Players actively respond to and/or mitigate the simulated emergency in accordance with their organization’s level of play.

### **Getting Involved**

If your organization is interested in participating in the T4 exercise in the “looking glass” type of play or has questions, please contact by September 14, 2007 the following individuals with the names of the planners

- Ms. Nancy M. Pomerleau, Exercise Director, Partnership Outreach Division, [nancy.pomerleau@dhs.gov](mailto:nancy.pomerleau@dhs.gov), (202) 447-3150 (office) or (202) 641-4193 (mobile)
- Mr. Albert Bullock, Business Liaison, Private Sector Office, [albert.bullock@dhs.gov](mailto:albert.bullock@dhs.gov), or (202) 447-3592

To hear testimonials from private sector participants in the Top Officials 3 Exercise, visit:  
[http://www.dhs.gov/xprepresp/training/gc\\_1163609896726.shtm](http://www.dhs.gov/xprepresp/training/gc_1163609896726.shtm)

Again, thank you for considering the possible dedication of your valuable time to partner with local, state and federal governments in the Top Officials 4 Full Scale Exercise.

Sincerely,  
R. James Caverly  
Director  
Partnership Outreach Division  
Office of Infrastructure Protection  
Jan Mares  
Deputy Director  
Private Sector Office

### Private Sector Level of Play “Looking Glass” **Top Officials 4 Full-Scale Exercise**

This describes the level of play for private sector, defined as national associations, organizations or critical infrastructure companies who are members of the Sector Coordinating Councils and other companies.

**“Looking Glass”**—Information exchange within and among companies or associations or organizations who need to share exercise-related information to test their respective emergency response and business continuity plans. Each of the private sector organizations and associations may represent 50 or more players within a specific critical infrastructure or unique sector. This exercise type is used when variations from the master scenario are being utilized in a fashion that will not disrupt the exercise.

#### Specific activities will include--

- Management of private sector play by the Private Sector Office (PSO) and the Partnerships Outreach Division (POD), including sector specialists
- PSO/POD managing play in the Master Control Cell
- Daily National Infrastructure Coordinating Center (NICC) conference calls and situation reports at 1100 per established operational doctrine for T4 players. “Looking Glass” players may participate in a listen only mode.
- NICC initiation of a 1300 daily teleconference for Looking Glass players to ask questions and address issues pertaining to likely government actions that would be occurring related to the players. This call would be walled off from the full scale exercise underway in Oregon, Arizona and Guam.
- When possible, POD provides hyperlink to iCAV system to get maps of cities where the parent company is located showing the affect of the same type of incident to the critical infrastructure within a similar radius of their corporate headquarters—support for this from the geospatial team, Office of Infrastructure Protection and Private Sector Office.
- Private sector players with facilities/offices located (outside of Oregon, Guam and Arizona) could assume that the events occurring in Oregon are occurring in close proximity to their corporate headquarters or other company facilities.
- Players will assume that all VNN.com and other exercise event information are applicable to this mythical event near their corporate headquarters. (Companies may want other of their facilities to assume the event is occurring near those facilities.)
- Private sector planners will be able to ask questions of POD and PSO as the exercise proceeds and the answers will relate to what is happening in Portland. **Company planners and players** will have to transpose that answer to their own circumstances.
- Companies playing in the Looking Glass mode will not be able to call or communicate with their local officials or other organizations in their area because the local officials and others are not playing in the exercise.
- The companies playing will also not be calling anyone in Oregon, Guam or Arizona to discuss their situation.
- OIP and PSO will have intermediate associations or other aggregations of companies that will facilitate the activities of the Exercise Control Staff and along with OIP and PSO serve as "controllers" for the private sector playing companies.
- All private sector players must begin and end all written, electronic, or oral communications with “EXERCISE, EXERCISE, EXERCISE”
- The “Looking Glass” play must have an air tight firewall.