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**NATIONAL EXERCISE PROGRAM
Top Officials Exercise 3 (T3)**

Private Sector Integration

CONCEPT OF OPERATIONS

REVISION 1.0 — January 12, 2005

T3 Private Sector Integration

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FOUO/UK RESTRICTED/PROTECTED OTHER GOVERNMENT

Revision 1.0 – 01/12/05

T3 Private Sector Integration

Concept of Operations

1. Executive Summary

T3 provides private sector organizations and associations with an opportunity to test their emergency response and business continuity plans in conjunction with Federal, State, and local response agencies. As the largest national Full-Scale Exercise (FSE) in history, last year's TOPOFF 2 exercise engaged more than 8,500 participants. With private sector participation, T3 promises to be larger in scope and complexity. Private sector organizations are offered the following range of opportunities for participation:

- Tabletop Exercise (TTX): notional, internal participation by an organization's emergency response experts through one-way information exchange by phone, email, and Internet, or two-way information exchange within a private sector association, the National Infrastructure Coordinating Center, or the Private Sector Office chair in the Interagency Incident Management Group.
- Command Post Exercise (CPX): activation of emergency operations center (EOC) plan at organization site without implementing emergency response actions. Two-way information exchange is allowed with all other participating private sector relevant players.
- Full-Scale Exercise (FSE): actual emergency response center activation and implementation of emergency response plan activities. May include tactical field operations. Two-way information exchange is allowed with all other participating private sector relevant players.

The T3 scenario engages private sector participants from perspectives of critical and non-critical infrastructure sectors and includes nonprofit volunteers and donations management organizations. Responses are coordinated in accordance with State and local emergency response plans as well as the following new national response plan (NRP) support annexes:

- Private Sector Support Annex
- Volunteer and Donations Management Support Annex

T3 will be conducted from April 4–8, 2005, and includes the following venues and events:

- Connecticut: chemical attack and an explosive device
- New Jersey: biological attack
- Washington, D.C.
- United Kingdom and Canada

Hours of play during this period can range from a few hours, to a full business day, to a maximum of 12 hours of play per day from 0800–2000 hours. Private sector organizations may decide how many individuals will “play” and to what extent. Players will receive information from multiple sources, including a virtual news network that will replicate the cable news sources that would be available in an actual response. Players participating in the CPX or FSE modes will contact other participant players and respond just as they would in a real incident. Longer-term transition and recovery operations will be addressed during a related follow-on Large-Scale Game (LSG) to be conducted on May 3-5, 2005. Mobilization and approval of private sector players within the venues must be coordinated with State exercise planning teams to ensure functional integration.

For more information, private sector organizations should contact the following people:

- National Venue
 - Private Sector Co-Chair, DHS Private Sector Office: Jan Mares, jan.mares@dhs.gov, 202-282-8437
 - Private Sector Co-Chair, DHS, IAIP Directorate, Infrastructure Coordination Division: Evan Wolff, evan.wolff@dhs.gov, 202-282-8575
 - T3 Support Team, Private Sector Integration: Mike McCausland, maitrng@aol.com, 719-337-4913
- Connecticut Venue
 - State of CT, Department of Public Safety, Division of Homeland Security, Critical Infrastructure Protection Unit: Detective Andrew Burke, andrew.burke@po.state.ct.us, 203-805-6571, 203-537-7357 (cell)
 - T3 Support Team, Private Sector Integration: Michael Mastrodonato, mike@mastrodonato.com, 585-746-7658
- New Jersey Venue
 - New Jersey Attorney General's Office, Robert Wall, robert.wall@lps.state.nj.us, 609-984-9582
 - T3 Support Team, Private Sector Integration: Bruce Hoover, Bruhoo@aol.com, 719-338-5937

T3 Private Sector Integration

Concept of Operations

This document delineates an operational concept for private sector integration into the T3 exercise. The following list outlines the interface points, objectives, assumptions, extent of play, expected player actions, exercise execution, and information management flow for Federal, State, and local (FSL) private sector interactions during the incident.

2. Private Sector Interface Points

The following FSL departments and agencies (D/As) and private sector associations and organizations are listed as potential private sector interface points to be exercised during T3.

- 2.1 Federal
 - DHS Private Sector Office (PSO)
 - DHS Infrastructure Coordination Division (ICD)
 - National Infrastructure Coordinating Center (NICC)
 - Infrastructure Coordination and Analysis Office Sector Specialists (ICD/ICAO)
 - Protected Critical Infrastructure Information Office
 - Infrastructure Programs Office
 - DHS Federal Emergency Management Agency (FEMA)
 - DHS Citizens Corps
 - Joint Field Office (JFO)
- 2.2 State and local
 - State Emergency Operations Center (EOC)
 - Local EOC
- 2.3 Private sector associations and networks
 - Critical Infrastructure and Key Resource (CI/KR) sector organizations and Sector Coordinating Councils (SCCs), Government Coordinating Councils (GCCs), and Information Sharing and Analysis Centers (ISACs)—private sector self-organized centers to share critical infrastructure, strategic, and operational information
 - National and regional associations and organizations
- 2.4 Private sector individual organizations
 - Corporations
 - Nongovernmental organizations
 - Faith-based groups

3. Objectives for Private Sector Integration

3.1 Private Sector Perspective

The following objectives have been proposed by the private sector for participation in T3:

- Examine private sector emergency response and business continuity plans.
- Exercise communications links with relevant government agencies.
- Improve information-sharing processes and capabilities.
- Test Protective Critical Infrastructure Information program.
- Gain and maintain situational awareness of an emerging event.

3.2 FSL Government Perspective

The following objectives are identified for integration of the private sector:

- Explore options for integrating Federal government/private sector decision making, incident planning, response, and recovery operations.
- Evaluate information sharing, coordination, and dissemination between private sector and FSL agencies before, during, and after an incident.
- Test the infrastructure coordination mechanism of the NRP as a single U.S. government point of contact (POC) for incident response relative to privately owned critical infrastructure.
- Delineate a course of action for private sector engagement in the response and recovery mechanisms of FSL departments and agencies.
- Explore the implications and economic impact to the private sector of short, medium, and long-term recovery aspects resulting from sustained threat levels and disaster recovery operations.
- Test the Homeland Security Information Network (HSIN)
- Test the new DHS/PSO/FEMA volunteer and donations website

4. Private Sector Integration Assumptions

4.1 Impacted Sectors

The national private sector working group plans to test at least three critical infrastructure (CI) sectors in T3. The DHS Infrastructure Coordination Division will recommend impacted sectors for participation at the national level. The State exercise planning teams will determine State-level participation. The following sectors are being considered, although participation beyond these sectors is possible:

- Transportation: truck, rail, marine
- Chemical/HAZMAT
- Real estate/commercial
- Energy: oil, gas
- Water
- Public health

Many current national and local private sector planning group members represent critical infrastructure and volunteer and donations management associations and networks. These network participants, along with individual participating organizations, will mobilize organizations and companies for exercise participation. All local venue participant companies and organizations should be identified and registered by January 21, 2005. Registration requires submittal, acceptance, and approval of a player fact sheet (see attached).

4.2 Short-Term Response

T3 private sector integration will focus on short-term response activities occurring within the first 72 hours of the incident. Depending on the extent of play, private sector participation may range from individuals operating from offices at their organizations to a full-scale response from a corporate EOC.

Due to the short response period, second order effects will generally not be played, though they should be identified during exercise conduct. Second order effects will be more thoroughly explored during the follow-on LSG on May 3-5, 2005. The LSG will focus on longer-term transitioning and recovery operations.

4.3 Infrastructure Testing

The following organizations, programs, and processes related to private sector integration will be explored during the exercise:

- ICD/National Infrastructure Coordinating Center (NICC)
- ICAO Sector Specialists (ICD/ICAO)
- Sector coordinating organizations
- Information Sharing and Analysis Centers (ISACs)
- Homeland Security Information Network (HSIN)
- Protected Critical Infrastructure Information (PCII) program
- Defense Production Act (DPA)
- ICD infrastructure liaison assigned to JFO/National Resource Coordination Center (NRCC)
- Buffer Zone Protection Plans (BZPPs)
- PSO/FEMA website for management of resources provided for rapid depletion of assets within a crisis region (beta test)

5. Private Sector Extent of Play

Private sector play is defined as the functional integration of private sector involvement into FSL emergency response mechanisms. Extent of private sector play may range from notional participation by a few individuals to full-scale involvement. In determining the level of play within the local venues, corporations and organizations should work closely with the State exercise planning teams. The following are examples of potential involvement:

5.1 Tabletop Exercise (TTX)—Play at organization site or within an association.

Many private sector for-profit companies and non-profit organizations will elect to play in a TTX mode by mobilizing components of their emergency response staff or corporate emergency response experts. The minimum staffing and response required to participate in T3 is as follows:

- Emergency response director or subject-matter expert (SME): to receive one-way information dissemination in relation to the emerging scenario. This information will be disseminated through such mechanisms as:
 - VNN.com, which is a CNN-style notional news channel with internet feed from video broadcast
 - Relevant association playing in the CPX mode for which the TTX is a member; this could include such organizations as the Association of American Railroads, Volunteer Organizations Active in Disasters (VOAD), InfraGard, and the New Jersey Business Force
 - The National Infrastructure Coordinating Center (NICC) and Private Sector Office (PSO) desk in the Interagency Incident Management Group (IIMG).
 - Law enforcement bulletins
 - Health department bulletins
 - Homeland Security Information Network bulletins

This does not preclude any organization playing in the CPX or FSE mode from calling any organization playing in the TTX mode through the use of contact information provided in the Private Sector Play Roster.

TTX players are not allowed to initiate unrestricted two-way information exchange across the system. Two-way information exchange for TTX players is limited to the following:

- Communications within a private sector association; this includes TTX to TTX as well as TTX to the overarching association, such as InfraGard, the New Jersey Business Force, or VOAD.
- Calls to the NICC and PSO desk in the IIMG
- An organizational point of contact (POC) for interfacing with the T3 exercise team: if the POC is involved in planning the T3 exercise, the POC shall not participate in the exercise as a player because he/she will have advance access to and knowledge of the protected scenario and may function as an interface controller for the T3 exercise team during the FSE. The POC could be provided from an overarching organization, like the U.S. Chamber, N.J. Business Force, or InfraGard, or a relevant sector organization like the American Petroleum Institute, the American Chemistry Council, or the Association of American Railroads.

5.2 Command Post Exercise (CPX)—Two-way communications from organization site

The major difference between the full-scale exercise (FSE) and CPX integration modes is that in the FSE mode, organizations will actually perform emergency response operations, which may include tactical field operations; in the CPX mode, they will issue notional commands within their own organizations that will not actually be carried out. Extent of play for organizations participating in the CPX mode can range from a full list of FSE support functions to activating an organizational command post (EOC) with a skeleton crew for two-way interfacing with other T3 players. In the latter case, the organization would assign individuals to simulate the organization's operations center play on behalf of the company.

Organizations playing at the CPX or FSE level must ensure that they communicate only with registered T3 players. Registration is accomplished through submission and approval of a Player Fact Sheet. All other interaction is prohibited.

5.3 Full-scale exercise (FSE)—Two-way communications with potential field operations

Private sector participation in the FSE mode will probably be more appropriate for non-profit organizations, as few for-profit organizations would play full scale by actually shutting down their operations or deploying participants for tactical field operations. Organizations that conduct full-scale integration are expected to closely replicate their response activities in a real-world event.

5.4 Simulation cell

A simulation cell (SIMCELL) will be established to support exercise play in areas where no organizations are participating in the FSE or CPX modes. Private sector volunteers will be asked to man the SIMCELL to provide relevant private sector input.

5.5 Hours/days of play (time required of private sector players)

The FSE will take place from Monday, 04/04/05, to Friday, 04/08/05. Player organizations are asked to submit their projected T3 participation periods. This data is entered into a private sector play roster (see attachment 1) for use by other players. Potential days/hours of play for the private sector are as follows:

5.5.1 National

- Mon. Apr. 4: 0800–2000
- Tues. Apr. 5: 0800–2000
- Wed. Apr. 6: 0800–2000

- Thu. Apr. 7: 0800–2000
- Fri. Apr. 8: 0800–1600

5.5.2 Connecticut

- Mon. Apr. 4: 1300–2000
- Tues. Apr. 5: 0800–1800
- Wed. Apr. 6: 0800–1600
- Thu. Apr. 7: 0800–1200
- Fri. Apr. 8: TBD

5.5.3 New Jersey

- Mon. Apr. 4: 0800–2000
- Tue. Apr. 5: 0800–2000
- Wed. Apr. 6: 0800–2000
- Thu. Apr. 7: 0800–2000
- Fri. Apr. 8: 0800–1600

5.5.4 Individual participating organizations may tailor their play to suit their objectives. Continuous play activity outside the impacted areas is unlikely. Meaningful play periods for individual players could range upward from two hours per day. Most individual from associations and corporations participating in CPX/TTX modes may play from their offices as they perform some normal business duties.

6. Private Sector Expected Player Actions

6.1 Procedures, Plans, and Policies

T3 participant organizations playing at the CPX or FSE level are tasked to provide an overview of their expected player actions (EPAs) for an incident in accordance with their procedures, plans, or policies. EPAs will be inserted into the MSEL to capture intended private sector participation. If there are no applicable procedures, plans, or policies, the exercise will provide an opportunity to develop and examine them. The intent is to establish and measure real-world institutional capacity that cannot be established without procedure, plan, or policy context for meaningful metrics.

6.2 Master Scenario Events List (MSEL) Input

EPAs must be developed by organizations playing at the FSE or CPX level for coordination and capture within the MSEL by the end of February. How FSL D/As respond to the incident will influence the actions that private sector organizations may initiate. For example, a private sector organization's response to a chemical/biological threat in its area would be affected by the shutdown of transport routes by the government. Participants are asked to submit EPAs without reference to FSL response. As the MSEL is developed and the FSL D/As identify their EPAs, these EPAs will be available for review by the private sector, which may then modify its corresponding EPAs. To the extent possible, private sector planning group members and associations and the PSPG support staff are used to coordinate EPA development.

7. FSL-Private Sector Information Flow

7.1 Interface Points

Player rosters are being compiled and disseminated to appropriate participants, listing private sector and government organizations, participant names, locations, and contact information.

7.1.1 Federal

For Critical Infrastructure/Key Resources (CI/KR) at the national level, private sector organizations will play through interface points including:

- DHS ICD
 - NICC
 - Sector specialists
- DHS IIMG (includes DHS ICD, FEMA, and PSO)
- DHS FEMA National and Regional Coordination Centers
- Sector Coordinating Councils (SCC), Government Coordinating Councils (GCC), and Information Sharing and Analysis Centers (ISACs)
- Participating national-level associations and networks
- Individual companies

For example, if transportation is disrupted in one of the exercise venues, SCCs, GCCs, ISACs, individual companies, and the NICC communicate for situational awareness and strategic insight.

To prepare for the exercise, the SCC/GCC/ISAC members are asked to reach out into the private sector for individual transportation organizations (i.e., rail, truck, marine, etc.) that will agree to play to provide up-to-date situational awareness. During exercise conduct, appropriate information would be passed between players in the government and the private sector as if the incident were real.

For volunteers and donations management at the national level, the NRP lists National Volunteer Organizations Active in Disasters (NVOAD) as a primary POC; the DHS Citizens Corps will support volunteer management. In addition, FEMA provides a coordination function for volunteers and donations management. Participating national-level organizations will interact with NVOAD, the Citizens Corps, FEMA, and related players. During T3, a new PSO/FEMA website designed to manage application of resources to identified needs within the crisis region will be tested. Participating private sector organizations will post applicable assets data to the website in response to identified needs.

7.1.2 State and Local

For CI/KR at the State and local levels, private sector organizations will participate through players at interface points, including:

- Joint Field Office (JFO)
- State EOC
- Local EOC
- Regional- and local-level associations and networks like the New Jersey Business Force, InfraGard, and local chapters of VOAD and the Citizens Corps

For example, for critical infrastructure disruptions in New Jersey, the Infrastructure Advisory Council (IAC) of the governor's office will be represented in the State EOC. The NJ IAC has 20 CI/KR sectors represented by private sector owners and operators. In Connecticut, a CI/KR interface point in the State EOC is less defined and is the subject of ongoing assessment. DHS ICD will also place an infrastructure liaison in the JFO for CI/KR situational awareness at the regional and local levels.

In New Jersey, the IAC representative is identifying and mobilizing players in individual organizations in the private sector for participation

For volunteers and donations management at the State and local levels, the venues vary on resource management within the State and local EOCs. Connecticut is developing a volunteer and donations management annex to the State emergency response plan. New Jersey has not yet derived a similar process. The NRP cites the establishment of a State volunteer and donations management coordinator who would provide a critical interface point with FEMA in the State EOC. Recent lessons learned from the Florida hurricanes substantiate this POC as a valuable response asset. In either case, participation by the State VOAD, Citizen Corps, and Red Cross will provide proven opportunities for volunteer and donations management operations.

7.2 Virtual News Network (VNN)

One of the means for disseminating information to the private sector is VNN. Designed as a commercial cable news network look-alike, VNN provides exercise participants with breaking news bulletins, interviews, and live news coverage of the incident. VNN news is distributed through multiple video broadcast teams that provide live coverage and through a VNN.com news website.

Private sector exercise participants may have an option to downlink a satellite signal for a live VNN feed (private/for player use only) or to connect to a password-protected website (for player use only) for web-based updates and a live audio feed from breaking video coverage. Additional guidelines concerning VNN and public information dissemination and use are being developed and are forthcoming.

7.3 Start of Play

External stimulation for private sector networks and organizations to begin exercise play may occur through a number of channels, including a VNN breaking news bulletin, a Homeland Security advisory issued through a law enforcement or health network, or internal channels within an organization.

For unique situations requiring external stimulation beyond those listed above, a Master Scenario Event List (MSEL) inject may be used. In these cases, a stimulant phone call or email injected into the scenario might be used to ensure that applicable organizations and players are notified and mobilized.

7.4 Free Play

Private sector response to the scenario will not be scripted, resulting in a fluid exercise with a significant amount of “free play.” Free play provides a meaningful learning environment for performance improvement. Organizations are expected to respond in accordance with established procedures, plans, and policies. To this end, EPAs will be captured before exercise execution for organizations playing at the CPX and FSE levels and compared to actual response actions to identify strengths and opportunities for improvement.

8. Large-Scale Game (LSG)

After the T3 FSE, a Large Scale Game (LSG) will focus on longer-term incident transition and recovery operations. The LSG will be a three-day event (normal work days) scheduled for May 3–5, 2005. A tabletop discussion format will be used to present and discuss longer-term recovery issues.

Day 1 of the LSG will focus on recovery issues in the post-30 day time frame. Discussions will focus on the T3 FSE scenario. Day 2 will focus on recovery issues 90 days after the incident and Day 3 will explore the period 180+ days after the incident. Private sector organizations interested in participating in the LSG should contact the T3 support team staff for private sector integration listed in section 1.

9. Private Sector Integration: Support Structures

Private sector working groups and planning groups have been established at the national and local levels to enable private sector organizations and associations to interface with interested FSL D/As regarding T3 integration. Monthly meetings allow participants to review integration strategies and provide input to the development process.

The working groups consist of a broad membership which is provided information about exercise participation and process. They will predominantly participate in the exercise as players. The planning group is a smaller membership that has access to the restricted scenario for planning and development purposes. During the exercise, planners cannot be players and will function predominantly as field controllers and evaluators. National and venue private sector working group and planning group points of contact include:

9.1 National Venue

- Co-Chair: Evan Wolff, DHS, IAIP, Infrastructure Coordination Division, evan.wolff@dhs.gov, 202-282-8575
- Co-Chair: Jan Mares, DHS Private Sector Office, jan.mares@dhs.gov, 202-282-8437
- T3 Support Team: Mike McCausland, maitrng@aol.com, 719-337-4913
- Approximately 70 FSL and private sector participants

9.2 Connecticut Venue

- DHS Exercise Venue Team: Roy Pietro, roy.pietro@uconn.edu, 203-805-6446
- T3 Support Team: Michael Mastrodonato, mike@mastrodonato.com, 585-746-7658
- Approximately 45 FSL and private sector participants

9.3 New Jersey Venue

- DHS Exercise Venue Team: Dennis McNulty, lpp3724@gw.nisp.org, 732-452-9752
- T3 Support Team: Bruce Hoover, Brohoo2@aol.com, 719-338-5937
- Approximately 44 FSL and private sector participants

9.4 Private Sector Play Roster and Player Fact Sheets

A private sector play roster and player fact sheets (PFS) are being developed for private sector and FSL players to use in the T3 exercise. These documents will be provided to applicable EOCs activated by FSL agencies. EOC players will use the private sector play roster and PFSs to connect with applicable private sector participants to exchange information and synchronize response operations. These documents will contain information including the following:

- Organization (e.g., Pfizer, Electric Boat, Johnson and Johnson, etc.)
- POC (name, title, phone number, email, pager, etc.)
- Level of play (e.g., full scale, command post, tabletop)
- Hours of play (e.g., Mon. 0800–1600, Tue. 0000–2400, etc.)
- Organizational goals and relevant information

10. Alignment

To align FSL response mechanisms, the National Incident Management System (NIMS), NRP, and the following new support annexes will be referenced for guidance:

- Private sector support annex
- Volunteer and donations management support annex

11. Evaluation

Evaluation and feedback are critical to the T3 learning process. Participating private sector organizations may conduct their own in-house evaluations. The T3 evaluation team will not evaluate performance of individual private sector participants, but will explore the overall integration of private sector response into the FSL response process.

To ensure exercise focus and benefit, each participating private sector organization should be able to articulate a few finite goals they hope to accomplish in T3. Possible examples are listed in Section 3. These goals should be captured on the player fact sheets (attachment 1) and revisited following the exercise to review accomplishments and lessons learned.

Following the exercise, private sector participants will provide feedback for the T3 lessons-learned effort with a minimum one page report on strengths, weaknesses, and areas for improvement. Inputs will be applied to the T3 After-Action Report. T3 evaluation process training is being offered to applicable participant organizations.

12. Confidential and Proprietary Information

FSL D/As are cognizant of sensitive private sector proprietary and confidential information. All company-specific proprietary or confidential information requested of or provided by participating private sector organizations is strictly voluntarily—no governmental requirement is stated or implied.

To further protect proprietary or confidential information, private sector organizations may request select information be classified under the Critical Infrastructure Information (CII) Act in accordance with the Protected Critical Infrastructure Information (PCII) Program. Contact the DHS Infrastructure Coordination Division representative listed in section 1 for further information regarding this program.

13. Training

The T3 exercise support team will provide training (scheduled to be developed) on the following subject matter.

- Field controller operations
- T3 evaluation process

Personnel from private sector organizations playing at the CPX or FSE levels will attend this training in preparation for the exercise. Due to the complex nature of the exercise and the required adherence to and understanding of exercise rules of engagement, this training is mandatory. A single individual may perform both functions.

Qualified field controllers and evaluators for organizations playing at the TTX level may be provided by an overarching association or network like the U.S. Chamber of Commerce, NJ Business Force, InfraGard, or VOAD. In many cases, national and local private sector planning group members will function as field controllers and evaluators within their respective venues.

14. Additional Integration Opportunities

There are additional opportunities for private sector organizations to participate in T3. Private sector organizations and associations are encouraged to collaborate with the following working groups:

- **Public Information/Public Affairs:** During an incident, the secretary of the Department of Homeland Security or a state governor may make a statement that could impact critical infrastructure or economic sectors. The private sector has expressed an interest in collaborating with the government on message development in these types of situations.
- **Control and evaluation:** The control group manages the overall exercise flow, whereas the evaluation group manages exercise performance-related data and produces the After-Action Report and lessons-learned documents. These groups may provide private sector planners with valuable insight into the exercise process and an interface for lessons-learned processing.
- **Logistics:** The logistics working group is integrated across all functional sectors of the exercise. Private sector organizations desiring to provide volunteers or services to the exercise should coordinate with this group.

Organizations interested in interfacing with any of these working groups should contact the T3 support team staff for private sector integration listed in section 1.

15. Execution Plan

15.1 **Control Cells—Master and Venue Control Cells (MCCs/VCCs)** ensure private sector exercise play proceeds as planned and supports stated objectives. All private sector play must be registered and capable of contact by the MCC and venue VCCs

15.2 **Field controllers—Field controllers** will monitor and manage private sector integration play within the following format:

- Each private sector organization playing in a CPX or FSE mode must provide a designated onsite planner who is knowledgeable of the scenario and will function as a field controller/evaluator to monitor play. This person must also be able to conduct two-way communications with the relevant MCC or VCC. In rare exceptions, the planner and player could be the same person. Such exceptions will be determined on a case-by-case basis.
- Each private sector organization playing in the TTX mode must be capable of contact with a field controller who is aware of the playing organization's overall integration operations and capable of two-way communications with the relevant MCC or VCC.
- Field controllers can be mobilized from national and venue private sector planning group members and may also function as exercise evaluators.

- Field controllers will participate for the duration of the time played by the organizations they are monitoring. Organizations should plan accordingly to ensure coverage with a maximum play for private sector organizations limited to 12 hours per day from 0800–2000 hours.

Examples of private sector-related organizations that would play at the CPX level and need an onsite planner to function as a field controller/evaluator include the following:

- National Venue
 - DHS NICC
 - DHS PSO
 - Association of American Railroads (if not co-located with ISAC at the NICC)
- CT Venue
 - Pfizer EOC
 - Applicable organizations manning the volunteer and donations management website, warehouse, and call center if they are physically activated
 - InfraGard
- NJ Venue
 - NJ Infrastructure Advisory Council
 - Securities Industry Association EOC

Examples of private sector-related organizations playing at the CPX level that would NOT need an onsite planner to function as a field controller/evaluator include the following:

- National Venue (all are co-locating at the NICC, which has a field controller)
 - NVOAD EOC
 - Citizens Corps
 - ISACs represented at the NICC
- CT Venue
 - CT VOAD and Citizens Corps (if co-located with S/L EOC)
 - SACIA (if co-located with InfraGard)
- NJ Venue
 - NJ VOAD and Citizens Corps (if co-located within the S/L EOC)
 - NJ Business Force (if co-located with NJ IAC)

Organizations playing in the TTX mode may be monitored by a field controller from an overarching organization similar to the following:

- National
 - U.S. Chamber of Commerce, American Chemistry Council, American Petroleum Institute (if playing at CPX level)
 - ISAC representative at NICC
- CT Venue
 - InfraGard
 - CT VOAD
- NJ Venue
 - Securities Industry Association
 - NJ Infrastructure Advisory Council
 - NJ VOAD

- 15.3 Information dissemination—Passing information to private sector players during the exercise will be performed within the applicable procedural guidelines of FSL departments and agencies (D/As) along with the need for relevant private sector information.

All private sector organizations participating in T3 will be required to sign a disclaimer verifying their understanding that information exchange will be conducted in accordance with established rules of engagement established for the T3 exercise.

ATTACHMENT 1 — PLAYER FACT SHEET

COMPANY:
LOCATION:
PLANNER POC:
LEVEL OF PLAY:

DAYS/HOURS OF PLAY:

PLAYER POCs:

- Name
- Title
- Phone
- Cell
- Fax
- Email

RELEVANT COMMENTS:

ORGANIZATIONAL GOALS FOR T3 PARTICIPATION

ATTACHMENT 2: DISCLAIMER AND T3 FEEDBACK

DISCLAIMER

Company: _____

Representative: _____

Title: _____

I understand that information exchange must be conducted in accordance with the processes and protocols relevant to private sector engagement in the TOPOFF 3 exercise.

Signature

Date

T3 FEEDBACK

We agree to participate in the T3 feedback process by providing a minimum one page report on strengths, weaknesses, and areas for improvement for incorporation into the T3 lessons-learned process.

Signature

Date