

# Practical Exercise for Facilitating Emergency Response Drills

The Vulnerability Matrix is a tool to assist in Emergency and Continuity Planning. Read through the tool and ask any questions. The aim is to identify risks and be able to prioritize them in terms of planning. The tool does not tell you how to deal with a situation but which situations may affect your operations and to what degree. Decisions on how to manage the issue have to be made by management of the facility. The tool was designed with a specific facility in mind and may need some modifications for your facility.

Trainers: Take the group through the contents of the tool and consider the modifications that need to be made for the facility your are discussing. Have attendees use the matrix to develop priority lists of hazards and risks to their facility. Using the matrix have attendees undertake one or both of the practical exercises.

VULNERABILITY MATRIX		
Threat Category	Specific Threat	Vulnerability Assessment
<b>Biological Incidents</b>	Accidental Release of biological agents from Containment	Vulnerability is <b>moderate</b> . Policies, procedures, and use of primary containment for all infectious animals/materials, make accidental release or the escape of a biological spill beyond containment less likely.
	Biological Spill	
<b>Infra-structure</b>	Power Loss	Vulnerability is <b>moderate</b> . In general, the facility has moderate vulnerability to infrastructure threats. To mitigate this, portable emergency generator(s) are available to supply backup power within 2 hours. The facility has one water supply line. The emergency response capabilities of the local responders are moderate. The primary data line is routed through below ground conduits.
	Water Interruption	
	Emergency Response Breakdown	
	Data Flow Interruption	
<b>IP/ Competitive Intelligence</b>	Insider	Vulnerability is <b>moderate</b> . Like most, the program relies on the reliability and trustworthiness of employees with access to dangerous pathogens – this is considered a low vulnerability. Computer hacking is a reality in our society, and this potential vulnerability cannot be discounted. IT has put a secure firewall system in place to prevent this.
	External/ Extortion	
	IT/Hacking	
<b>Natural Disaster/ Emergencies</b>	Tornado	Vulnerability is <b>moderate</b> . The facility was constructed according to all applicable local and federal building codes. The construction materials (steel frame, concrete deck) make it generally less vulnerable to fire/blast.
	Plane Crash	
	Fire	
	Earthquake	
	Natural Gas Explosion	
<b>Sabotage</b>	Animal Research Activists	Vulnerability is <b>high</b> -mitigation measures in place. The activities performed at this facility make it a prime candidate for attention from animal rights activists. This laboratory is often in the media and is known for being the largest animal research facility in the area. The risk of break-ins and sabotage is a cause for concern. Possible incidents include animal release, property damage, loss of research, loss of life, media exposure, loss of agent, and environmental release. The presence of the guard force (24/7) perimeter fencing and first floor security system have addressed these issues. There have been some indications of terrorist activity in this locality, the possibility of a terrorist incident cannot be discounted.
	Disgruntled Employee	
	Terrorists	
<b>Theft</b>	Insider (Employee) Theft	Vulnerability is <b>high</b> -mitigation measures in place. A 24-hour security force is on-site. A perimeter fence is in place with cameras on the entry points. Motion detectors and glass break detectors are installed on all ground level rooms on the perimeter exterior walls.
	Break-In/External Theft	
	Insider/External Collusion	
	Visitor Theft	
<b>Workplace Violence</b>	Insider Disgruntled employees External Recently terminated employees	Vulnerability is <b>moderate</b> . This is a potential in any workplace. The consequences of this event can be severe if select agents are involved and there is a release. Employee screening, background checks, security risk assessment and approvals are required prior to use of select agents. Enrollment in the random drug testing program and compliance with the Drug & Alcohol Policy is required for each employee.