

CONTENTS

Notice to Readers.....	2
<i>Executive Summary</i>	5
Why a Bioterrorism Exercise for International and Regional Organizations?	5
Key Findings	5
Key Recommendations	7
<i>Exercise Overview</i>	8
Scope and Purpose.....	8
Objectives.....	8
Exercise Design.....	9
Participants and Observers	9
Scenario Overview	11
Exercise Assumptions and Artificialities	12
<i>Exercise Outcomes</i>	14
Developments in International Coordination and Preparedness	14
The Importance of Information	15
The Challenge of Coordination	16
Other Challenges to Response	16
Deliberate vs. Natural Events.....	17
Exercise Assumptions and Artificialities	19
<i>The Road Ahead (Issues and Recommendations)</i>	19
<i>Appendix A: Black ICE I After-Action Summary</i>	23
<i>Appendix B: Terminology</i>	25
<i>Appendix C: Acronyms</i>	26