



December 2006

## Business Response Task Force Report

The 2005 hurricane season and its prolonged crisis aftermath demonstrated beyond doubt that the United States is not adequately prepared to deal with major catastrophes, whether natural or man-made. Coming nearly four years after the 9/11 attacks, the inadequate local, state and federal government responses to Hurricane Katrina put the entire nation on alert that America has many problems to overcome before being truly ready to mount a sturdy and efficient disaster response.

Not least of these problems is the systematic failure of government to integrate the resources of America's vast private sector into our disaster response plans, up to and including response to an Incident of National Significance. Mindful of the importance of this task, in June 2006, Business Executives for National Security (BENS) formed a Task Force to recommend to the U.S. Government steps to systematically integrate the capabilities of the private sector—principally those of the business community—into a comprehensive national disaster response mechanism.

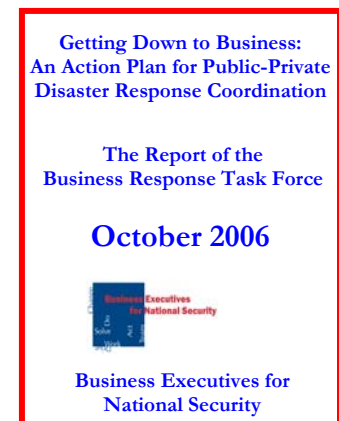
BENS did so in response not only to the federal government's recognition of a pressing need in the aftermath of Katrina, but also in response to the overwhelming demand of its membership. During the summer and autumn of 2005, many BENS members experienced first-hand the reality that the role of business in response to national disasters has not been properly thought through. In preparing this report, the Task Force has assiduously mined the wealth of experience of its members and other executives—completing nearly 100 interviews—in developing its findings.

The report's recommendations fall into three substantive categories: public-private collaboration; surge capacity/supply chain management; and legal & regulatory environment. The report's recommendations constitute the framework of an action plan to implement this new approach. Its key proposition is that Emergency Operation Centers (EOCs), which already exist on all levels of government to plan for, train and implement emergency responses to disaster, must include a seat for the private sector. The private sector, in turn, must maintain parallel Business Operation Centers (BOCs) that can plug-in to government operations and "scale up" with them in a parallel and coordinated manner as government adapts to deal with disasters from small to large.

### BENS Heads Missouri Public-Private Partnership Committee (MOP3)

Earlier this month, BENS worked directly with the State of Missouri, Office of Homeland Security, to establish a Public Private Partnership (P3) subcommittee, under the Governor's Homeland Security Advisory Committee. The Missouri Public

Private Partnership (MOP3) effort seeks to foster direct involvement of the private-sector to augment and support Missouri's prioritized homeland security issues and initiative. This partnership seeks to involve the private sector as part of the solution to improve Missouri's homeland security. It will promote the application of best business practices; collaborating on planning, training and exercise development; fostering participation in



intelligence/information fusion; and provide a private-sector communication platform to address issues and concerns for homeland security initiatives. This subcommittee will serve to provide advice, information, and recommendations to the Governor associated with Missouri's Homeland Security Strategy from a private-sector perspective.

During initial organizational meetings, BENS was appointed to Chair this committee, and we are currently developing a structure to support Critical Infrastructure representation across the state.

### **Business Pandemic Summit**

A Pandemic Flu is multiplying across the Nation. Business are reporting 30% absenteeism, supply lines are broken, corporate stock is sinking – as they say in the military – if you are a CEO – What do you do next, Ranger ?

In October, the MidAmerica Business Force (MABF) held its inaugural conference in our National Security Series directed at the senior leadership of the Kansas City community. This series, known as Operation Resilient Guard, chose an avian flu pandemic as the subject for this summit. Operation Resilient Guard has become the framework for a private sector/public sector partnership, a primary objective of the Business Force. This partnership promotes business and government continuity through joint planning and collaboration.

The overriding theme of the summit was that it is time to move beyond mere awareness of the pandemic threat toward the establishment of resiliency. Resiliency promotes a concept that goes far beyond mere survival and recovery from disasters, and moves a community toward the idea that some disasters can be avoided and that the death and destruction from the inevitable ones can be minimized – a very powerful and positive concept.

In partnership with our Kansas City members - Shook, Hardy Bacon, LLP; Fleishman-Hillard; Midwest Research Institute; and Bayer Animal Health - BENS brought in subject matter experts who addressed topics that are of key importance in establishing a plan of resiliency. Topics included: new business guidelines for security standards, the legal implications for companies operating in a pandemic, how to communicate with employees

and the public during a pandemic crisis, and a real world example of a Continuity of Business Operations plan.

We have selected ten potential threats that we may eventually target for this program. Business Force members have decided that for 2007, we would conduct a follow-on to the avian flu pandemic – including a tabletop exercise, and follow with an earthquake awareness summit.

### **Wings Over MidAmerica**

What is BIG, gray, and carries 200,000 pounds of explosive fuel? Fourteen Kansas City BENS members and prospects recently experienced a real-world training mission on a KC-135 refueling tanker. The trip was arranged by Jay Selanders, Daniels & Kaplan PC, (Lieutenant Colonel, USAF, Kansas Air National Guard) a BENS member and our pilot for this refueling exercise.



The exercise involved refueling a 4-engine reconnaissance aircraft over Nebraska at 28,000 feet. BENS members observed the mission through a plexi-glass window in the back of the KC-135 as the boom operator directed a series of hook-ups of the flying boom to the other aircraft. The view of this encounter only 30 feet from our plane was spectacular and the trip was the ride of a lifetime. Photo: Russ Andrews, President, NexGenisys

### **Missouri Business Response Network (BRN) Capability Update**

The State of Missouri is moving closer to developing a statewide BRN operational capability. BENS Kansas City plays a leadership role in assisting the state to design an operational asset management tool to support emergency preparedness and response. The Business Response Network (BRN) would connect emergency management personnel to needed private sector resources (goods, services, equipment, volunteers) quickly and effectively during a catastrophic event.

Missouri will be our BRN priority effort for 2007. We are working as a member of the Missouri Emergency Command System to assist the state to integrate private-sector asset management into

deployment of a response capability across the state. The state expects to have a demonstration capability in 2Q07, and rollout an operational system with the Governor's support in 3Q07.

In parallel with Missouri's development, we are beginning discussion with Kansas and Nebraska to develop a BRN capability that supports each state's unique emergency management system.

### **Terrorism Early Warning Group Update**

BENS serves as the private-sector lead to support a Kansas City Regional Interagency Analysis Center – which was formed earlier this year.

The Kansas City TEW brings local, state and federal law enforcement officials together with public and private organizations to detect, deter, and respond to terrorist threats in the Greater Kansas City community. It will help reduce the threat to public safety and security through a heightened level of inter-agency communications, analysis, and information sharing designed to anticipate and deter terrorism and other criminal acts. Initially, we will develop a personnel database that will be part of a push-pull system of information and intelligence exchanges between the TEW and the private sector.

For 2007 - The intent is to develop a spider-web network within and between corporate sectors, which has visibility with the Kansas City Regional TEW. Private sector involvement is increasing daily, and is poised to support development of a nationwide DHS situational awareness capability to greatly enhance federal, state, and local abilities to address natural disasters and terrorist incidents.

For more information about the KCTEW Group, visit the Web site at [www.kctew.org](http://www.kctew.org).

### **DHS Review of National Response Plan**

The Department of Homeland Security (DHS) is conducting a comprehensive review of the current National Response Plan (NRP) and National Incident Management System (NIMS) to assess their effectiveness, identify improvements, and reissue the documents. FEMA (as the Executive Agent for the NRP) and the DHS Preparedness Directorate are co-chairing this effort. The process will be conducted in 4 phases to include a



prioritization of key issues, a rewrite process, promulgation and rollout of the revised documents, and a continuous cycle of training, exercising, and periodic review.

BENS has been asked by FEMA Region VII to lead the private-sector input for this review. We have formed a core group of local BENS members to capture lessons learned and recommendations from congressionally mandated reports of Katrina, our own Business Response Task Force, and specific corporate issues from regional experience.

The timeline for this effort extends from December 2006 to March 2007. Initially our focus will be on strengthening the role of the private-sector in assisting state and federal governments to better plan, prepare and respond to natural disasters or terrorist incidents.

Anyone interested in participating in this effort, contact William Lawson at 816-842-1778 or [wlawson@bens.org](mailto:wlawson@bens.org).

### **About FEMA Region VII**

DISASTER. It strikes anytime, anywhere. It takes many forms – a hurricane, an earthquake, a tornado, a flood, a fire or a hazardous spill, an act of nature or an act of terrorism. It builds over days or weeks, or hits suddenly, without warning. Every year, millions of Americans face disaster, and its terrifying consequences.

In charge of response to these disasters is the Federal Emergency Management Agency (FEMA), which is now part of the U.S. Department of Homeland Security (DHS). FEMA's continuing mission within the new department is to lead the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the National Flood Insurance Program.

BENS is an active partner with FEMA Region VII, which is headed by Dick Hainje, Regional Administrator. BENS is a member of the Regional Interagency Steering Committee which plans, prepares, and executes disaster response in Kansas, Missouri, Iowa, and Nebraska.

## Business Operations Cell Proposed to Support State and Federal Emergency Management

The impact of Hurricane Katrina and the September 11th terrorist attacks have identified the critical need for the organized synchronous exchange of information and resources between public and private sector organizations in preparing for, responding to, and recovering from catastrophic events. Historically, information and resource sharing activities between the public and private sectors have too often taken place in an ad hoc, isolated, and reactive fashion, resulting in significant and avoidable harm to individuals, families, the government, and the economy.

BENS nationally and locally has developed a concept to place private sector representatives within Federal and State Emergency Operations Centers (EOCs) during disasters to actively assist in coordination of private sector resources. Locally, we are working this initiative with FEMA Region VII and state EOCs. Both have initially agreed to pilot a program to further develop this new concept.

The BOC is intended to serve as an active operational component directly integrated with the state's emergency management function during catastrophic events such as a major hurricane, pandemic, or terrorist attack. Many aspects of the BOC borrow best practices from existing models such as state emergency management practices, public-private initiatives lead by BENS, and industry-based emergency operations centers.

## Earthquake Awareness

Nature unleashes its most destructive wrath in the form of powerful earthquakes, emergency planners warn. Should such a serious quake occur within Missouri or within the Central United States in the near future, scores of businesses might find themselves thrust into a struggle for survival amid massive ruin and destruction.

For Missouri and neighboring states, earthquakes epicentered in the New Madrid Fault Zone pose the greatest "single-hazard" natural disaster which Central Mississippi Valley residents are ever likely to experience. Scientists say that an 8.7 magnitude earthquake would have the explosive power of more than a half million tons of TNT. Earthquake scientists acknowledge the New Madrid Fault, which crosses through the Bootheel in Southeast Missouri, as the most active seismic zone east of the Rocky Mountains. Risk management officials caution that while some businesses at least recognize the earthquake threat, too many companies have considered only the potential for loss of life and property destruction. What many businesses tend to overlook is the threat to the viability of the business itself. Disaster recovery consultants fear that some companies may be so severely devastated by a major earthquake that they may be unable to resume full operations soon enough to maintain market share, or even stay in business at all.

In order to better address these issues, BENS was recently appointed to the Missouri Earthquake Planning Committee, to develop private-sector participation in a state conducted exercise in June 2007.



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