

AUGUST 2008

# UPDATE

Business Executives For National Security

## The Business of Intelligence

### *BENS Report Delivers Valuable Business Perspectives*

Introducing the Intelligence Community to the best analytic and evaluation practices employed by business leaders is an ideal job for BENS. The Intelligence Community Analysis Project (ICAP) accomplished that task. Conducted at the request of the U.S. Department of State's Bureau of Intelligence and Research, the Central Intelligence Agency, and the Defense Intelligence Agency, this report is the product of individual interviews with the senior leadership of 20 diverse firms. From financial and market research companies to Fortune 500s, these executives shared their insights into the evaluation of analysis and analytic staff with our government partners.

The ICAP provides an outward-looking perspective into private-sector practices rather than an analysis of these three agencies. Borrowing from their own firms' experiences, respondents emphasized the need for supportive organizational structures that promote open communication as well as an internally determined, unique definition of "quality." Among the report's findings were the nearly universal reliance on subjective methods of evaluation and a vigorous debate about the proper balance between tradecraft and accuracy. An important lesson to be drawn from the report as these agencies move forward with their internal transformations is that, "there will always be some subjective component that, however small, will fall on the shoulders of the leadership."

Led by BENS Board Member Don Smith of Houlihan Lokey, the project was guided by a team of 12 Members and other experts. The report can be found on the BENS website. BENS is exploring opportunities to engage the Intelligence Community further, both directly and indirectly, related to this project.

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### Business Force and Regional Partnership News

**Mile High Alert** – The scene: Denver, Colorado. The challenge: create a way to deliver public safety alerts to local residents and the 50,000 anticipated out-of-town guests attending the Democratic National Convention this month. The solution: a free service that will rapidly send emergency communications to cell phones, email accounts, Blackberries and other handheld devices. The brainchild of the Colorado Emergency Preparedness Partnership (CEPP)—a BENS facilitated regional partnership—the "CEPP Alert" will ensure that officially approved emergency alerts quickly reach their intended audience. In addition, the Partnership, through its Business Emergency Operations Center, initiated an online Situation Center to ensure that critical public and private emergency response organizations can connect and respond to any emergency in real time. To register for or to learn more about these subscription services—permanent CEPP initiatives—visit [www.thecepp.org](http://www.thecepp.org)

**Forecasting (Pre)Caution** – A million people without power, \$100 billion in estimated damages, and hospitals overwhelmed by thousands of injuries. That was the sobering depiction of the damage that could be caused by a Category 3 hurricane in the NY-NJ region according to James Eberwine, lead forecaster of the National Weather Service, at the Private Sector Critical Infrastructure Symposium held

at the New Jersey Institute of Technology in Newark. The July 14 session, which featured working groups focused on risk assessment matrices and a panel discussion led by Francis J. "Bing" West, former Marine Corps officer, scholar, and author, was attended by 88 academic, business, government and non-profit representatives from the greater New York City area. Discussions at the New Jersey Business Force and AIG led event underscored the need to understand infrastructure restoration priorities, improve incorporation of private sector owned assets into crisis response plans, and work to adopt regionally accepted credential standards. Specific after actions are currently being developed and more details will be forthcoming.

**Golden (State) Opportunity** – Capitalizing on the success of their work during the California wildfires, BENS facilitated regional partnerships in San Francisco and Los Angeles are taking California operations to a new level – the state level. After reaching an agreement with the State of California Office of Emergency Services, BENS will assist with the development of a Business Operations Center (BOC) within the State Operations Center (SOC) and, in the event of a disaster, provide representatives who can support emergency support activities and liaise with businesses to satisfy the need for critical resources. In addition, the relationship will enhance cross sector communication by giving BENS access to the state Response Information Management System. The expansion, formalized at the request of Governor Schwarzenegger, is an important step forward toward integration statewide.

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## Event Highlights and BENS Developments

**Middle East Insights** – Circling the skies above Baghdad in a Blackhawk helicopter during a tour with General David Petraeus was only one of the opportunities three BENS Board Members and General Chuck Boyd had during a six day tour of Iraq and Afghanistan. Accompanying Admiral Michael Mullen, Chairman of the Joint Chiefs of Staff, on stops in Baghdad, Mosul, Kabul, and Kandahar, the delegation held meetings with Afghan President Hamid Karzai and other senior government ministers. The July 6 - 12 trip provided Mary Boies, Hank Greenberg, and John Morgridge the opportunity to survey current U.S. and Coalition reconstruction and security operations. Noticeable gains, many of which General Petraeus pointed out from the air, have been made in Iraq since the first BENS trip in 2004, but deteriorating conditions and Pakistani instability plague efforts in Afghanistan. Their remarks, which were presented in a July 30 conference call and available upon request by contacting [emeyers@bens.org](mailto:emeyers@bens.org), illustrate the complexities still facing our armed forces in both nations.

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## Upcoming Events

- **Atlanta** – Lunch with Al Martinez-Fonts, Office of Public Private Partnerships, U.S. Department of Homeland Security, August 12. Contact Allison Cheatham at (404) 220-1135 or [acheatham@bens.org](mailto:acheatham@bens.org)
- **Atlanta** – Visit to the Port of Savannah, Georgia, October 17. Contact Allison Cheatham at (404) 220-1135 or [acheatham@bens.org](mailto:acheatham@bens.org)
- **Dallas** – Lunch with Fred Burton, Vice President for Counterterrorism and Corporate Security at Strategic Forecasting, Inc and author of *Ghost - Confessions of a Counterterrorism Agent*, September 24, 11:45. Contact Matthew Elias at (214) 315-2576 or [melias@bens.org](mailto:melias@bens.org)
- **Kansas City** – FEMA VII Pandemic Tabletop Exercise, August 20, 2008, U.S. Department of Agriculture, Kansas City. Contact Bill Lawson at (816) 842-1778 or [wlawson@bens.org](mailto:wlawson@bens.org)
- **Kansas City** – Corporate Anti-terrorism Forum, September 19, 8:30, Federal Reserve Bank of Kansas City. Contact Bill Lawson at (816) 842-1778 or [wlawson@bens.org](mailto:wlawson@bens.org)
- **Kansas City** – Dinner with Lt. General William B. Caldwell IV, Commander, U.S. Army Combined Arms Center at Fort Leavenworth, October 2, 6:30, The River Club. Contact Bill Lawson at (816) 842-1778 or [wlawson@bens.org](mailto:wlawson@bens.org)
- **Washington DC** – Air Force General Victor Renuart, Commander NORAD and U.S. NORTHCOM, September 5, 8:00, Location TBD. Contact Steve Ewell at (202) 296-2125 or [sewell@bens.org](mailto:sewell@bens.org)