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UPDATE

25 YEARS
SECURING AMERICA'S FUTURE

Business Executives For National Security

A "Great Collaboration"

BENS Praised for Rapid Response to California Wildfires

As Californians return to their neighborhoods, many devastated by the southern firestorms, residents can thank the rapid response of emergency officials, firefighters and volunteers—and the BENS Business Force—for averting an even worse tragedy.

In the largest response ever by the Business Force to a real-world emergency, millions of dollars worth of food and supplies—including 200,000 bottles of water and 10,000 pillows for evacuees—were donated by companies and groups like the California Grocers Association, Crystal Geyser, Nestle Water, Operation USA, Rite Aid, Target, and Wal-Mart.

Moreover, BENS served as a crucial bridge between the public and private sectors during the blazes. For the first time in California, private-sector liaisons—from BENS' Bay Area Business Force and Los Angeles Business Force/Homeland Security Advisory Council—worked side-by-side with federal, state and local officials inside emergency operations centers to quickly match local needs with business assets.

Praising this "great collaboration," OES Southern Region Director Stephen Sellers used a nationally-televised press conference with Gov. Arnold Schwarzenegger to commend the "very organized fashion" in which companies contributed supplies during the largest evacuation in California history.

As with past drills and emergencies—including the Georgia Business Force response to that state's deadly tornadoes in March—BENS will use the lessons learned from the wildfire response to continue strengthening the Business Force as the premier national model for public-private partnerships.

Business Force News

Volunteer Victory – In a massive, first-of-its-kind exercise, the Georgia Business Force set a new bar October 25 for how public-private cooperation can protect the homeland. Marshalling 28 companies for the largest-ever bio-terrorism drill to fully integrate business into an emergency response, the Business Force deployed and helped quickly trained 250 employee-volunteers, doubling the manpower to hand out medicines to 1,300 mock patients during a simulated anthrax attack on the Atlanta metro area. Key partners—including the Centers for Disease Control, Department of Homeland Security, Georgia Division of Public Health, and Emory University—are upbeat about the tangible contributions BENS can bring to the security table, and we will expand lessons from this groundbreaking model to the nation at large.

Through the Looking Glass – When a (fictitious) dirty bomb detonated in Jersey City's financial district—across the Hudson River from Manhattan—on October 17, the New Jersey Business Force sprang into (simulated) action. The two-day "Looking Glass" tabletop exercise—conducted alongside a nation-wide terrorism drill—tested the ability of nine Business Force member-companies and other partners to share intelligence through a Business Operations Center and mobilize private sector resources through BENS' Business Response Network. And when the "smoke" cleared, it was the latest example that our model of

public-private partnership is no Wonderland of the imagination, but a real-life asset for real-world emergencies.

BENS Works: Business Sense for National Security

Generous Returns – In his swan song at BENS, long-time staffer Ken Beeks helped the State Department get *gratis* what many executives would pay dearly for: hands-on expertise in risk assessment and management from three top New York hedge funds and investment firms. As a culminating step in our project to help the Department better anticipate and navigate global crises, State officials on October 30 heard key insights from representatives of D.E. Shaw & Company, Elliott Management, and Morgan Stanley. A central theme was that risk assessment is not merely about quantification – human insight, judgment, and on-the-ground knowledge also are critical. This and other lessons learned will be collected in a concluding report in the coming months. Special thanks to BENS board member-champion Don Smith for his extensive work arranging and leading the meetings.

Mission: Possible – It's not classified to report that BENS' Intelligence Community Analysis Project is proceeding apace, with surveys on best practices in quality assurance already underway with select firms from our member network. From those results, we'll distill key lessons that our partners in the CIA, Defense Intelligence Agency, and the State Department's Bureau of Intelligence and Research can use to improve their own analysis processes. To further update our members on these activities and to discuss other potential projects, BENS is launching its Intelligence Transformation Working Group on November 13 with the first in a series of monthly conference calls. To join the Working Group or to RSVP for the 4 p.m. (Eastern) call, contact Danielle Camner Lindholm at dcamner@bens.org.

BENS: Disaster Response Needs Business "At All Levels" – Federal, state and local governments should create "a common set" of expectations for the private sector's role in disaster response "in advance of an actual crisis," including, as with the California fires, welcoming private sector representatives into emergency operation centers "at all levels of government." This recommendation was among BENS' formal input to the Department of Homeland Security in October as DHS updates the nation's emergency response blueprint. BENS will continue to closely monitor the National Response Framework, expected to be released in the coming months, as part of our ongoing effort to correct what our [Business Response Task Force](#) called the "systemic failure" of government to involve business in disaster response.

Event Highlights and BENS Developments

An Evening with Rubin & Hayden – While it's not too late to RSVP for BENS' Nov. 15 Eisenhower Award Dinner in New York City, seating is filling up for this event honoring former Treasury Secretary Robert Rubin and CIA Director Gen. Michael Hayden. Contact Jennie Moonis at (202) 296-2125 or jmoonis@bens.org.

General Applause in the Heartland – Add Maj. Gen. Tod Bunting, Adjutant General of the Kansas National Guard and state homeland security director, to the list of BENS admirers across the nation. Addressing an October 18 dinner in Kansas City, Missouri, Gen. Bunting praised BENS for creating an emergency resource registry, connecting business to state operations centers, and working to reduce legal and liability barriers to effective public-private disaster response—praise seconded by Missouri's Adjutant General, Maj. Gen. King Sidwell, and Dick Hainje, FEMA Region VII Administrator, also in attendance. Noting that more than 80 percent of the Kansas guard has been called to duty in Iraq and Afghanistan, Gen. Bunting saluted these citizen-soldiers for their "magnificent" performance in the line of duty.

Super-sized Striker – In Texas, they do everything bigger, and Lockheed Martin's Fort Worth aircraft plant is no exception. One of three such factories built nationwide during World War II, it was made 12 feet longer than its otherwise-identical brothers in a deliberate show of outsized "Alamo" spirit. But a different kind of "big" was the main draw for 19 BENS members and guests on an October 12 visit to the plant – a chance to see the biggest advances in fighter technology, like the F-35 Joint Strike Fighter (JSF). After briefings on the capabilities of the F-35, F-22 Raptor, and the venerable F-16 Falcon, the group was treated to [an up-close view of the JSF](#) and a tour of the F-35 and F-16 production facilities – housed in the same buildings that saw a bomber an hour built to beat Hitler.