

# On Mobilizing Business for the Next Attack

Brian Dunlap is on a mission to prepare New Jersey's private sector to prevent or cope with a future terror attack. As executive director of New Jersey Business Force in Livingston, an organization established by Business Executives for National Security (BENS) in Washington, D.C., Dunlap encourages mid-sized and large companies to plan their responses together. Dunlap, 47, was a marketing vice president for Lucent Technologies before he joined Business Force New Jersey in January 2003. Large corporate members include CIT Group, Johnson & Johnson, Prudential Financial and PSE&G. Dunlap spoke with NJBIZ Senior Writer William T. Quinn.



**NJBIZ:** What reaction have you seen in the business community to the recent warnings that terrorists may have plotted an attack on the Prudential building in Newark and financial targets in New York City and Washington, D.C.?

**Dunlap:** We've had a lot of interest in partnering with the state and in response capability, and also in the information-sharing program we put together for the New Jersey Business Force companies. It's put a little more emphasis on [the fact that] it's time to get off the dime and do more than they've been doing for the past two years.

**NJBIZ:** What is the information-sharing program?

**Dunlap:** We started it as a pilot. We have a number of companies that have their security organizations involved to mold the pilot. NC4 [National Center for Crisis and Continuity Coordination in Reston, Virginia] is a company that has an Internet command system on the Web that puts out information about incidents in Los Angeles and New York City, and we piggybacked on them to build a custom channel. Under nondisclosure agreements, companies can share information among themselves. We launched the pilot at the end of May. The security council for New Jersey Business Force includes about 20 companies who are doing this. The companies see it as very high value to them.

**NJBIZ:** How does the program help companies?

**Dunlap:** You've got pharmaceutical and you've got telecom and energy companies all collaborating. A lot of the security response hardening [since the 9/11 attacks] has been focused within industries. The beauty of New Jersey Business Force is we're not focused on any one industry. Now we get these companies and their security teams talking to one another.

**NJBIZ:** What is the Business Response Network?

**Dunlap:** This is a program we put together with the State Police and the Office of Emergency Management (OEM). We're working to get businesses to pledge corporate assets—people, facilities—to the OEM. In the event of a large terrorist attack, they can be pulled in temporarily for use. We've also, with the help of one of our members, Oracle, built a database system that

we've delivered to the State Police. It will allow them to digitize and catalog all the public-sector assets they have. They're also adding in private-sector resources, so we will have a true private-public database. It's a unique program we launched and have been working on for about a year in the state. Eighteen of our companies have been involved in pledging their assets. Each company will have its own Web access login and will maintain its own data in the State Police system.

**NJBIZ:** What kind of corporate assets are state officials most interested in?

**Dunlap:** They're most interested in access to facilities like parking lots and buildings they could use as command posts. We also have trucks, cell phones, portable hospital trailers with crews—all the way up to and including rail cars and locomotives that can be made available. We're focusing on true assets that the state could use.

**NJBIZ:** Are there other ways companies might become involved?

**Dunlap:** Another area we're working on is preparing how the companies would help the state respond to health emergencies around terrorism. This includes having a company volunteer to have a portion of its facility turned into an inoculation site, and having its employees set up to manage things like crowds, logging people in and running the center. These are called POD, or point of distribution or point of dispensation centers. They're associated with state and strategic stockpiles of drugs maintained by the Centers for Disease Control. It is a proof of concept we're working on with the state and counties. We have three companies that are actively looking at it and engaged in the planning. The idea would be to use the private sites to augment the public health sites that will be available in hospitals and clinics. It's really a novel, leading-edge concept. Companies could volunteer to be part of a health response against terrorism, and, if needed, be a part of the homeland security apparatus of the state.

**NJBIZ:** Do you get any objections from business leaders to turning over so much control to state officials?

**Dunlap:** I think the companies feel it's good, other-

*"...it's time to get off the dime and do more than they've been doing for the past two years."*

wise they are not integrated with the state response. If you think about it, a lot of the companies have very good relationships with local or county emergency units. But if there is a big attack, it is going to be much larger than the local response can handle.

**NJBIZ:** What does it cost to join New Jersey Business Force and how are you funded?

**Dunlap:** We're a nonprofit organization. They [companies] pay a membership fee to join. Some provide us with pro bono services as well. It costs \$25,000 to be a charter member. If companies give more than that they can write it off as a tax deduction. In our first year we raised over \$1 million in fees and \$1 million in pro bono support.

**NJBIZ:** Have you received funding from the U.S. Department of Homeland Security?

**Dunlap:** The Department of Homeland Security looked around the country and saw us as the best-in-class public-private partnership and asked us to put in for a grant. So we did. We were able to secure \$500,000 for BENS this year. As a result, we've been able to hire another director focused on exercise and training programs with the state.

**NJBIZ:** How many people work for New Jersey Business Force?

**Dunlap:** Four including myself. Where we really get our muscle is from the executives, the volunteers from all the companies that provide pro bono support. ■