Statement for the Record

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Introduction

Chairman Pryor and Members of the Committee.

I am Marko Bourne, Director of Policy and Program Analysis and Evaluation at the Department of Homeland Security's Federal Emergency Management Agency.

You have heard Administrator Paulison discuss his vision for a "new FEMA." The new FEMA will develop operational core competencies by implementing a business approach designed to lead the Nation's domestic preparedness, protection, mitigation, response and recovery missions by forging stronger public-private partnerships, implementing new business and management practices, incorporating lessons learned, and strengthening our dedicated and professional workforce. These steps will enhance our agency's capacity to--

- Lead the Nation to better prepare against the risk of all-hazards, including terrorism;
- Marshal an effective national response and recovery effort;
- Reduce the vulnerabilities of lives and property;
- Speed the recovery of communities and individual disaster victims; and,
- Instill public confidence when it is needed most – in the hours and days following a disaster.

The new FEMA is becoming more valued than before across all jurisdictions – Federal, State, local and tribal, and private sector, as a proactive, engaged, agile and responsive leader and partner in preparedness and emergency management.

We at FEMA are working diligently to build this new organization, while leveraging the solid foundation of expertise and accomplishment brought to FEMA by core elements of the former DHS Preparedness Directorate that, since April 1st of this year, are now a part of FEMA. These past and ongoing preparedness activities are being integrated with the actions and initiatives that FEMA has been taking for the past 18 months to improve operational efficiency, build mutually beneficial partnerships, learn best practices, and gain valuable insight on how we can and should operate in the future.

In particular, FEMA is focused on improving its relationships with the private sector by focusing on key areas such as preparedness partnerships, internal organizational assessments, enhanced supply stream management and logistics, contracting, catastrophic planning, strong community coalition building, and industry fairs and outreach.

As the committee considers private sector preparedness efforts and challenges, at FEMA we are working closely with the DHS Private Sector Office (PSO), the Office of Infrastructure Protection (OIP), the Office of Public Affairs and others to strengthen the outreach to a critical partner in our response to any emergency. In order to achieve a greater level of private sector preparedness, many businesses have updated their business continuity plans based on their lessons learned from Hurricanes Katrina, Wilma, and Rita and are working with emergency management officials at local, state and federal levels to get more involved in planning for disasters that may affect the cities and regions in which they operate. FEMA is also engaging the private sector to assist us in our efforts to build a stronger emergency management system. Through the National Incident Management System (NIMS) and the National Response Plan (NRP) revision process, FEMA and OIP worked with industry representatives to include language in NIMS that integrates the private sector as a full partner in incident management.

Preparedness Partnerships

Of course, FEMA does not and can not do it alone. We rely on all of our partners across the emergency management spectrum. Increasingly, we are leveraging the resources and expertise of our partners in the private and non-profit sectors – even above and beyond the important role they have always played in the past.

This increased reliance comes about because the new FEMA is developing innovative ways to be more forward leaning and quicker to respond appropriately to disasters or emergencies. One way we are doing this is through a dramatic increase in pre-scripted Mission Assignments and pre-negotiated contracts to provide necessary resources.

We are also doing it through the vast portfolio of grant programs FEMA now manages which supports implementation of the Interim National Preparedness Goal. The Goal outlines an all-hazards vision that cuts across the four mission areas of preparedness: to prevent, protect, respond and recover from major events, including terrorist attacks and catastrophic natural disasters. The Goal is truly national in its scope, in that its successful implementation requires engagement across Federal, State, local, and tribal levels, as well as the private sector and individual citizens.

Also, DHS' grant programs allow a tremendous amount of flexibility for State and local jurisdictions to include private sector entities in planning efforts. Allowable activities include the development of public/private sector partnership emergency response, assessment and resource sharing plans, development or enhancement of plans to engage with the private sector/non-governmental entities working to meet human service response and recovery needs of victims and the development or enhancement of continuity of operations and continuity of government plans.

Although many of FEMA's grant programs award funds to state or local governments to implement projects that support their State or Urban Area Homeland Security Strategies, ongoing coordination with private sector partners - particularly on key issues related to critical infrastructure protection where the private sector owns 85% of the assets - is absolutely necessary. The private sector plays a vital role in the planning process that supports the implementation of preparedness grants in the field. Recognizing this vital role, FEMA has engaged organizations such as Business Executives for National Security (BENS), the U.S. Chamber of Commerce, and the Council for Excellence in Government to further the dialogue on preparedness.

One exception is the Urban Areas Security Initiative (UASI) Nonprofit Security Grant Program (NSGP) for which nonprofit organizations in the 46 designated UASI areas are eligible. This grant program, announced this past April, will provide over $24 million to eligible 501(c)(3) organizations who are deemed high-risk of a potential terrorist attack. Through this program, we are working with the private sector to enhance their security.

FEMA's Port Security Grant Program (PSGP) is a second exception. PSGP is open to public and private owners and operators of critical port infrastructure. Overall, PSGP has provided more than $1 billion to public and private entities since its inception in Fiscal Year (FY) 2002. Most of the funding in initial years of this program was awarded to federally-regulated private entities. Over the last 2 years, however, public entities received a higher proportion consistent with the DHS approach to securing critical infrastructure.

The Intercity Bus Security Grant Program (IBSGP), Trucking Security Program (TSP), and the Transit Security Grant Program (TSGP) are also available to the private sector. Similar to PSGP, these programs are focused on our nation's critical transportation infrastructure. In the case of the IBSGP and the TSP, 100% of the awards are made to private entities. IBSGP is targeted exclusively to commercial over-the-road bus entities to enhance the security of intercity bus systems that service Urban Area Security Initiative (UASI) sites. Through the IBSGP, DHS has awarded a total of more than $60.5 million to commercial owners/operators of over-the-road buses providing fixed route services or charter bus services in high risk regions since FY 2003.

Since FY 2003 DHS has provided over $62 million, through TSP, to the American Trucking Association (ATA), supporting operations of the Highway Watch® Program to enhance security and overall preparedness on our nation's highways. Through the Highway Watch® Program, a cooperative agreement with the American Trucking Associations, highway professionals are recruited and trained to identify and report security and safety situations on our Nation's roads. ATA has used these funds to train more than 400,000 commercial truck drivers in highway security domain awareness and to operate a nationwide call center for truckers to report security incidents.

Funding for the TSGP is used to enhance the security of rail transit systems including commuter, light and heavy rail; intra-city bus; inter-city passenger rail (Amtrak); and ferry systems. Additionally, the Intercity Passenger Rail program, part of the TSGP, was created in FY 2005 to provide assistance to Amtrak to improve security to its passengers and to date DHS has awarded approximately $22 million under this program.

Another significant example of public- private partnering is through FEMA's new Training and Education Division, which has a number of courses being developed or delivered that are available for private sector participation. For example, the new online training relating to the National Infrastructure Protection Plan (IS 860) is designed to be used by both government and private sector security partners. More than 3000 individuals have taken this course since it was posted this past year.

The National Exercise Division (NED) works closely with the Department's Private Sector Office and Office of Infrastructure Protection (OIP) to develop a systematic means to integrate the private sector into national level exercises as well as taking steps to coordinate for future modifications to the Homeland Security Exercise and Evaluation Program that will encourage and guide State and local efforts to construct exercise activities inclusive of the private sector.

Moreover, private sector entities continue to be involved in the Hurricane Preparedness Exercise activities that are sponsored by the NED on an annual basis. Finally, NED, through its Direct Support Exercise Program, works with Major League Baseball, the National Football League, and other activities that involve venues that attract large concentrations of citizens to organize and conduct exercises to ensure preparedness for large scale incidents at these venues.

The U.S. Department of Homeland Security and the Advertising Council launched the *Ready Business* Campaign in September 2004. This extension of Homeland Security's successful *Ready* Campaign, designed to educate and empower Americans to prepare for and respond to emergencies, focuses specifically on business preparedness. *Ready Business* helps owners and managers of small- and medium-sized businesses prepare their employees, operations and assets in the event of an emergency.

Ready Business was developed by Homeland Security and launched in partnership with U.S. Chamber of Commerce, Small Business Administration, Society of Human Resource Management, The Business Roundtable, The 9/11 Public Discourse Project, ASIS International, Business Executives for National Security, International Safety Equipment Association, International Security Management Association, National Association of Manufacturers, National Federation of Independent Businesses, and Occupational Safety and Health Administration.

The goal of *Ready Business* is to raise the business community's awareness of the need for emergency planning and motivate businesses to take action. The campaign encourages business owners and managers to: plan to stay in business; talk to their employees; and protect their investment.

Ready Business also has a Spanish language companion, Listo Negocios, which provides several Ready Business tools and resources translated into Spanish.

The campaign's messages are delivered through: television, radio, print, outdoor and Internet public service advertisements (PSAs) developed and produced by the Advertising Council; brochures; www.ready.gov and www.listo.gov Web sites; toll-free phone lines 1-800-BE-READY and 1-888-SE-LISTO; and partnerships with a wide variety of public and private sector organizations.

In May 2006, the Ready Campaign launched *Ready Business* Mentoring Initiative. This initiative is designed specifically to help owners and managers of small and medium-sized businesses prepare for emergencies. Materials were created to assist business and community leaders in hosting and delivering business preparedness workshops and training sessions. These sessions and the Ready Business Mentoring Guides outline how businesses can plan to stay in business; talk to employees; and protect assets. Workshop materials were provided through collaboration through USDA Cooperative Extension Service funded Education Disaster Extension Network (EDEN).

To reach businesses and business organizations across the country, the Department reached out to U.S. Department of Commerce, Small Business Administration, U.S. Department of Agriculture and the nation's leading business organizations to distribute the Ready Business Mentoring Guides and access to its resources.

In addition to the Ready Business Mentoring Initiative, the Department also works with the private sector to encourage the adoption of the NFPA 1600 at the local level. For example the Department collaborated with the U.S. Chamber of Commerce on a pilot initiative to create a Regional Business Preparedness Summit in Charlotte, North Carolina. This event brought together local leaders in emergency management, public health and the private sector. Local businesses learned the importance of creating and exercising their business emergency plan, involving their employees, protecting their assets and plugging into their local emergency management network.

FEMA is also integrating the private sector in a myriad of initiatives across the Agency. For example, we are working closely with Homeland Security's Private Sector Office to utilize their concept of relationship and partnership building with the private sector. We have embraced Homeland Security's Private Sector Office staff part of our senior advisors. We are working together on initiatives where we can integrate the private sector into our communications, outreach and operations or by their expertise in such mission critical areas like logistics.

A few highlights of our new approach to the private sector are:

We are taking a proactive approach to leading the way for the private sector to be incorporated into our emergency operations. They will need to be part of a greater public-private partnership 501(c)(3). We are paving that way for this seat to be part of the Joint Field Office, the Regional Response Coordination Center and here in Washington at the National Response Center.

We are incorporating private sector expertise into our operations by creating the FEMA Loaned Business Executive Program. This initiative brings seasoned experts from the private sector into FEMA operations to serve as advisors and collaborate on mission critical programs.

Other initiatives include:

- Private Sector participation in Regional Emergency Communications Coordination Workgroup.
- Memorandum of Understanding (MOU) with the Stadium Owners/Operators.

- Pilot program with Infragard in Denver, Colorado.
- Mutual Aid for businesses.
- Mutual Aid Training for businesses.
- Developing Pilot Website to serve as repository for to post information about the above activities, training opportunities, business continuity, as well as referrals to founding organizations.
- Establishing a Credentialing Work Group to pinpoint issues and begin to develop viable options to address credential concerns.

Internal Organizational Assessments

At the end of last year, Administrator Paulison initiated a series of 17 independent Agency-wide organization assessments as part of his commitment to lead FEMA to become the Nation's preeminent emergency management and preparedness Agency. The completed assessments established a baseline of FEMA's key systems, processes and capabilities in the areas of acquisition and contract management; finance and budget; human resources and disaster workforce; information technology, security, facilities, and logistics. The recommendations were built upon public and private best practices and were documented first in initial reports and then later in January 2007 in the 17 Final Reports. FEMA has moved quickly to implement the recommendations.

Enhanced Supply Stream Management and Logistics

Enhanced supply stream management was evident in FEMA's emergency food supply in 2006. While it was a short-term success, this year we have taken our plan to the next level. Instead of building up our own stockpiles – with the accompanying costs and potential liabilities – we have signed agreements with the Defense Logistics Agency and competitively awarded contracts to other suppliers to be on-call for needed meals and resources. These agreements will improve our response by relying on established, national networks rather than trying to develop our own in the midst of a disaster. Improved logistics is just one of the areas where FEMA is working with partners to make major reforms.

FEMA's new Logistics Management Directorate is enhancing a critical core competency by developing a disciplined, robust, and sophisticated supply and service capability. Logistics Management will transform its capability by increasing involvement with the private sector, including identifying and examining private sector best business practices and processes. To facilitate this involvement, Logistics Management sponsored market research in collaboration with the DHS Private Sector Office and the U.S. Chamber of Commerce. This new logistics organization will be one that is proactive and couples 21st century technology and a professional workforce with strategic public and private partnerships. In pursuit of this enhanced capability, Logistics Management is analyzing its current business operations, its management practices and exploring the use of Third Party Logistics (3PL) providers for its transportation and warehouse management missions.

To further develop and enhance coordination with logistics partners, including the private sector, FEMA will conduct a Demonstration Program with state and local governments to formulate innovative public and private logistical partnerships that will improve readiness and increase response capacity. The Demonstration Program will present an excellent opportunity for FEMA to explore new approaches to logistics management as part of its transformation to a state-of-the-art national disaster logistics capability.

As with many of FEMA's operational offices, Logistics relies heavily on the private sector to provide critical operational support through competitively awarded contracts. Logistics has contracts with private sector for:

- National Commercial Bus Transportation Contract – Third party services for bus transportation. This contract provides over 1,000 coach buses for evacuation purposes. While evacuation is not a federal responsibility, we do have a responsibility to ensure that we are prepared to help states in crisis by providing this key asset.

- Base Camp support – In the aftermath of a disaster, FEMA is often required to house its own response personnel, as well as personnel from State and local governments, other federal agencies, and volunteers. Under this contract, our private sector partners will be responsible to house all authorized camp occupants with tents or modular units, equip tents and other facilities with air conditioning and heating, and leveled plywood floors, as well as provide bedding, meal services, kitchen, dining hall, limited recreation facilities, operations center, medical unit, refrigerated trucks, shower units, hand wash units, potable (drinking) water, water purification and manifold distribution systems, toilets, on-site manifold distribution of black and grey water and associated on-site sanitation systems, complete laundry service, industrial generators, and light towers.

Contracting

The first priority of FEMA during the initial phase of a major disaster is and has always been to provide relief to victims in the most efficient and effective way possible in order to save lives and property. FEMA's goal is to use competitive strategies while also providing local and socioeconomic businesses a competitive advantage whenever possible. FEMA had some pre-negotiated contracts in place before Hurricane Katrina; however, the extreme circumstances of storms like Hurricanes Katrina and Rita demonstrated that these few contingency contracts could not sufficiently meet mission requirements. As a result, many non-competitive contracts were needed in order to effectively and efficiently save lives and property.

Due to the magnitude and length of recovery time of Hurricanes Katrina and Rita, FEMA has recognized the need for more robust, well-planned contingency contracts and a thorough understanding of the qualifications and capabilities of the private sector in areas related to the Agency's mission. Since Katrina and Rita, FEMA has worked to aggressively award pre-negotiated competitive contracts, and these are in place and ready for the 2007 hurricane season. Contract agreements are in place covering all aspects of FEMA disaster management including logistics, mitigation, individual assistance, recovery, management, and integration center support.

By having advance contracts or similar agreements in place, FEMA as well as State and local first responders are more organized and efficient. Additionally, coordination is made easier among the federal, state and local governments, as each entity is aware of the goods and services for which FEMA has already contracted in the event of disaster. This increased coordination makes for a more effective and efficient response.

FEMA is particularly committed to working and partnering in advance with industry partners from the small and disadvantaged business community as well as local companies within disaster areas. The Agency is accomplishing its goal of benefiting these businesses through numerous initiatives, including:

- Participating in outreach forums to meet with the Small Business Community;
- Conducting personal meetings with interested vendors/contractors to present company capabilities and performance;
- Developing goals and acquisition strategies which are increasingly structured for maximizing the number of awards to small businesses;
- Networking with representatives of the U.S. Small Business Administration and local small business development centers;
- Participating in local, state and national conferences, seminars, and exhibits to gain access to current small business issues and interface with business and industry; and,
- Creating a voluntary, debris removal contractor registry to enable small and local firms to notify FEMA, and interested state and local governments, of their capability to support disaster response and recovery requirements as needs arise.

Catastrophic Planning

FEMA's Disaster Operations Directorate has collaborated closely with the DHS Private Sector Office (PSO) and Office of Infrastructure Protection (OIP) to ensure continued visibility with the private sector of Federal, State, local, tribal, and critical infrastructure coordination and activities related to responding to catastrophic disasters and FEMA's Catastrophic Disaster Planning Initiative. As part of the U.S. Chamber of Commerce's Business Civic Leadership Center and its Homeland Security Division's Annual Workshop, the Chamber sponsored a session on June 7-8, 2007, in conjunction with the PSO to discuss response to and recovery from a New Madrid Seismic Zone Earthquake. One of the primary topics of discussion was how the private sector develops partnerships in planning to meet the challenge of responding to such an event and integrate planning between the public and private sector. A comprehensive report detailing the results of the workshop, recommendations, and how the business community can partner with Federal, State, local, and tribal governments and critical infrastructure owners will be prepared and used as we move forward with the Catastrophic Disaster Planning Initiative not only for the New Madrid Seismic Zone, but also for the Florida (Category 5 Hurricane impacting Southern Florida), and California initiatives. The eight New Madrid Seismic Zone States (Alabama, Arkansas, Illinois, Indiana, Kentucky, Mississippi, Missouri, and Tennessee) will begin conducting Catastrophic Disaster Response and Recovery Planning Workshops this summer. The Chamber workshop served as a catalyst to begin the private sector participation in these initiatives.

The State of Florida has already initiated a series of workshops to address response and recovery planning for a Catastrophic Category 5 Hurricane impacting South Florida and planning for catastrophic earthquakes in California is now in the initial phase.

Important components needed to make the Catastrophic Disaster Planning Initiative a success include involving the private sector and business community to the maximum extent possible; establishing solid partnerships between the public and private sectors and non-governmental agencies; and highlighting the critical role the private sector can play in providing supplemental resources and assistance in catastrophic disaster events.

Integrating Critical Infrastructure Protection as a key component of Catastrophic Panning and Incident Management

FEMA, in collaboration with OIP, has done extensive work with the private sector in the development of processes to integrate the protection of critical infrastructure and key resources as a key component of incident management, which is critical to catastrophic planning. As a result of the lessons learned from Hurricane Katrina, FEMA and OIP worked closely together with other Federal departments and agencies and private sector partners to develop processes for addressing disaster-related requests from private sector Critical Infrastructure/ Key Resources (CI/KR) owners and operators. The processes also utilize the partnership model established in the National Infrastructure Protection Plan to enhance incident related information-sharing and decision making relating to CI/KR. The engagement of this public-private partnership as a component of incident management is important because the vast majority of the infrastructure in our country is owned and operated by the private sector. Having an established mechanism to foster coordination strengthens our ability to respond to the full spectrum of 21st century threats.

Strong Community Coalition Building

More than ever, we at FEMA are building stronger and more vibrant community coalitions by giving the private sector a more prevalent role in emergency response through FEMA's Citizen Corps Program. Citizen Corps' primary mission is to bring community and government leaders together in an all-hazards emergency preparedness, planning, mitigation, response, and recovery framework. The Citizen Corps nationwide network includes more than 2,200 Citizen Corps Councils located all 56 states and territories. Councils are encouraged to include business representation and to work with businesses to integrate business resources with community preparedness and response plans. An important priority for Councils at all levels is to educate and inform Americans in all sectors—including the private sector—about steps they can take to be prepared. The Citizen Corps program works closely with the Department of Homeland Security's Ready Campaign, making Ready Business and other Ready materials widely available. Furthermore, Citizen Corps encourages its Councils to work with local emergency management and to incorporate work continuity plans and planning in specific community context.

Citizen Corps' Partner Programs also collaborate with businesses. National Partner Programs include more than 2,600 Community Emergency Response Teams (CERT) and hundreds of Fire Corps, Medical Reserve Corps, Neighborhood Watch, and Volunteers in Police Service programs around the country. Many CERTs already include the business community in their training and exercises. For example, the San Diego County CERT has trained local utility and telecomm employees as part of their partnerships, and many CERTs have adapted the curriculum to business needs, providing Business Emergency Response Training for employees.

In addition, Citizen Corps Councils are encouraged to build strategic partnerships with local governments and businesses to use some existing grant funds for their coordinated training activities and exercises. Many local Citizen Corps Councils have also developed partnerships with major retailers to provide discounts and education on supplies to help families prepare for disasters. For example, Utah Citizen Corps volunteers worked with all 47 Wal-Mart stores statewide to promote preparedness during "preparedness weekends." Wal-Mart has also donated $10,000 to support the program, paid for the Citizen Corps booth at the 11-day Utah State Fair and donated printed material on emergency preparedness. Clear Channel also provided free graphics for the Utah Citizen Corps billboards placed throughout the State, focusing on the "Be Ready Utah" campaign. During the holidays, they worked together on a media campaign encouraging Utah residents to remember preparedness items on their shopping lists.

Industry Fairs and Outreach

In an effort to create stronger partnerships with the private sector, and to better learn from their best practices and what they can do to help FEMA and the nation during a disaster, FEMA has held two important industry fairs to meet with key partners.

On April 16-17, 2007, FEMA hosted a Manufactured Housing Workshop with several key manufacturers dealing with all phases of the housing program, including those from the travel trailer and mobile home industry. The first day was focused on the new Uniform Federal Accessibility Standards (UFAS) specifications FEMA adopted for travel trailers and mobile homes to be used in future disasters. On the second day, FEMA and the participants discussed creative acquisition solutions and possible new inventory management concepts to be used by the housing program. Participants learned about FEMA's Joint Housing Solutions Group and a new assessment tool, which provides a structured process to evaluate options and explore alternatives to manufactured homes. This new software evaluates housing options using several factors including cost, timeliness, community acceptance, range of use, and livability, and creates an opportunity to match needs to available housing units. Industry representatives showed great interest in contributing data and suggestions as well as reviewing evaluation results. FEMA is committed to working with our partners in the manufactured housing industry. Continued collaboration is vital to the success of FEMA's housing program.

On May 16, 2007, FEMA hosted a Passenger Airline Industry meeting to solicit from the airline industry how the federal government might best make use of commercial passenger aircraft to support the transport of evacuees from large populated areas rendered uninhabitable by either an anticipated or actual major event to safe and secure locations. The event provided a forum for dialogue among FEMA, its Federal partners, and industry on efficient and cost-effective ways to provide air evacuation support. The discussion covered two important issues: evacuation flight operations and pre-positioning of aircraft. There were approximately 70 participants, including air industry trade groups and associations who represented national and regional commercial air carriers; major commercial airlines; charter passenger air carriers; aircraft brokers and intermediaries; airport authorities; and commercial airline industry regulators.

This meeting had three primary objectives aimed at addressing the air transport of evacuees: 1) to enhance FEMA's ability to conduct mass air evacuations; 2) to explore all available options in the commercial passenger airline industry; and 3) to establish air transport capacities and performance requirements. There was a general consensus that industry could play a role in supporting flight operations to evacuate citizens prior to and immediately following a large-scale disaster. They have the capacity, capabilities, and expertise. FEMA's new burgeoning relationship with the air industry will continue in hopes of finding viable solutions to executing a large scale potential evacuation within the United States.

The private sector is also engaging both FEMA and state emergency management to provide liaison to state emergency operations centers, joint field offices and we are working with the Chamber, BENS and BRT about developing a private sector association liaison in the National Response Coordination Center. We also have scheduled a meeting with those three groups the week of June 26, to discuss several additional partnership efforts to build on our individual discussions.

Some of our planned efforts include bringing private sector "executives on loan" to FEMA to assist us in our planning, logistics and management reform efforts. This will allow us to improve our business practices, develop 21st century logistics programs and provide a better link to the private sector during emergencies.

Conclusion – A Call for Continued Public-Private Communication and Partnership

There will certainly be a continuing role for the private sector in the future. We at FEMA need to insure we are adapting to new conditions, adopting innovative and more effective business practices and addressing ever changing needs. To do this, we want to hear from and work with all audiences with a stake and a responsibility in preparedness and disaster response.

FEMA is reaching out to our partners in other Federal, tribal, State, and local agencies and building better relationships with the non-profit and private sectors. As you are aware, the worst time to build relationships is during a disaster.

In FEMA's opinion, the private sector should continue and build upon efforts in several key areas:

1. Developing strong business continuity plans for all of their locations and critical data centers.
2. Develop employee support plans for when their employees' office locations are damaged or if their employees have lost their homes to disaster. A key element of recovery is getting people back to work as quickly as possible
3. Engage in prudent risk management practices and have strong health and safety programs.
4. Work closely with their local emergency managers, first responders and elected officials to be involved in disaster planning and to build protocols to assist with recovery efforts, before a disaster strikes.
5. Through business associations continue to work with state emergency management and FEMA to support preparedness planning, disaster response, donations management, and recovery efforts.
6. Engage private sector partners through planning, training, and exercise activities, the resulting relationships and shared vision can only help to strengthen our nation's preparedness.

FEMA appreciates the relationship we are developing with the Chamber, BRT and BENS and believe this ongoing dialog will produce an improved flow of information and support before, during and after an event. It is the work and resources we expend on this planning now, before a disaster that will pay dividends later in a quicker recovery and a more resilient nation. We cannot wait till the disaster occurs to exchange our business cards and the private sector understands that it cannot just show up on game day and expect to play without coming to the practices.

One of the most important lessons learned from the 2005 hurricane season is that in order to ensure a successful, robust, and coordinated response we must work together on all critical fronts, horizontally and vertically, across the full spectrum of emergency management, including government, private sector, non–profit organizations and our citizenry.

Thank you for the opportunity you have afforded us today to speak about the new FEMA. I look forward to addressing your questions.