



# The VonFrederick Group

November 2004 Volume 1 Issue 11

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## Feature Article: Strategic Planning: Key to Your Organization's Safer Future

*By Timme A. Helzer, Ph.D*

In the last six months there have been multiple hurricanes across the Gulf Coast, Southeastern, and East Coast states, wildfires through out the Southwest, earthquakes in California, volcanic eruptions in the Pacific Northwest, tsunami threats in our Pacific extensions, and flooding and tornadoes across many parts of the Midwest. No part of this country is safe from these devastating natural disasters.

These natural disasters are not unexpected, and we're certainly not totally unprepared for them, but they are hard to predict with much accuracy. They're devastating in terms of loss of life, assets, production capability, security, and most of all freedom. But what about the violent and destructive events and conditions that aren't very predictable at all, such as terrorist attacks; how do we expect and prepare for them?

It has been in only the last fifty years that wide spread use of strategic planning methods has become much more sophisticated and common in most sectors of our modern economic societies. In the 1970's, with the proliferation of highly skilled management consulting groups, and the development of more reliable computer models and other planning techniques, the whole concept and practice of strategic planning became better known and more available to most organizations.

The SWOT Analysis, one method of strategic planning, is a process, which systematically examines an organization's strengths,

weaknesses, opportunities, and threats (s-w-o-t). This method has been very useful in crafting strategic objectives to guide organizational planning and operations toward expected future opportunities and away from likely threats.

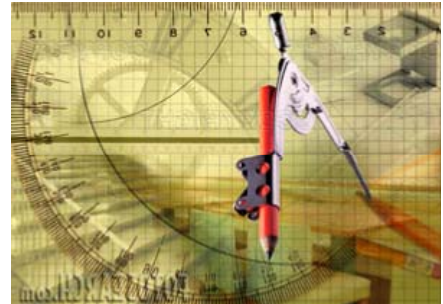
Threats to our global, national, organizational, and personal security from a growing number of terrorist elements looking to strike at any weakness are everywhere now. Therefore, the need today for every organization to have a strategic plan in place, based in part on a SWOT Analysis methodology, and acted upon through it's operations plan is absolutely essential.

Modern applications of strategic planning, using the SWOT Analysis, are readily available through many sources, but only a few consulting firms are adequately experienced with it in today's security and threat preparedness field. Here are the basics of the strategic planning process using the SWOT Analysis methodology.



# SWOT

## The Step-by-Step Process



1. A systematic, step-by-step identification of the organization's stated values, purpose, mission, and vision – all usual and standard elements of the initial process.
2. A thorough analysis of the organization's key relationships with essential partners, suppliers, vendors, customers, and others, noting what is given and what is received by the two parties in each relationship.
3. A systematic evaluation of the organization's current strengths and weaknesses, based on observable evidence already known to the organization.

But given the heightened awareness required today to fully prepare for the new and often unknown threats to our way of life by terrorist interventions, special guidance is required by experienced security consultants to adequately lead organizations through the remaining steps of the standard strategic planning process.

4. Prediction of major events and conditions to occur within the next two-year planning horizon that will be highly likely and will have high impact (positive or negative) on the organization.
5. Detailed descriptions of opportunities and threats which legitimately can be expected to emerge from these predicted events and conditions.
6. Statements of key objectives with measurable results to guide the organization toward taking full advantage of key opportunities, and away from anticipated threats that could damage the organization, all within the new context of global terrorism.

Special care must be provided by outside consultants experienced in the threats of global terrorism for the organization to adequately develop these key objectives. These statements must guide the organization through a potentially dangerous but prosperous future. However, only small adjustments to the organization's existing culture or lifestyle or way of doing business to accommodate these new plans must be allowed, to avoid over-emphasizing negative conditions.

This greater preparedness must be achieved, but not at the expense of disrupting the success of the organization's traditional values and operations. Only skilled consultants experienced in dealing with global terrorism can provide the kind of guidance necessary to achieve the specific strategic planning results so vital to today's organization preparing for a prosperous but safer future.

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Visit: [www.vonfrederick.com](http://www.vonfrederick.com).

## Are the Financial Markets Still at Risk?

The future belongs to those who prepare for it. To maintain our current financial lifestyle, we must be aware of the environment. The question remains, how do we plan for financial terrorism? The financial institutions are one of the main pillars of focus for destruction in terror networks. The World Trade Centers are only the beginning of our financial institutional problems. Terrorists take pride in dismantling our economy, if only for a minute. The reality remains that those who conduct acts of terrorism enjoy the fact that we “do not know what to do.” They have succeeded in their primary objective, if on the day after September 11<sup>th</sup>, 2001, your thoughts were

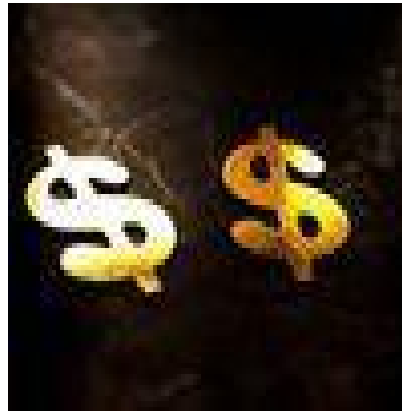
mixed with confusion, fear or immobility.

Future attacks cannot be underestimated due to their effects on the marketplace. One thing is certain; attacks will not be deterred indefinitely. Many financial markets are being targeted such as the NASDAQ, New York Stock Exchange, and large institutions such as Goldman Sacks and Morgan Stanley. As stated by a Muslim citizen in a CNN interview, “Bringing the world's greatest power to their knees if only for a minute feels good.” The NYSE was closed for 6 days after the attack on 9-11; the deaths of many were miniscule in the minds of the attackers, compared to the destruction it had on our financial systems and the economy.

The next attack will be equally as significant or greater, and the future of finance will change. The Red Cross provides five ways to assist in a pro-active game plan: create an emergency contact plan, establish a meeting place away from your home, assemble a disaster supply kit, stay informed, and ***financial preparedness***.

Are you prepared financially? Next month's issue will focus on how you personally can safeguard yourself in times of crisis with ***How to Terror Proof Your Financial Portfolio***.

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## **How Concerned Are You About A Biological Attack?**

Imagine the following scenario. Terrorists secretly release smallpox virus in three shopping malls in the United States. The virus infects unsuspecting shoppers. Soon – in a little over a week, doctors recognize the disease in 20 people. In the days that follow, the virus spreads to others. There is panic. Riots rage. The health-care system is overwhelmed. Borders close. The economy reels. Twenty-one days after the initial release, the disease has spread to 25 states and 10 other countries. By then, 16,000 people have been infected and 1,000 have died. Doctors estimate that in another three weeks, the number of people infected will rise to 300,000. One third of them will die.

This is not a plot for a science-fiction movie. It was a computer-simulated exercise, forecasting what would probably develop if such an outbreak occurred. The exercise, conducted by a group of prestigious think tanks, took place in June 2001. It was termed “Dark Winter.”

For many, “Dark Winter” took on a new and ominous meaning after the violence of September 11, 2001. The attacks on the World Trade Center in New York City and on the Pentagon in Washington, D.C., dramatically showed that there exist ruthless and hate driven people bent on the mass destruction of human life. Further, the attacks proved that the United States and, by extension, every other nation are vulnerable to such attacks. We

live in a world where determined terrorists can in an instant, snuff out the lives of thousands of people. Swiftly following the September 11 attacks, U.S. Politicians and employees of the news media became the targets of letters containing anthrax, a deadly bacterium. People were fearful. Fueling such fears, the media along with experts speculated that terrorists might attack with pathogens more lethal than anthrax – plague or smallpox, for example. Perhaps certain “rogue states” were already mass-producing such material in secret laboratories. Consider a sampling of what has been written recently:

*“The World Medical Association recognizes the growing threat that biological weapons might be used to cause devastating epidemics that could spread internationally. All countries are potentially at risk. The release of organisms such as smallpox, plague, and anthrax could prove catastrophic in terms of the resulting illnesses and deaths compounded by the panic such outbreaks would generate”* American Medical Association.

*“Unlike bombs and nerve gases, bio-weapons have finesse: the disease incubation period makes the calamity build slowly and imperceptibly. At first, a few people trickle into hospitals. Their symptoms might baffle doctors or mimic those of more common illnesses. By the time health care workers realize what is going on, entire cities could be infected.”* Scientific American magazine.

*“If the smallpox virus were released today, the majority of the world’s population would be defenseless, and given the virus’ 30 percent kill rate nearly two billion people could die.”* Foreign Affairs magazine.

“All countries at risk. Entire cities infected. Two billion people might die.” These are alarming statements. Yet, just how likely is it that a catastrophic biological attack will be unleashed? Would you like to ask a terrorist?

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Necrotic ulcer- plague



Variola Major “Smallpox”

Day 7

## PERSONAL PREPAREDNESS: WHAT YOU NEED TO KNOW

### FIRST AID KIT:

A basic first aid kit, with items placed in a watertight container, is a must. Within, you should place: a wide assortment of band-aids, gauze pads, cotton balls and swabs, medical tape, butterfly bandages, elastic bandages, scissors, tweezers, half-a-dozen needles, strong thread and safety pins. Antiseptics, alcohol and hydrogen peroxide should be included. Don't forget



to add aspirin or Tylenol, any other over the-counter medical items you commonly use and a supply of prescription drugs. A snakebite kit could be appropriate. Finally, add to the top of your kit, a good first aid book.

### BEDDING:

Sleeping bags, when used on an air mattress or foam pads can provide a warm and welcome area to retreat. An alternative choice would be the use of blankets. Bags should be two and a half pound hollow-fill and insulation should be a three-eighth inch foam pad. If you have to use blankets, use wool, because they will still keep you warm even if they get wet.

## CLOTHING:

One change of clothes should be work clothes. Anticipate severe weather conditions. Refresh clothing in the kit as sizes change. Wool is better than cotton for cold weather.

## SHELTER:

If a rigid shelter cannot be found, an alternative would be a tent.

## FUEL, HEAT AND LIGHTING:

Stored with your emergency supplies should be an ample supply of matches wrapped in water proof material and stored in a water proof container. Metal matches are waterproof and durable; will light thousands of fires. Magnesium fire starters are good for starting fires with wet or damp wood. Shave off magnesium into the wet material and light it. The magnesium strips burn hot and can start a fire even with the wettest fire kindling. Butane cigarette lighters are also very good. Propane or butane provides an excellent source for lanterns, stoves and portable heaters. Candles serve as a marginal source of light, however, in an emergency, they can prove to be extremely valuable. Have available, flashlights and extra batteries.

## HOW TO SURVIVE IF YOU ARE IN THE LINE OF GUNFIRE

### If You Are The Primary Target:

#### 1. Get as far away as possible:

An untrained shooter isn't likely to be accurate at any distance greater than sixty feet.



2. Run fast, but do not run in a straight line – weave back and forth to make it more difficult for the shooter to draw a bead on you:

The average shooter will not have the training necessary to hit a moving target at any distance.

3. Do not bother to count shots:

You will have no idea if the shooter has more ammunition. Counting is only for the movies.

4. Turn a corner as quickly as you can, particularly if your pursuer has a rifle or assault weapon:

Rifles have much greater accuracy and range, and the person may be more likely to either aim or spray bullets in your direction. (*Joshua Piven and David Borgenicht*)

### AFGHANISTAN: DID YOU KNOW?

- That the Afghans rear three unusual domesticated animals: the Bactrian camel, the karakul lamb, and the yak
- That the narrow Khyber Pass leading from Pakistan to Afghanistan once had great strategic importance.
- That northern Afghanistan was a province of the Ancient Persian Empire; it was then called Bactria.
- That Afghanistan is the world's second largest producer of the drug Opium, after Burma (Myanmar).
- That in the 1980s about a third of Afghanistan's population left the country to escape the civil war.
- That Alexander the Great conquered Afghanistan in about 330 B.C.

The New Afghan Flag:



## **TEST YOUR KNOWLEDGE**

Nobel, Alfred B. (1833-1896)

Swedish Chemist and Inventor. He developed dynamite. The Nobel Prizes are named for him and come from a fund he left to recognize outstanding scientists, authors, and humanitarians.

