



BOMA • Kingsley REPORT

Practical Industry Intelligence for Commercial Real Estate

EMERGENCY PREPAREDNESS | FALL 2007

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Are you READY?

With a commitment to preparedness that filters through all levels, an **organization can breathe easier** and feel confident in its ability to weather the storm.

Emergency preparedness has always been a central consideration for commercial real estate professionals, but perhaps never has it been more immediate than today. Without question, the dual tragedies of 9/11 and Hurricane Katrina offered a somber reminder about the potential scale of disaster. In the wake of such catastrophes, real estate professionals have upped the ante with respect to emergency preparedness and are now better equipped to both prevent disaster and, if necessary, lead recovery efforts thereafter.

In this issue of *BKR*, we examine the realities of emergency preparedness in the 21st century, and hear from industry experts about some of the key characteristics of effective planning.

“Business as Usual” highlights the specific challenges confronting real estate owners and fiduciaries, from the conception of an emergency preparedness plan through its execution. With a requisite focus on both today and tomorrow, these professionals must grapple with the aftermath of emergencies before they happen.

“Protecting People, Protecting Properties” explores emergency preparedness through the eyes of property managers. As the first lines of defense and stewards for recovery, property managers are instrumental not only in the protection of lives, but also in the strategic and operational planning for business restoration.

“Behind the Headlines” pulls the covers back on some well-publicized categories of emergencies and reveals that while response methods may be somewhat uniform, anticipatory and preventative steps can be quite varied.

“Preparedness 101” offers a crash course in emergency planning, highlighting nine clear guidelines that can bolster any existing plan.

If one theme becomes clear in these articles, it is that while owners, asset managers and property managers each face unique challenges with respect to emergency preparedness, their teamwork is critical in ensuring a well-conceived and well-executed plan. Perhaps the most daunting element of disaster is that it can strike at any time, on any scale and from any direction. But with a commitment to preparedness that filters through all levels, an organization can breathe easier and feel confident in its ability to weather the storm.



Business as **USUAL**



Phil Mobley, Kingsley Associates

Property owners grapple with the aftermath of emergencies before they happen

“Competitive advantage.” “Risk management.” “Public relations.” “Tenant retention.” At first blush, it might seem strange that a conversation about emergency preparedness would include such phrases. More expected, perhaps, would be references to human safety concerns. And indeed, taking care of people, whether employees, tenants or visitors, is always the first priority for professionals involved in planning for the worst (see “Protecting People, Protecting Properties” for an examination of this topic at the building level).

Real estate owners and fiduciaries understand better than anyone else that the time to ask the question, “What next?” is always *now* – not after the headcount on the sidewalk. To them, it isn’t just about being prepared for the event; it’s about being prepared to get things back to normal as quickly and inexpensively as possible afterwards. Their buildings are investments, after all.

A Return to Normalcy

Steve Harrell is a senior asset manager for Invesco Real Estate. As such, he is tasked with overseeing the operations of properties throughout Florida and the Gulf Coast, the prime target area for hurricanes. His experience in dealing with the threat

“If a building has complete ability to run after a disaster, then it is a market leader,” notes Steve Harrell, Invesco.

– and impact – of catastrophic windstorms has helped him take the long view on them. “The bottom line is that we won’t be able to keep tenants if they can’t do business in our buildings,” Harrell says, implying the obvious goal of any disaster management plan. “When it comes to the newest issues I’m facing in terms of emergency preparedness, tenancy issues for critical functions are almost bigger than terrorism threats right now.”

In many localities, city and state governments require off-grid power backups for telecommunications systems, as well as point-of-sale systems for necessities such as groceries and gasoline. The next step is to prepare other types of businesses and systems to function as normally as possible after an emergency. “If a building has the complete ability to run after a disaster, then it is a market leader,” notes Harrell. Indeed, Kingsley Associates regularly hears anecdotes from tenants who claim “loyalty for life,” having returned to their buildings sooner than expected after a disaster. While structural integrity may be the primary requirement for a

BKR BEST Practices

9 Tips to Better Protect People and Properties

An ounce of prevention is worth millions of dollars in disaster recovery costs. Is your emergency preparedness plan up to snuff? Here are some guidelines for augmenting your existing plan.

1

Bring Your Dream Team Together. If you haven't already, compile a preparedness team and develop "what if" exercises where team members can propose responses to a number of emergency scenarios.

2

Communicate Well and Often. Develop a multi-layered crisis communication plan that creates a fast and effective line of communication with tenants, local authorities and agencies, and the media – be proactive in your messaging!

3

Define Your Policy. Determine how your company's leave and salary policies will apply in emergency situations – such as a pandemic flu outbreak – where a significant portion of your workforce may be incapacitated.

4

Cross Train Across Your Portfolio. Cross train personnel to provide critical services, and remember to do so between departments and between properties.

5

Think Locally. Review local evacuation procedures, identify the agency that will issue the evacuation orders, determine how those orders will be communicated and assess where evacuation routes and shelters are located.

6

Build in (Remote) Redundancy. Develop a list of primary, secondary and out-of-region suppliers to ensure that your organization's ability to rebound from a catastrophe is not hindered by a lack of resources.

7

Work Remotely. Identify off-site work facilities or telecommuting capabilities to ensure business continuity in the event of an emergency.

8

Drill It Home. Make certain all of your tenants are aware of the building evacuation procedures and encourage tenants to participate in evacuation drills.

9

Educate Yourself, Share Your Knowledge. Talk to your industry colleagues to see how they are designing and executing their emergency plans. When it comes to public safety and security, information is not proprietary.

rapid return of this nature, only so much can be done before an emergency to make sure a building will be standing and safe to enter afterwards. What can be done, however, is creating built-in system redundancy to allow for the fastest possible restart.

Not surprisingly, a fast restart is most important for buildings that contain tenants' mission-critical operations (e.g. data centers, call centers, retail outlets). But those in Harrell's position are learning that expectations of recovery speed are heightening across all building types. And remember, *complete* ability to run means that the HVAC system and lights are working, as are the phones, data jacks, restrooms and elevators. Developing these capabilities takes more than a little preparation and is not without significant challenges.

A Well-oiled Machine

Ownership and third-party property management are always most effective when functioning as an integrated team, which is especially critical when it comes to developing and implementing emergency action plans. From the ownership standpoint, a property manager has immediate responsibility for both the planning and execution of the emergency management strategy. In many cases (particularly after an acquisition), an institutional asset manager may not be aware of all the potential emergency scenarios that could occur in a given locality. Accordingly, the manager is responsible for making ownership aware not only of what events might occur (e.g. tornados in the Midwest, earthquakes in California, hurricanes in Florida), but also of the mandated evacuation procedures, the standards for making an evacuate vs. shelter-in-place decision and the expected response times from fire and rescue squads. When presenting information of this nature, management companies have the opportunity to highlight their existing plans, as well as to tout the training of their personnel and their experience in handling past emergencies.

In the meantime, asset managers have other preparedness issues to occupy their



attention. It is not uncommon for a fiduciary to commission operations audits at their properties, which may or may not cover emergency procedures. But even when the procedures have been audited, the asset manager has two different tasks. The first is to create as much procedural consistency as possible and to communicate related best practices across the portfolio. The second is to ensure that management personnel are conducting – and documenting – the necessary equipment tests, inventory checks and communication and evacuation drills.

Having done all this, however, there remains the task of getting the teams on the ground committed not just to keeping everyone safe, but also to restoring order after an emergency with appropriate speed. “We ask our managers to think outside the box to solve unforeseen challenges,” says Harrell. “For example, it takes some experience and flexibility to understand that a loss of power means a loss of the water pumps, which means that the building’s

plumbing won’t function. The managers have to see the potential need for portable facilities.” To keep his managers focused on scenario planning, Harrell reviews each property’s preparedness status at least annually. One of the outcomes of each meeting is the release of funds to purchase supplies such as generators, water extraction equipment, carpet dryers, dehumidifiers and other equipment necessary for full operations on a temporary basis.

Asset managers and property managers have to work together to keep tenants in the loop, both before and during an emergency. As a proactive step in this direction, Invesco’s tenant satisfaction surveys include questions about emergency policies and procedures. If a tenant indicates a lack of awareness, the property manager can follow up immediately. More informally, it is vital to seek tenant buy-in so that drills and contact plans are maximally effective.

The Longer Term

The unfortunate truth is that getting a building up and running after an emergency sometimes requires large-scale repairs, or even reconstruction. For the investor, a solid risk management insurance program is an absolute necessity. An asset not only needs to be insured, but insured well, as inadequate coverage could cause losses beyond the building itself. One pension fund executive interviewed for this article suggested that the negative public relations ramifications of underinsurance make the premiums of full insurance well worth the cost. Beyond that, insurance considerations filter all the way down to the tenant level. After all, what tenant wants to lease space from an owner who has a history of failure to rebuild, or of protracted legal fights with its insurers?

An asset not only needs to be insured, but insured well, as **inadequate coverage** could cause losses beyond the building itself.

As investment managers' portfolios have increased in size, so too has their bargaining power in getting the most coverage for the best rates. However, there are still obstacles standing in the way of putting together a full-service risk management program. Chief among them is the market rigidity that occurs after a

particularly devastating event in a specific loss category. For instance, in the early 1990s, the Loma Prieta disaster had a profound effect on earthquake coverage. Similarly, 9/11 had a tremendous impact on the overall insurance market. (In fact, only recently has federal legislation – known as the Terrorism Risk Insurance Act (TRIA) – enabled the market for terrorism insurance to return to near-normal levels. As of this writing, Congress is debating TRIA's renewal beyond 2007). More recently, following the hurricanes in the Gulf Coast, the market for windstorm coverage stiffened considerably. In fact, Kingsley Associates observed (via its investment manager benchmarking programs) a post-Katrina spike

in windstorm premiums that lasted for about 15 months before stabilization began to return.

Market rigidity occurs frequently on a lesser scale, which often leaves property owners in a scramble to, as the pension fund executive phrased it, “fill the gaps” in coverage. While most prefer to have a single master insurance program to cover all types of property and liability, some must resort to stand-alone policies in certain categories to get the right cost-benefit ratio. This has become particularly common for flood insurance, which may be linked to the re-pricing that occurs after each hurricane season.

BKR FYI
Behind the Headlines

There is more to well-publicized emergencies than meets the eye

In general terms, there are only so many things that can happen that fall under the category of “emergency.” Broadly, they include system failures, natural disasters, pandemic diseases and acts of violence. And while emergency response to these situations may be somewhat uniform, the task of knowing what to expect – and in some cases, how to prevent them – can be considerably more complex.



Pandemic diseases

What if the very people who are responsible for implementing an emergency action plan are incapacitated? What if standard evacuation systems are rendered useless because there aren't enough people to operate them? This is the dilemma that building staff could face in the event of a sudden disease outbreak (whether of natural or malicious cause).

One potential solution is to cross train building personnel in all aspects of the emergency plan so that they can step in and execute as needed. This could include anything from administering first aid to enforcing quarantine. Another solution is to be equipped technologically to operate the building remotely.



Acts of violence

When it comes to violence, prevention is and always has been the name of the game. Building owners, managers and security personnel play a critical role in preventing violence, whether instigated by an extremist group, a disgruntled former employee or a jilted lover. To be sure, one of the foremost keys to prevention is simply knowing who is coming in and out of the building each day.

In major CBD office buildings, card access systems and front-desk visitor processing procedures are the first line of defense. And as security cameras become more advanced, personnel at high-traffic retail centers are starting to monitor things like parking lot activity and people carrying backpacks or other large items. Not only can these steps help to deter violence, but they can also assist local police with tactical information when more drastic measures are required.

For the most part, factors like geography, structure and loss history drive insurance rates, taking it out of the asset manager's hands. But it is not unheard of for an agent to review a property's emergency action plan. According to Invesco's Harrell, "If you've demonstrated the ability [to minimize loss through executing emergency action plans], it can enhance your ability to negotiate rates." Of course, the inverse is also true: failure to show evidence of an effective plan can lead to more expensive insurance, which creates higher pass-through expenses and a less attractive building for tenants. Ultimately, the more efficient and effective a risk management program is, the more it can

help in restoring a building to its true purpose: optimizing the business of its occupiers.

Status Quid Pro Quo

Like everyone else who plans for emergencies, property owners spend most of their time and energy focused on the safety and security of those who might be at their buildings when disaster strikes. Steve Harrell echoes this sentiment. "I've seen a lot of people put a plan together for a building and leave it on the shelf, which does a great disservice to the people who work there," he says. But as one tasked with a fiduciary responsibility, he also understands that any emergency preparedness

plan that overlooks the steps necessary to restoring full operations – whether it's on the shelf or not – does a disservice to the building itself, not to mention its dual purpose as an investment and a place of business. While you are not likely to see an asset manager on the news being lauded as a hero for helping to save a building's "life," you can bet that investors and tenants would consider hero a very appropriate term. To them, "business as usual" is a very heroic thing indeed.

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System failures

The New York City blackout that occurred on August 15, 2003 was a potentially serious matter that, fortunately, turned out to be mostly an annoyance.

For New York City landlords like SL Green Realty Corp., being prepared for system failures means installing photo luminescent lighting in stairwells and mounting generator-backed emergency exit signs. And whether a potential emergency is caused by a blown transformer, a ruptured steam pipe or a large-scale power grid failure, the key to effective response remains regular drilling. According to several New York City property operators, one consequence of events like 9/11 and the 2003 blackout is that occupants and management staff alike have become much more cooperative about locally mandated twice-annual drilling.

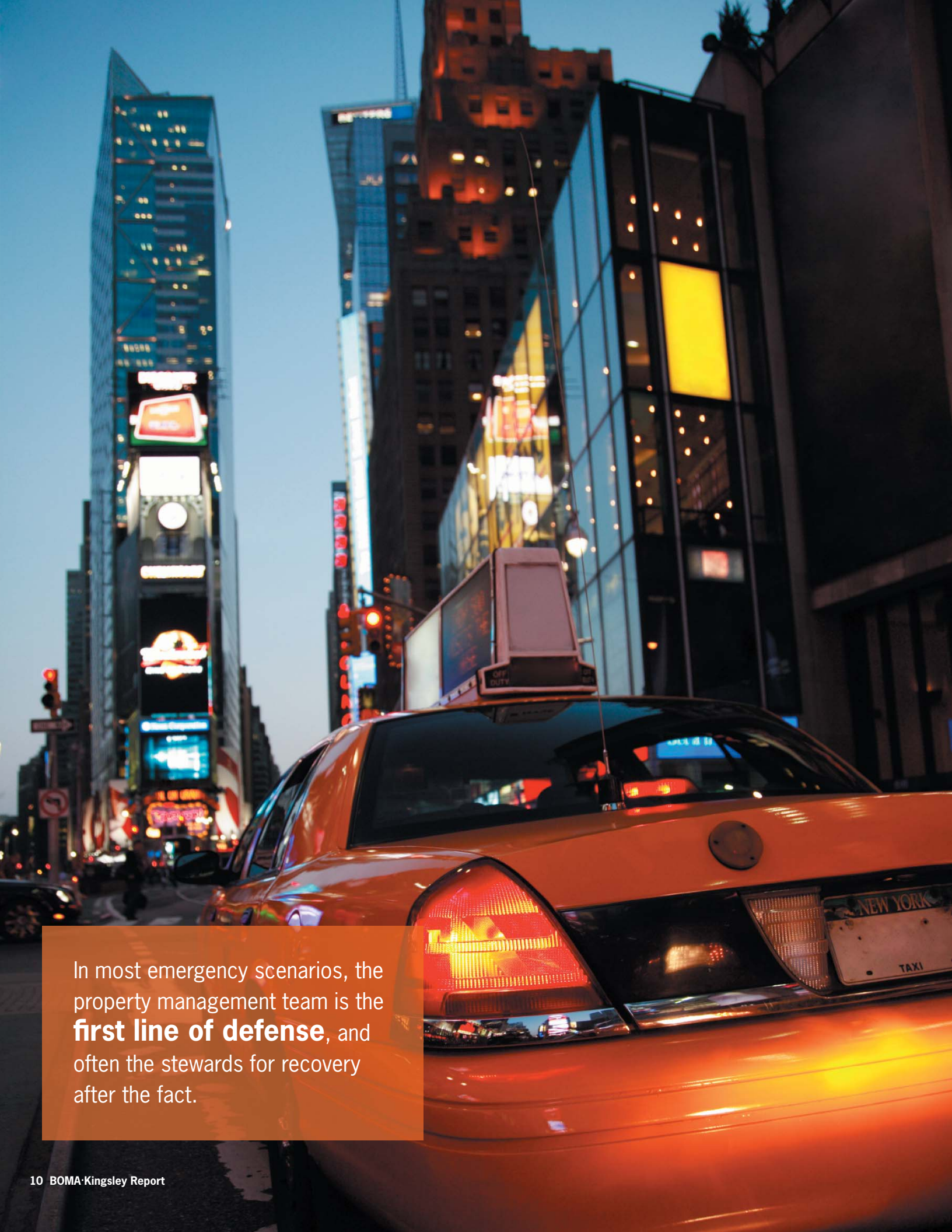


Natural disasters

Earthquakes give no warning, tornados are cruelly arbitrary and wildfires demoralizing. But some lessons that apply to each of these disasters were reinforced during recent hurricane seasons. Despite the advanced warning that windstorms usually provide, we all learned that it is never too early to be prepared – and that means more than simply boarding up windows.

Who could have foreseen the widespread devastation of an entire major metropolitan area, as happened with Katrina? Apart from the staggering displacement of people, what about the massive quantities of food, water, fuel and construction materials that had to be transported in after the fact? One outcome of these recent storms is the realization that any emergency response action plan must also include a disaster recovery plan and must actively address the logistical challenge of bringing in supplies from distant regions.

Another consideration is that following the initial wave of public goodwill, donations will subside and the economic realities of reconstruction will set in. This means that property owners must be prepared for higher materials and labor prices as they struggle to make structural repairs. In fact, many property insurers are attempting to capture such costs in coverage premiums through the use of advanced predictive modeling.

A photograph of a city street at night. In the foreground, the rear of a yellow taxi cab is visible, including its taillight and a license plate that reads "NEW YORK TAXI". The taxi has a sign on its roof. In the background, several tall buildings are illuminated with lights, and a large neon sign for "M&C" is visible. The sky is a deep blue, suggesting dusk or dawn.

In most emergency scenarios, the property management team is the **first line of defense**, and often the stewards for recovery after the fact.

Protecting PEOPLE

Protecting Properties

Laura Horsley, BOMA International

Property managers are the first line of defense, and the leaders in recovery

Choose your nightmare – *natural disaster, violent attack, or communicable disease*. When it comes to emergency preparedness, there exist countless scenarios that demand quick and varied responses in order to protect both lives and properties. In most emergency scenarios, the property management team is the first line of defense, and often the stewards for recovery and business continuity after the fact. While owners accept responsibility for the longer-term investment recovery (for more information on the owner's perspective, see "Business as Usual"), it is the property managers who must reset the day-to-day tone and make the critical operational adjustments in preparation for next time.

Your Greatest Asset

A property manager's first priority in any emergency situation is protecting lives, and while every emergency would seem to require a different plan of action, there is often considerable process redundancy. In fact, in many cases having a few core emergency response protocols will prove sufficient. Jim Rosenbluth, managing director for crisis management with Cushman & Wakefield (C&W) is responsible for emergency preparedness and response plans at all of C&W's offices globally. He has found that a few fluid and nimble emergency plans work well for a variety of scenarios. "You don't have to have a separate response protocol for every single type of emergency," notes Rosenbluth. "In most cases one of three core emergency response procedures [full building evacuation, partial evacuation and shelter-in-place] will be able to handle it, and of course tenants share in the responsibility by ensuring that their own plans are in place."

While every emergency would seem to require a **different plan of action**, there is often considerable process redundancy.

While having a plan in place is the first step, implementing that plan effectively during an emergency is another matter altogether. At Cushman & Wakefield, Rosenbluth and his team have implemented “table-top exercises,” which place entire property teams together in a room to drill through different “what if” scenarios. These simulated exercises test the integrity of existing plans, but also encourage new improvements through brainstorming by key operations personnel. “People tend not to worry about the problems until they occur,” explains Rosenbluth. “My job is to remind people that we won’t necessarily have time to prepare once the emergency occurs. The table-top exercises...get people talking to each other and thinking outside the box, and get them to understand how they can develop an integrated approach to each problem.”

Ed Fallon has been tested in emergency response in a way that few property professionals have been or would ever wish to be. On 9/11, Fallon was director of New York operations for Brookfield Properties, which managed the World Financial Center and One Liberty Plaza adjacent to the World Trade Center. Despite the devastation and chaos of the day, the evacuation of those properties was practically textbook. “There was a very orderly evacuation,” Fallon recounts. “No one was injured in the evacuation, everybody got where they had to go and it went remarkably well.”

But achieving that orderly evacuation took more than just luck; in many ways it was a scenario eight years in the making. Following the 1993 World Trade Center bombings, Brookfield



and its director of corporate security, Ralph Blaci, began developing a plan to evacuate large quantities of people during a serious emergency. There were several key details to consider; for example, determining the safest direction to evacuate people from each building, a task made even more difficult by the buildings’ locations adjacent to the Hudson River. Also, because the World Financial Center was connected to the World Trade Center by a pedestrian bridge, Brookfield had to consider the potential for a high volume of spillover evacuees.

In a post 9/11 world, one of the great challenges for property managers in high-risk areas like New York City and Washington, D.C. is balancing security with efficient building operations. “You try to harden your target,” explains Fallon. “You cannot protect yourself

against everything, that’s impossible, but you can make yourself a harder target by creating some physical barriers that surround properties. You don’t need to overwhelm people with thousands of security guards, but you do need to place the security personnel in appropriate positions and make sure they are well trained to react to situations.” Brookfield Properties hires retired law enforcement personnel to supervise building security, which not only puts the most experienced people on the job, but can also create a good line of communication with the local police department. There’s no denying that this is a more expensive option, but for protecting high-risk regions and buildings it is, in Fallon’s words, “worth every penny.”

Open for Business

As complicated as implementing evacuation procedures may be, many property managers find that the hardest part of emergency planning is keeping a building open and functioning during and after the event. In many situations, building personnel may be reduced or operations may be affected due to structural or systems damage.

Rosenbluth explains that a key first step is identifying the building services and operations that absolutely must be provided for tenants. “One of the things you may decide is that not all building services are essential, so you can sacrifice some and/or provide some at a reduced level, always focusing on the mission critical services that you absolutely must have to keep the building open and available.” However, these services can vary from building to building, and also based on the type and extent of the emergency. Engineering and security services will usually fall into the “essential” category, whereas hospitality services, landscaping and renovations can often be provided at a much-reduced level, or even temporarily postponed.

Cross training personnel is also a logical strategy for ensuring business continuity, especially in preparing for a pandemic. Chillingly, a recent study by the Center for Disease Control indicated that an Avian Flu pandemic could decrease the workforce in an infected city or region by as much as 40 percent. To prepare for this type of scenario, Rosenbluth stresses that you have to be smart about how you approach cross training. “If you cross train two people sitting adjacent to one another, and one gets infected, there’s a good chance that the second person will become infected as well. [For this reason], our position is that you need to cross train between departments and between properties.”

Additionally, during a pandemic or communicable disease outbreak, a percentage of the workforce may be out of commission due to other variables, including caring for family members, mandatory quarantines, or fear of infection. Implementing offsite and/or work-from-home capabilities can help to offset such personnel shortages, but preparedness should go much deeper than just installing remote server connections. Issues related to human resources, leave policies, salary and insurance must also be addressed. For Rosenbluth, foresight is key to pulling through an outbreak situation. “With a pandemic you are talking about potentially forty percent of the population being unavailable to work for extended periods. You have to think these things through and come up with a policy in advance so you’re not sitting around on a conference call after the pandemic has been declared trying to figure out how to keep your employee base.”

This notion of foresight also applies to vendor relationships. In recent years, Hurricane Katrina and other major storms have created widespread regional damage. In these instances of broad destruction, a vendor in the same town or even in the next town over may not be able to support your properties. As such, checking ahead to ensure that your vendors have support crews and supplies available in other regions is an essential but often overlooked step in emergency planning.

Getting the Word Out

It might feel like developing a crisis communication plan is just one more item to cross off the emergency preparedness checklist, squashed somewhere between “review local evacuation procedures” and “don’t forget to back up your server.” The fact is, however, that accurate and reliable communication during an emergency is absolutely essential for the safety of employees and tenants, and is a good way to help mitigate liability and risk. The obligatory blast email alerting employees and tenants to an emergency situation may be a good start, but it is just the tip of the iceberg. In most cases that blast will need to be customized for different constituencies.

“We break it down into the various groups we need to communicate to, such as operations or management,” explains Fallon of his experience at Brookfield’s NYC properties. “You have to have a plan for how you will communicate with people in the building, as well as with local authorities. In New York we have the Office of Emergency Management and several other agencies from which we get updates on various situations that may develop in the city.”

One approach to designing a crisis communication plan is to separate the plan into internal and external communications. The internal plan is to warn people about an emergency or a potentially hazardous situation, and the external plan is to manage the flow of information to the public, media and local authorities. With the media in particular, while the first inclination might be to avoid comment or to provide minimal information, Rosenbluth advises just the opposite. “Don’t just inform people about the potential threat but explain what you’re doing to address

Accurate and reliable communication during an emergency is **absolutely essential** for the safety of employees and tenants, and is a good way to help mitigate liability and risk.



BKR RESOURCES

it. Get in front of the issue, tell people how you're handling it, certainly don't be evasive, and at all costs avoid uttering the words 'no comment.'" Additionally, having a single spokesperson for your property can help to limit confusion and reduce the chance of misinformation getting out, which is another common pitfall.

Preparing for the Next One

Returning to normalcy may be the toughest part of emergency preparedness because it is often the least "prepared" part of the plan. Once the crisis is over – the building has been evacuated and/or secured, tenants are safe and operations are ready to resume – the next step is to figure out how to simply resume the day-to-day business and avoid another emergency. The building owner will have her hands full with the business and investment end of recovery, but the property manager will have his hands full with the operations end, and more importantly, the human factor. Depending on the emergency, tenants and employees might be dealing with a number of issues and emotions upon returning to work, including fear, anger and resentment.

Property managers can harness those emotions and hopefully foster increased tenant buy-in to prepare for the next event. 9/11 was a catastrophe unlike any other in U.S. history, but the lessons learned from that day are being applied in a positive way. For instance, Ed Fallon doesn't get any pushback on preparedness drills and exercises anymore. "Before we had the obstacles of people not wanting to partake in fire drills or be stopped in the lobby to have their ID's checked. Now it's much different. They can't get enough information on what to do in an emergency."

Taking advantage of buy-in from day one will go a long way toward protecting your greatest assets going forward.

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BOMA International offers guidance on designing emergency preparedness plans to account for any type of situation.

The Property Professional's Guide to Emergency Preparedness

This book provides a broad approach to emergency planning with an emphasis on preparedness, evacuation, terrorism, natural disaster, communication, recovery and emotional response. Appendices provide an explanation of the Homeland Security Advisory System, best practices for mail center security, a sample emergency evacuation plan, disaster relief resources and a list of FEMA publications.

Are Your Tenants Safe?

BOMA's Guide to Security and Emergency Planning

This book provides a framework for a comprehensive approach to emergency planning. Main sections include: Creating an Emergency Plan, Considerations for Specific Emergencies and Security Threats, Planning, Choosing Security and Dealing with Media. Checklists and a sample fire emergency plan are provided.

Pandemic Flu Tenant Brochure

Pandemic Influenza: Are You Prepared? was developed to assist BOMA members in communicating with their tenants on important issues relating to pandemic influenza. This brochure is a powerful tool for relaying information about the potential effects of pandemic influenza, the importance of developing proper planning in the case of an outbreak and the steps individuals can take to protect themselves.

When Disaster Strikes, What Really Matters?

This white paper from BMS CAT provides helpful checklists and tips for preparation before, during and after a disaster strikes your building. It includes information on mitigating existing damage, reducing business interruption and should the need arise, implementing cost effective recovery solutions. Available at www.boma.org/AboutBoma/IndustryInsights

Emergency Preparedness for Natural Disasters

Earthquakes. Tornadoes. Hurricanes. Even blizzards. In reality, few locations are immune to some sort of natural disaster. But as this audio seminar teaches, if your building is prepared for these types emergencies, you're prepared for most others.

Emergency Preparedness in the Wake of the 9/11 Commission Report

The 9/11 Commission Report makes clear that commercial property owners and managers represent the first lines of defense in national emergencies. Further, it recommends standardization of emergency preparedness and business continuity plans—and most importantly, uses standards of preparedness to assess insurability and credit-worthiness. This audio seminar explores the implications of the Report and how it will affect the commercial real estate industry.

Resources available at: <http://shop.boma.org>

BOMA International

The Building Owners and Managers Association (BOMA) International is an international federation of more than 90 local associations and affiliated organizations. BOMA's 16,500-plus members own or manage more than 9 billion square feet of commercial properties in North America and throughout the world. The mission of BOMA International is to enhance the human, intellectual and physical assets of the commercial real estate industry through advocacy, education, research, standards and information. Founded in 1907, BOMA International celebrates 100 years of commercial real estate in 2007.

BOMA International - leaders in commercial real estate.



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