



**National Taskforce on Community Preparedness and Response
Formation Meeting of the Advisory Committee**

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PRELIMINARY SUMMARY DRAFT

JC My name is Jeb Carney, and I'm the president of the National Council on Readiness and Preparedness. And I can't thank you enough for coming today. This is an exceptional day for the project that we're about to embark upon. I would first like to acknowledge four tables of people out in the hall, on the Mezzanine, and I would like everybody to give them a round of applause.

APPLAUSE

JC So stand up and take a bow. They happen to be the last people in the registration line. We're trying to get them registered and into their committee assignments. I'm just going to take a couple of minutes before our speaker, and discuss with you what today is going to look like. We have a very flexible agenda in one respect. But we have some very specific objectives that we're going to try to meet today. At 1 o'clock, lunch theoretically will be over, and we will have a 15 minute break. You will leave from here, and you can hopefully stay close by. We will be meeting in the Presidential Room, which is the room right through those blue curtains. You can get to it by walking out into the hall and walking down around the corner. Seating is open, and there is a table in the center that is reserved seating. If you would please just sit where you would like to, and then we'll convene sharply at 1:15. We are here to do a variety of things, but one of the things that you'll notice are cameras in several places, and we suggested that many of you come representing your services or your line of duty, and you all have done that, and I think it is great; and thank you very much. Barbara Margolis is here. Barbara, would you please stand for a second? Barbara represents Fred Friendly Seminars, an exceptional organization working out of Columbia University. We are working with them to film today's proceedings to be in its own way a template for local organizations to attempt to have this type of dialog in their own area. And so we will be providing to you an edited version after working with Barbara and the geniuses there, and we'll send the DVD out to you. It will be an excellent way to show people how to pull together a large disparate organization to meet a common objective.

We are also going to be in general session, discussing what your objective will be in the subcommittees. We hope that will take about 15 minutes. You will break into subcommittees for an hour and a half. And for that hour and a half, you will speak to three different topics. You will speak to the public sector, you will speak to the responder sector, and the community citizens sector. And in each of your respective subcommittees you will be provoked to have a very open dialogue, a frank conversation about what could be involved, and what should not be involved and what could be part of a template that we are about to put together of best practices and good ideas. Our objective is to make sure that when we all leave today, we will have an opportunity to continue to correspond with each other before we under take regional meetings that we will be having across the country. Those regional meetings will start in January and will run through May, when we will gather again as a group, at the end of May, and decide at that point whether our progress has been what it should be, and if we should continue the commission beyond what we have established now, or if we should change it to some degree; because you were all participants in this process. You all are going to be driving the success of this program.

I would like to now uhm, okay so I can't say that – I shouldn't take any questions because a hundred hands will go up. But, I would like to introduce the Chairman of the National Council on Readiness and Preparedness, Governor Jim Gilmore. Governor Jim Gilmore has been, I think, probably one of the most important leaders in looking at what should be our nation's concerns and what our national priorities should be in terms of homeland security, weapons of mass destruction, and what the role of the community of the citizens should be in that overall picture. The Governor worked very hard for many years on the Gilmore Commission, which ended in December of 2003, and issued its final report. So in February of 2004, we decided that we ought to go ahead and continue the work of the Commission on what should be the role of the community and private sector in homeland security within the community. And so that's why we are here today, and I would like to introduce the Governor to say a few words and then after he finishes, we will meet again here at 1:15. Governor Gilmore.

APPLAUSE

JG Well good afternoon ladies and gentlemen. Thank you so much for traveling from so far away to be here today at this inaugural kickoff meeting of the Advisory Committee meeting to the National Council on Readiness and Preparedness. We appreciate Jeb Carney's work and help to prepare this. Think about the caliber of people you have already seen here in this room today; from so many different places. But the leadership that is here in this room today is remarkable. Someone said to me earlier today, "if you want a fire put out, or you want to get arrested any where in the United States, you ought to be in this room today." And I think this is true. It is not for me to recognize the leaders who are here today, because frankly, everybody here in this room today is a leader. And frankly, that's why you're here. People have asked me, "Gee, how do I get invited to this?" Did anybody ask that question today?

LAUGHTER

JG How did I get invited to this? I'm suppose to answer that, I have no idea. Well, that's not true. The truth is that we looked at a cross section of people across the United States, in different disciplines, in different areas, and sent out a general call. The general call to come together in order to begin to address what I believe is a crying need, an opportunity to serve in partnership with each other and the federal government, and our citizens, and our corporations in order to prepare the nation in terms of homeland security; and being prepared for the potential and probable dangers that face us, both national disasters and potential terrorist attacks. I've worked with many of you in this room. Many of you, most of you, of course, I'm meeting for the very first time. I want to thank you very much for being here. I'm not going to spend a lot of time on introductions. I want to say a few substantive remarks. I do want to recognized David Rensin, IDT Corporation, and Ron Trowbridge. These people made contributions in order to get NCORP kicked off and off the ground. This is a 501(c)3. This is intended to be a community based organization to do good work in homeland security. That's what it is. So as a result of that, we are not raising money here. This is an effort to do something in terms of community service. So we sure are lucky that there are some people who are willing to step up and put a little money so that we could get this going. I want to thank David Rensin, IDT Corporation and Ron Trowbridge for getting this started. The principle of NCORP is to fill a need. Now I always thought there was a need here, and I believe that there is. This kind of response here today demonstrates it. It's not just people in the responder community: police, fire, rescue emergency services. It's healthcare people. It's particularly distinguished mayors who are here in this room today. And I can't possibly single out every mayor, just right now one, cause I was startled that the mayor of Baton Rouge is here, after everything that they've been through down in Louisiana with Katrina, I think it's wonderful that the Mayor would join us. But he's not the only one, we have the mayors here from Philadelphia, Forth Worth, a number of other cities - quite a number of elected mayors – who are here. But distinguished leaders who are here from the federal government, observers who are here from NORTHCOM, from the department of the army, and a number of others. So, I'm not – just to give you a feel that you already know, for the breadth of the people who have traveled here from all across the United States to be here. Even people that said, "Well, gee, I think I'm the only one from my region, or my area, or my state that have shown up today." I assure you that is not true. And it

is somewhat the point, you see. The point is that we're all out there, putting our shoulder to the wheel, trying to do something with homeland security. We're all, in our own respective ways, doing this. But at the lateral level, at the state and local level, sometimes it can be a little bit disjointing in a country as big as the United States of America. It's very hard to imagine. It's very difficult to do. And I think that there is a need for people to emphasize the local and state role in the national strategies of our homeland security. And that's what NCORP is designed to do. I'm going to talk a little bit more about that in just a minute, and then I'll once again focus on the program. Let me take a minute on what I don't think you expected when you came here - this massive number of people. We didn't anticipate everybody that would be here. Frankly, we knew it would be a big number when we got organized, but we didn't know we were going to get in the range of 600 people who would physically show up in Washington, D.C. to participate. So there are going to be some logistical things that are going to be a challenge for us all. People in this room are trained and use to being flexible. Right?

LAUGHTER

JG So for gosh sake, don't leave that home today, because this is a challenge. With our program, it is designed to have a general session, break people out into eight different sections that are set up over there - little set aside places so that a group of people can talk. Physical room is a bit of a challenge. Once again, we booked the hotel, and we thought it was going to be about 250 and not 600. Work with us here, and let's see if we can't make some progress here today. By the way, let me tell you what this is not. This is not the end of the story. Did anybody here come to the hotel today and figure that we were going to answer all the questions? Don't raise your hands, okay. This is not going to be a case where the National Council on Readiness and Preparedness is supposed to answer all the questions today. If we were going to answer all the questions, what do we need you for? The fact is that we need the people who are here in this room to talk through these issues, and get into a framework on Advisory Council organization. An organization of advisors - people from political leadership, people from responder leadership, people from the private community and citizen leaders across the United States who are in a position to do this. So, don't presume that we're going to have all the answers today, or you're going to have all the answers today; but you can learn from each other, and we can set up a frame work so that this program goes on into the future with some regional meetings, some communications, and some additional efforts to help formulate a national strategy and template that will be in service to the federal role, in addition to everything else that is going on. And I'll talk about that a little bit. We don't presume to tell all of you what to do. That would be unbelievably presumptuous. The work and the leadership that is here in this room that is enjoying good success in homeland security, we must learn from that. Now we have some ideas. But there are people here who are coming in fact and looking for ideas, and the National Council has some ideas. We do believe that there ought to be a group of people in every corporation- a crisis response officer - designated to understand what their assets are, and who in other corporations that have such designated officers, and who are the local people that they need to interact with, and make sure that they have regular meetings. We think that will be an appropriate plan. We believe - and we already utilize the great skills of the trained and professional local responders, in and out of uniform - local responders can train other people in the community, so that when there comes a time when you have a real concentration surge capacity crisis problem, that you can get some people in from the communities who are at least trained to communication with you, who used to be fire people, and who used to be rescue people, and who used to be police people, and how they can utilize those kinds of ideas. We think there ought to be community leaders out there, who've come together - and there already are in many organizations - and hundreds of organizations across the United States who care about this. These are programs that we can propose, but they cannot supplant the success and work that all of you are doing. But one thing we have to have is a national lateral organization devoted to people just like you, who are doing this, so we can learn from it and begin to create the common sense approaches where there are commonalities of approach.

I want to speak to you for just a minute about the Gilmore Commission, to give you a feel for why I've even asked you to come here to do this. This Commission was the Advisory Panel to Assess the Domestic Response Capabilities for Terrorism Involving Weapons of Mass

Destruction. Now, in Washington you usually shorten everything to an acronym, and we couldn't dream one up for something that long, so it is called the Gilmore Commission. If you want to look at it, it is on the Rand Corporation webpage. The executive director that worked with us from Rand who is here today, Mike Wermuth - would you raise your hand Mike - to let everybody know you are here. Stand up so people can see you -no, stand up Mike. No, I'm just kidding. And Rand Corporation supported this. You can read these reports on the Rand Corporation webpage, www.rand.org/terrpanel. Put the 'Gilmore Commission' in the search vehicle, and the reports will come up.

Let me talk to you about that. I was approached during the Clinton administration which was amazing to me, but I was. And they came to me and said, "Look, we'd like to have a governor who cares about these issues lead this, and we want it to be not a partisan type of operation." Well we didn't run this bi-partisan folks, we ran it non-partisan. And we brought in people who really cared about these issues. Two of the members, at least, are here today that I can see in my eye sight, Paul Maniscalco, from New York, Bill Jenaway is here. Gentlemen, raise your hand so they know you're here. Hebert here as well. Hebert where are you? Hubert Williams also here was on the Commission. The commission was set up in 1999, by the United States Congress by statute. In the first year of the commission we assessed the threat, and asked ourselves whether or not there was a likelihood of a weapon of mass destruction attack. We recognized the difficulties of such an attack, but we couldn't rule it out. But on the other hand, the Commission asked this question, "are we going to have some type of terrorist attack by an enemy here in the United States?" Is that going to happen? Probably with conventional means. Explosions, hijacking a plane, hijacking a train something of this nature. The Commission concluded that it was highly probable that there would be an attack in this country at that time, and we reported that. In the year 2000, we asked ourselves a question, "What are we going to do about this?" There has to be a national strategy. At that time the commission reported to the Congress and to the President that a national strategy could not be exclusively a federal strategy. It has to be a strategy of federal, state, and local. And later, in due course, we added the fact that you have to have the private sector involved in this as well. How are you going to prepare the United States of America and all of its communities across this country, many of which are represented in this room today, unless you use the complete benefit of the local responders? We looked at those kinds of issues and determined that it was important to build up the local response community and to rely upon it primarily with the support of the states. And then, of course, with the federal government providing additional assistance in time, went on through the crisis and the response. We looked at problems of the intelligence community, and that was the end of the second year. The year 2001, we focused our attention on border control issues, the use of the military in the homeland, how you do that or not do it. What do you do about local responders and state people? How do you fold them into a national strategy? And health care. Maybe the biggest piece of what we did was the concern about health care. The concern there might either be a deliberate bio-attack, or a pandemic occurring naturally, and what were we going to do about surge capacity in this country within our public health system. And we were pretty much done. We sent it off to the printer first week of September, 2001. And of course, the attack occurred.

Let me just take just a minute and talk to you about that. I was governor of the State of Virginia at the time of the 911 attack. I had chaired the commission for three years. At that time, I like you, turned on the TV and what did we see? There are plenty of people in this room today from New York City, by the way, and the State of New York. What did we see? We saw the first World Trade Center in flames. I looked for a few minutes, and saw Roxanne and said, "You've got to see this. There's been a terrible accident." And then I came back to my TV just in time to see the second plane go into the second tower of the World Trade Center. Then I knew of course what you knew, that there was an attack on the United States of America. We took the necessary steps at the state level; notified the state police, activated the emergency operation centers. There are people in this room today from Emergency Operation Centers from their respective states. I asked the word to go out to all local law enforcement people everywhere in Virginia, that if there is gun play any where in the Commonwealth of Virginia that it should be reported to the central authority in the emergency operations centers, so we could know what was going on. We activated the National Guard, got them ready. Then

I went across to the capital square to my office, just in time to find out that the second state that had been struck that day was Virginia; the Pentagon was struck - and it's in Virginia. Let me recount my experience, what happened? Who responded? Before I was even aware that the attack occurred, the fire departments were already on the move to the Pentagon. All ready on the move. Rescue people already on the move, in order to try to help people with those operations. Police people who were going to go and try to get control of the scene. The hospitals were already notified that the injuries were taking place. And I know that we saw something similar in New York. As the time went on, more local responders flooded in from different counties, and cities, and different places close to Virginia and across the country as well, and the same is true for New York. And this is the experience we had. The federal people had a role to play. But at the end of the day, when the bell rings, we had to rely upon the organized local responders to be prepared to address these issues, and to address all homeland issues when they are the result of a deliberate act.

The Commission was continued. There were two more reports. And you can see those reports, and we can talk about those a little bit more, but I want to give you a general feel for the central core proposition of the Commission - that we have to rely upon the states and locals in conjunction with the federal government, and then we have to add in the private sector in addition to that.

Now, one thing that happened as a result of all this, was that the federal government set up the Department of Homeland Security. And I want you to know that I think that they're doing a good job with what they've got. I think this is a tough, tough job to try to put together a whole new department with different agencies, with different backgrounds, and different budgets and experiences, and different computers, and to try to put all that together. And then have the press and other people put the entire burden of homeland security on this new thing. I think it is a real challenge for them. I think it is a very tough thing to do, and they've got plenty to do. They have to think about border control. They have to think about air space. They have to think about courts and maritime kinds of issues. They've got a lot to do. And we, or as a nation, are going to be better off if they are assisted and partnered with and worked with by us. By the people at their local communities that actually have to do the response in the event that that occurs. And I think that we can help the federal government. We can organize this, and we can be of assistance. And we can be of support in this partnership. But we need to understand what all of us are doing; laterally, not just vertically, from DHS to one state, to one locality, and to one incident. But mainly, what we're doing across the board, laterally, betwixed and between all of our communities and our state operations.

Now, let me tell you what I think we can get, where we can play a role in the life of the nation. If we're in a position where we can get organized in a way where we can develop the appropriate game plans - if we can do this - we could make a contribution to national security. I don't think that it's probably realistic to think that one size fits all the communities every where. The challenges, frankly, are similar but not identical. But on the other hand, I think that through NCORP, and working together in communication on these issues, we can find the common issues and the common challenges. This is what our Commission attempted to do. But now, I think that we need the benefit of thinking of leaders at the local scene to be able to do that, in order to be able to create some type of template that can be altered, and adjusted, and tailored as necessary. I think that we can do that, then we can become a more able part of the whole process. And if we do this, then folks, we can begin to communicate to the terrorists a message as follows: I think that message would be that we don't want to be struck by them. We don't seek that type of conflict. But if they are going to initiate a strike against this nation, and any of our communities out there, that we are as ready as we can possibly be. That we are as ready as we can possibly be. We know what each other are doing. We know we are all in it together. And they can't do anything that is going to fundamentally alter this nation by their strike. And we can communicate that to them. We can communicate what the President is communicating also, which is that if they strike this nation, American's will not be bullied, and we will hunt them down, and we will kill them, if they are going to do that kind of thing to the people of our communities. But we've also communicated to them that it's a fruitless endeavor, because we are ready all the way from the cop on the beat, all the way up to the

Governor, all across this nation and up to the President; we are prepared, and we know how we fit into the big picture. And secondly, we can send a message to the people of our respective communities, that we are as ready as we can possibly be. Now we have heard people say, haven't we, "Gee, you know, we can't issue any guarantees." I've heard it said many times, "Gee, we have to be right every time and the enemy only has to be right once." This is a true statement as far as it goes. But we can communicate to our communities that while there are no guarantees, if the attack comes, we are going to contain it, and we are going to deal with it successfully at all levels of government; and especially starting with our community level people. This we can communicate.

And then, once we begin talking to the American people about that, then I think we can tell them that, with that reality in mind, we can move on. We can move on with confidence and the certainty that Americans have always had, to get on with our lives. But the only way that we can get on with our lives is because they know that you are standing behind them, and ready – to deal with these kinds of issues.

So this is the whole thinking of the National Council on Readiness and Preparedness. We need to remember that the people in this room represent the vastness of the nation. You are here as leaders and representatives, either in your field or from your community, particularly these distinguished mayors who are here today. But not just them: the chiefs and people all across the responder community. The medical care people. You work with your own associations. You work with your own organizations as well. You need to be representatives for everybody to bring people together in order to address these kinds of issues, and to help build a national template of response, working together with the Department of Homeland Security and the federal government. But we have our duty. It is folly to think that we have a right to just defer to other people some place. Some "they" somewhere that's suppose to tell us all what to do. There is no "they". We're the "they". And that is the reality of the world that we're living in today. So let's create an organization where we can make something happen, where we can be an able part of the partnership. That's why you're here. That's why you were invited. And I sure am glad you're here. So we'll look forward to a productive afternoon, and a good future as we continue to build on this foundation that we're laying here today. Thank you very much.

APPLAUSE

JC Thank you Governor. I just want to bring to your attention two small things. One, as you walk out the door here, you'll notice that there is a display. We're going to be discussing a little bit about what we call OSMOS, which is the open standard municipal operating system, later in the meeting; but I would like you all, if you have a minute some time today, to visit with the people who are here as part of the members of the corporate community who are also joining us, and take a look at what they are contributing to this process. It's great. We want to thank BAE Systems for what they're doing. We'd like to thank Teledyne Solutions and IPIX. And I think that as we go through the day, you'll start to see their role and how we can build on these public/private partnerships. Thank you very much, and we'll see you at 1:15 sharp in the room across the way.

GENERAL SESSION: 1:15 p.m.

JC This is not a perfect process, but we hope to give everyone an opportunity in their subcommittee to participate in an open discussion with the other members of your subcommittee. We have subcommittees set up around the general area here. What we're going to do now is discuss for about 15 minutes and explain the process we're going to follow. And then we're going to break for an hour and a half while you go to your respective subcommittee area. Now again, granted, we don't have enough chairs for everybody in each of the subcommittees. But if you will just be patient, and church-style, we'll try to get in as many people as we can. But what we are hoping to do is spend a half an hour talking about the role of your own subcommittee and how it should interact with the public sector, and then define the public sector, because we're going to look at the community like a pie - we're going to take that pie and cut it into three pieces: public sector, responsive sector, and community/citizen.

And so it's going to be up to you to decide, with respect to your own subcommittee, what is represented in each of the sectors. What is represented in the public sector? What is represented in the responder sector, and then the community/citizen sector. And then we need to look at the creative ideas flowing out of communities across the country - best practices that can help communities prepare and respond. Our job is to put a template together that takes those ideas and puts them in a document that can be shared with others. One of the ideas that we've been working on is what you see here (on the screens), that you will help build to distribute the template. What we're talking about is a communications backbone. Some of the people who are here today are going to help us do that, and then some of the people who have actually (inaudible). And I'll probably do that very quickly in five minutes. The Governor mentioned about being a partner to the federal sector. We are very interested in making sure that we work together and part of what we are attempting to do, is generate enthusiasm within the community for - recruits for programs within Citizen Corps. We have two representatives here from Citizen Corps, and I hope you would seek them out during the day. They have some fantastic programs. We're going to try to take the work product that we develop today, and share that with them. We have other leaders of municipalities here as well, and we'll look at the public/private partnership that have been conducted in ways that have increased and multiplied the response and preparedness capacity of the communities. I was in Galveston not too long ago, and was meeting with their mayor, Lyda Ann Thomas. Are you here?

LT Here I am.

JC There you are. We're going to be working with her to develop one of the first concepts which would be to strengthen the capabilities of cities to respond to and recover from disaster. And so you can find information on that particular project in some of your materials. Additionally, there are volunteer facilitators who are going to be working with you in your subcommittees who can help give you some sense of the scope of what you can discuss and how you can bring your ideas into the process. So when we break in a few minutes, we're going into subcommittee, and your facilitators are going to explain it in some more detail. We also are going to review a communication network as a way of helping communities talk together, to share ideas, to trade information back and forth, and to be able to involve partners that are not already in the system. We talking about businesses, about hospitals and schools, which is what they are doing in Portland, Oregon - being able to put together a trusted communication backbone over the Internet so that people can communicate with each other, and share information, and push the information in different directions; not only on as-needed basis, but also using privileges and durational permissions for even more secure information. And we'll discuss how the corporate partners who are willing to work in a public/private partnership with government and with municipalities can come together to be part of the process.

Now, I would like you to join me in the pledge of allegiance.

GENERAL SESSION #2:

JC Again, I apologize for the cramped quarters and lack of space for the subcommittees. I think it was a lot to ask of people to gather and effectively examine ten long questions in a very short period of time. But it's a remarkable testimony that people are coming out of this with the notion that this is just the beginning, and that this was a good first step. So you have had an opportunity to see how the rest of your own subcommittee members have felt about the subjects that you were discussing.

Now, in this particular session we're going to regroup as a whole, and the Governor is going to have an opportunity to go around and open up the discussion. And you have your representatives for each of the subcommittees now present. Before we start, I just wanted to make sure that you understand that we're also attempting to create a video record of what were doing here, not only in the subcommittees, but also in the general session; and that we're going to continue to communicate with you and collaborate, which is the essence of what we're attempting here. We think that this is just the very beginning, and so what comes out of this next session will frame the debate and what the template will start to look like. So this is our

opportunity to do that - to be able to effectively do that, though, we need to be able to understand the role of collaboration between the public and the private sector, and the role of collaboration not only within those sectors, but how they operate within each other. And what you see here on the screen, as I mentioned earlier on the right and on the left, is a prime example of that kind of collaboration. On the right here, I guess it's to your left, we have an example of how the federal government had essentially contracted with private companies to develop resources for command and control, for communication and situational awareness, and at some point the government said some of these assets that we've developed should be released into the community for use. What you are seeing here on this side is an example of that. It is a very sophisticated command and control system that can be put into municipalities with very little expense. In fact, it's ready to go. You can have a command and control center on a laptop. And the reason that that happened is because there was public/private collaboration. Now we've learned about this when we were going down through the Tennessee Valley corridor. And we know that this is not the only place that this is happening. There's great collaboration across the country.

We thought this was an excellent opportunity for you to see some resources that are now available that will become part of our template that will help us communicate as a group, and allow you to communicate with your resources within your community. On the left here, what we have is a program called Connect and Protect. This is a network that has already been established. It is now working in Portland, Oregon, in a pilot project. Cliff Barney here is doing a great job keeping it up. What you actually see is a trusted network that we believe the federal government will feel they can push information into for your use, when you need to know it. We have to figure out what our request is of the government as a group, then we will go to them and say, "this is what we want you to feed us, as information for starters." This is a secured network to the extent that it allows for trusted communication. So now we are going to marry this (on the left), and marry this (on the right) together as an asset for you to use, and to think about how we can use it as part of the template as we move forward.

I would like to introduce Dr. Robin White. She used to work with the Oak Ridge National Laboratory. She works with General Doesburg, and he's also with us today and is now there, running the lab. And Robin is going to talk to us just for a second about the lessons learned about what it took to develop the collaboration, the Tennessee Valley Corridor, and her product that excites us so much. Robin?

RW It's hard to know what we can take from our circumstances that might teach folks in this room because it's one of the things that struck me here today is that there are lots of centers of collaboration that exist across the country as we work on the very serious issues of homeland security. And that is actually what we bank on in terms of finding of these solutions that we need locally. Thomas Friedman wrote shortly after September 11th, that "... what failed us on September 11th wasn't our intelligence. What failed us on September 11th was our imagination." I thought that was a very provocative statement, because in part what we realize is that the problem wasn't the facts that we had or the information that was available to us. The problem was we couldn't take that set of facts and information and imagine what someone with evil intent could think out of it. We have learned, however, since September 11th, that it really takes both. Imagination unfettered by knowledge just leads to a dream. And intelligence that isn't energized by imagination leads to empty solutions. And I think what we are doing here today in terms of public/private collaboration is finding the way that you keep intelligence and imagination tied together, so you come up with meaningful solutions at a local level. As Jeb indicated, the Tennessee Valley has a rich history of working on public/private collaborations. And what you see here in the total municipal awareness system is a great example of exactly that collaboration. We look up and down the three state area of the Tennessee Valley. Ask interested academic institutions and private sector companies to work with the national laboratories and NASA facilities and say, "what do we have that could solve a local homeland security problem?" It became quickly evident that we had in the valley corridor, access to lots of pieces of technology that the government had already collectively invested over \$100 million to develop for other purposes, that could in part help solve the homeland security problem. The private sector jumped in, because they ended up being the people who actually

owned the operational aspects of the technology, and said, "Okay. We'll work together and put our pieces together, and figure out how to solve a problem in homeland security with that." And, of course, one of the over arching problems as Jeb mentioned is communication, command and control, and situational awareness; all of the things that we sometimes lump together under interoperability problems. And the result was a very cost effective set of solutions which local entities can take and tailor. They can choose and use, and they get to take advantage of that massive investment that the public sector had already made, and yet cost effectively select it. So the Valley Corridor has, like so many other areas Jeb mentioned - the Portland area, San Diego - has a very energized collaborative group that works together with the public and private partnerships. What we have come to realize also, is that the private sector has the ability to help the communities and the public officials that are involved in homeland security make wise and effective choices about technology. Someone asked me this morning, was technology a problem or a solution? And the answer is, it's both. We have a wealth of technology-based things that can be part of the solution. The dilemma is knowing which one and which piece of that is best suited for our very limited resources. You know, I don't know about you guys, but as soon as the Homeland Security Department was formed, when the appropriations were in place, how many of you experienced the band wagon effect, right? Everybody who could spell homeland security was either buying or selling. And if you were a buyer, the question was "What do I spend my \$3.42 on?" And what's the right thing? What thing solves the immediate problem? And what we were then able to do - part of the outgrowth of all the activities in the Valley Corridor - was we actually privatized some pieces of software that had been developed at the national lab, put together a private company, which now helps folks know and decide which piece of technology answers their questions. Which is the right censor sweep? You know, if I really want to make sure that people aren't going to be zapped by bad chemicals or biological agents, or nuclear things, what do I need in my town? Do I need anything? If I don't get it and something happens, I'll be dead, in more than one way? If I do get it and we don't really need it, maybe I'm wasting money or resources that I need on something else. So the ultimate output of all that has been a private company which is now working to enlist back into the public sector the decision choices that are needed to be made about specific pieces and parts of the technology sweeps that answer your questions. If anyone is interested in any of those capabilities, there are sets of information on the tables outside. You can see it, it's called Tech Connect, and you can pick those up as you go. But I can't stress strongly enough, there is no solution outside of collaboration. It's going to take the public sector working with the energies of the private sector, and with the sometimes very imaginative solutions that emerge from the academic organizations that are involved to really come up with the answers that we need. Mr. Billington, the Librarian of Congress said that technology is a lot of fun, but we sometimes drown in the fog of our technology. And I think what we're doing here today is a step towards coming out of the fog and choosing the right solutions. So, I applaud what we're doing and am glad to help with any aspect that I can.

JC Thank you very much Robin. We're now going to go into general discussion. This is about taking what you all have talked about and having an open forum to discuss it. And I would like to introduce Governor Gilmore to lead this discussion.

JG Jeb, thank you very much. And I'll have a chance maybe to walk around a little bit. I've got a mic on, so I'm liberated a little bit from the lectern, I hope. This is what we're going to do here: this conference was always intended to be an afternoon long conference and it remains that way. We're going to now have a general session in which the people who have been meeting under these circumstances have an opportunity to say a few words. And then after that, we'll take a short break, and then there is going to be a specific presentation on the risks of pandemic. And as we discussed earlier today, the danger of a major disease should be considered in all hazards approach. It may be caused by an avian flu, it may be caused by a deliberate attack at some time in the future. So that's worthy, I think, of its own place on the lectern at the end. Once we're done with that, we'll have a reception where you can spend some time continuing to get to know each other. So that's where we are here. A few - just a few - points that I want to make before we go around the room to the different groups. Number 1, logistically this is a challenge, and everybody here knows that. And we appreciate very much what I asked you to do during the lunch speech - you have been patient with the large

numbers, and the environment in which we're working, and I think that you've made a lot of progress and I appreciate that. Number 2, there isn't anything that's going to come out of this meeting today that is intended to be permanent. I think it's the start on which we will build. And there will be, not only in addition to regional meetings, some additional meetings and some additional telephone conferences, and we can begin to get this lateral collaboration going not only among the locals and states, but among all the disciplines in addition to the locals and the states, which is exactly what is represented here in this room today. So before I go around this room to start, I want to take the privilege to do two things. You may recall in my speech earlier today, I told you there were so many leaders in the room that there wasn't any way I was going to start naming names. But I indulged myself you see. I gave myself the indulgence of mentioning the mayor of Baton Rouge. Well, of course, I got the name wrong. The Mayor of Baton Rouge, ladies and gentlemen, is Melvin "Kip" Holden. Mr. Mayor, are you still with us here today? Mr. Mayor, thank you very much. We appreciate what you've done. I emphasize him because of the Katrina experience that all of us saw on television, and the challenge that local government and the local responders had to deal with there when suddenly they're flooded with people who are basically emptying out of a city in Louisiana. But it is not intended to de-emphasize any of the other mayors from the distinguished cities that we have here, and just to make sure everybody understands, I'm not trying to just cow tow to the mayors here, okay? We're talking about police, and fire, and rescue, and EMS, other people of authority, representatives from the private sector here. This is a very distinguished crowd, and I think now after the last time out, you all know that. Frankly, it's rather intimidating, but this is the kind of power concentrated in one place that I think over time, can make a difference.

The second thing that I want to do is make sure that everyone is aware that we are joined here today by the Assistant Secretary of the Army for Civil Works. That's kind of important, because through Civil Works, the Assistant Secretary runs the Corps of Engineers. And you might need the Corps of Engineers for something at some point, you know, like building a levee or something like that. So, I want to make sure that the John Paul Woodley, who is the assistant secretary, is here. And Mr. Secretary, thank you very much.

APPLAUSE

JG We're actually very close and this was not intended just to give him a hand, but to point out to the people in local government that need to know him that he is here. So you can see him at the next break and get a chance to give him your card and say hello if you would like to make that connection, which I think will be of value.

Now, other than that, let's get launched in here. We've got some time until 4:15 or so? Well, it's going to be longer than that I think. But let's, let's launch in, let's see if the mic working? It is working. Okay. This is great. We've got eight groups that met at length and talked over their areas. Each of the groups was asked to address three sectors: public, responder, and communities. Let me say that could have been a lot of other things too. It was designed to begin to inject some structure, but I suspect that the people in those groups understand, or may want to add additional topics that you may wish to address. If you want to bring up anything else, please feel free. Because after all, we're trying here to get to the idea of what might be some consistent ideas across the board. So be thinking of that as we go along.

The last thing I'll say is we all understand that there was an awful lot that we proposed that you discuss. Again, it was intended that the groups themselves would decide what was valuable, and what was not valuable to discuss. And I think that in fact was done. Let's start. I would ask each of the members of the three committees to speak one after the other. I would ask you to speak up because it's a big room. We've had hearing problems all day today, and we should not have them now. So speak up, identify who you are, who you represent, what your role is in the real world here, and then go ahead and each of you give us your thoughts about this and I'll blow the whistle here if it is getting to long. Okay. Try to maintain a couple of minutes for each person, if you would please. Why don't you begin, the Infrastructure and Economic Subcommittee.

(Please Note: The following portion of the raw transcript has not been edited or verified with the speakers)

TC I guess that's me.

JG Okay.

TC My name is T.W. Cooper. I originate from Greenwood, Mississippi, La Fluor County, where I am the Emergency Management Director. We have now, housed in our county, some of the evacuees. I dare say that when it first began, our county swelled about 3,000 in population. But we talked about there with the first responders in infrastructure and economics that one of the first things would be for the responders using help from volunteers. We talked about several methods, and several organizations, and affiliates that are already up such as the _____ program and the Citizen Corps. Which by the way, there was also mention made that the funding for those programs are sort of diminishing as it goes just when we had start to begin to feel that we had some input in order to get a structured volunteer program going. Trained volunteers is what we want. The responders themselves realize that an untrained volunteer can end up being a part of the problem, rather than a part of the solution. So coming about with methods of how we can train volunteers to help emergency responders in dealing with disaster situations in the community, and how do we make them accessible to emergency responders when the need arrives. We found that most of our volunteers work during the day, which means that you have – may have more volunteers than you can use at night, while when it comes to the day shift, you don't have anybody to work with. So we would like for there to be some input by private industry in providing us with volunteer or people that we can train, and people that we can use; and we want the private industry to understand that the whole overall purpose is to protect not just the citizens, but our economics too, which they are a part of. Meaning that if all your people in your area are affected by a bioterrorist incident, then you won't have anybody to come to work. So how can you make any money? So it pays for private industry to buy into the whole overall program by giving us, and allowing us people who can be utilized as volunteers. Again, we realize that private businesses worry about the responsibility or the liability when it comes to giving things like their help, or products from their company, or well, someone mentioned things that come from Wal-Mart. What happens if someone cut their feet on a some – on a container or something, and they want to sue? What kind of immunity does a business like Wal-Mart have when it comes to trying to do the right thing to help people in a disaster situation? Is there - - -

JG Your group concluded that there might be some state legislation to provide some immunity for volunteers?

TC That's right. Yes, sir. And I realize that there is some immunity for government agencies, but there needs to also be some type of immunity for our partners who help us along the way. Also, encouragement from the leadership, so far as the emergency management plan itself. I mentioned the fact to them that when you order stuff from your vendors, things that have icons that represent the fire department, you can buy them – they have generic versions. They have generic versions of the law enforcement. But ask them for a jacket with EMA on it, emergency management, and they go, "What is that?" It should be more of an icon. In other words, people should know Emergency Management. It should be prioritized, because this is the agency that everyone expects to perform when a major disaster occur. So we don't want you just thinking about us when that disaster occur, but long before; when we are planning, when we are training, things of that nature. The mayor should already have made it clear to the police chief, to the fire chief, all of them, that you need to provide people to be trained in emergency management. You need to provide people to respond under the emergency management umbrella when a disaster occurs. That may not necessarily mean that a fire fighter will be used for putting out fires, but rather might be that he is doing something else; helping with shelter operations. Also, the coordination between the communities; community to community, to provide assistance and help for each other. And we all recognize the economical burden that that can place on a community. You may have some communities that are effected over and over again, while others are basically clear. It may become the mind set

that well, “we’re not ever effected, so we’re not going to buy into yours because we don’t have that much money to work with.” Your smaller communities do not have some of the elaborate equipment to work with that some of your larger communities do. We just now started to receiving some of that equipment through homeland security. However, there are certain pieces of equipment that sometimes, a person who has never been into emergency response, may not know that it is needed. I had the biggest run around about a washing machine and dryer. Now, everybody knows why we need a washing machine and dryer.

JG And the issue here, it seems to me, is how do you set up some kind of model for partnership between communities, and how far does it extend? We already had a lot of those community partnerships in various regions of the country, but, you know, I think we’re capable through NCORP of actually spreading that web a lot farther.

TC Exactly.

JG Go ahead. Any other areas you want to - - -

TC Well, that - - -

JG - - - we got to keep moving here.

TC Yeah. That was the last part.

JG Okay.

TC Yes. Community encouraging the emergency management or the emergency action plan for the local community, and the community leaders, the elected officials. All the way from local all the way up to the top, saying that you emergency management plan is what we will rely on in the event of a disaster. So you might as well do that stitch in time that saves nine.

JG And who are your other partners here representing the team group and where are you from?

LR My name is Larry Roberts. I’m the mayor of Harrisonburg, Virginia. The greatest city in the State of Virginia, and the part that I’m representing is the Public. And one of the things that we would like to bring to light, and I think the Infrastructure and Economic group was probably one of the most intelligent groups here, Governor. And they really shared some great information with us, and one of the things that I would like to do is that, one of the most important things that we found out there was, it was very important for us to take a look at the assets that we have in our community. What are the critical assets that we have in our community? And then measure how often you need it. We feel like water, food, and shelter is very important. And one of the things that we need to do is that the way that we see government is that it should be from the bottom up. Meaning local, state, and federal. We feel that the local government should take care of the water, the food, and the shelter, and then as time goes on, there should be collaboration with the state and the federal. But as a local mayor, I don’t think I’ll wait on the cavalry. I think that it’s our responsibility to take care of our people. And the other thing that we have to take a look at is we must be proactive. I mean we need to take a look at our critical needs that we have now, and we all need. And the other thing that is very important, we need to make sure that all levels of government can communicate. So those are some of the major things that we saw publicly.

JG That’s very good. Anything else to add from this subcommittee? No? Mr. Mayor, thank you very much. And you again have demonstrated that we Virginian’s are nothing if not humble. Thank you.

Let’s go on then to the next group. Was it the legal end of government? Was that right, Madame Mayor?

JC Correct, Governor, and thank you. I think you deserve a round of recognition for your leadership and involvement in this process which I am sure you have had your fill of over the years.

JG We're all in it together.

JC You're going a great job and we ...

JG We're all in it together.

JC ...thank you for the wonderful job (not clear)

(APPLAUSE)

Thank you and I am in my next political speech probably going to use something you said if you don't charge me much that there is, know that there is no "they". Excuse me, and you know, we talked about intergovernmental relations and one of the key proponents is what you are just doing here today in sharing those practices and experiences of what local municipalities and state government and county governments are doing. One aspect that we discussed was education and how we can best share those practices. I am Joy Cooper, the mayor of City of Hallandale Beach. Regretfully, I have the dubious honor of where Katrina touched ground this year, so we have first-hand experience. We went unscathed for a couple of years without really being hit in Broward County, but we found out that we are there and we have to be there, and many experiences from Broward League of Cities that I serve on and Florida League of Cities are sitting down at the table now in Florida and saying, "We've been there. We've done it, but we are not educating ourselves as to what our best practices are." I think that one thing that could come out of this group is sharing all those best practices as far as intergovernmental relations, mutual aid agreements, resources and those types of things to educate one another that we have to be there. You know, we can't depend on the next layer of government, but we have to be independent as well as sharing with our neighbors. With that, we need to also educate our citizenry. We have touched upon that we have to share a mentality that everyone has to be prepared and calculable in this environment. Now with that said, it certainly needs to be brought to the table the DOEs around the nation to maybe partner with our educational systems in our state and local governments to really start educating and preparing the next generation of leaders and first responders and mayors and governors and whoever they be, that we have to all be prepared. Now with that said, many local governments, municipalities and counties have no direct link legally or statutorily with their educational system and that has to come from the state because of their involvement and working with the DOE and making sure that we establish some educational programs, not just for regular residents. We talked about Citizen Corp. Those agencies and CERT teams that many of us are doing and we hope the funding continues with that, but really start from the ground up even with our residents for education. So that was one government thing that we had discussed.

JG You know what I take from that is the idea that you almost have to have this built into the culture of the community, and we are all used to taxes and highways and bridges and, you know, putting the criminals in jail, to put before the courts and how you fight the fire and all that, but it sounds like you are really saying that through the education system and creating awareness, that it has to be built into the culture of a state.

JC Many municipalities are like ours and, we had discussed this in our group, are doing educational programs but it is not required. We can't force those issues on local educational boards.

JG But we will try.

JC Thank you.

JG That's another story for a difference conference, I think.

JC Thank you.

JG Yes? Can you identify who you are to?

MM Mike Moncrief, mayor of the City of Fort Worth, home of Cowboys and culture. Delighted to be here with ya'll and, Governor, I want to thank you for mustering this distinguished group and as I look around and I see who I am here with, I am really honored and appreciative to see the kind of folks who care as deeply about this country and the people who live here, especially those in uniform who I think there is a whole new respect, Gary, for our police and fire and especially our military men and women. That has changed and that has been a change for the good as far as I am concerned and I am glad to see that new level of respect. As far as our responsibility here and trying to find middle ground, one thing that is certain as far as local government is concerned: We have different entities. We have different makeups. We have strong mayor cities. We have city-manager cities. We have a commonwealth. There are all kinds of mixtures, and when you have a major incident, you are going to have not one or the other: you are going to have to create something different. You are going to have to create a level of communication that often doesn't exist, and that is the one thing that we did hear throughout our discussions and that was the lack of communication. Katrina is one good example. For instance, in the most recent example, I would cite that it is frustrating for us to have planned to have, say, a year of funding to house these individuals to help them get back to life - whether they choose to go back to Louisiana or whether they choose to continue to live in North Texas - and then we find out by picking up the paper just this morning that the rules have changed. Now it is December 1st and these folks have to be out of this housing that we were understanding that we had at least a little bit of wiggle room and elbow room to be able to work them into our system of public services, and that is not something that is easy to deal with. And, you can't deal with it overnight, and I challenge you to see how FEMA is going to do what they say they are going to do. But be that as it may, that is part of our frustration and the one thing that we don't seem to be doing enough of, is sharing the information that we do have. One of the individuals in our group said that we need to quit re-inventing the wheel and share what we do know with each other. We know what works in Fort Worth. We know what we have dealt with as we have received our share of Katrina and Rita population who have become not evacuees and not refugees, but guests of the City of Fort Worth, guests of Tarrant County, and that has been a tremendous challenge for us. We also know that when you have an incident like this, there is no time for political turf wars, and politics needs to be removed from the formula as much as possible. Sometimes that it not easy for some to do, but I think it is something we have to do. There is a saying that my Dad told me a long time ago and that is, "Prior preparation prevents poor performance" – the 5 P's, and it certainly is applicable here. We need to do everything we possibly can to prepare early, to try and deal with a volunteer force that is ready-made, to try and deal with training that volunteer force that found, again, has to be done before they can respond. Also, finally, one thought that I wanted to offer and that is for us as mayors and local governments to reassess the people we have in charge of various departments and find out what kind of training they have or they need and make sure. We are only as good as the people we surround ourselves with, and we in Fort Worth are blessed to be surrounded by some of the best, but it certainly helps to know that early on and not after the fact.

JG Mr. Mayor, before we go on, do you think that the communication...did your group think the communication issue was between different units within the community or is it different between one community and another community or it is between communities and the state government or between the whole community and the federal government. Did you all talk about the breadth...what do you mean by communication....

MM ...the answer to your question is yes. LAUGHTER That is as simple as I can make it. Yes, it was a level of frustration, and we heard war stories from all of us who got some of the frustrations that we shared, and it is critical that if we are expected to try and deliver these emergency responses to people who live in our cities and communities, we have to work together and we have to let each other know what we are doing.

JG If you could identify yourself, if you would, please.

GG My name is Gary Green. I am the fire chief in Breckenridge, Colorado and my role is to focus on the legal and intergovernmental aspects. Like my two colleagues, Governor, I echo their sentiments relative to your efforts in this regard, but also specifically I want to tell you I appreciate you continued support of the fire service and emergency medical services. You know, our agencies are aware of what goes on here as we are kept abreast of things that happen throughout the United States, so thank you again for that.

The issues that I was asked to speak on relate to the legal side, and one of the first things that came out as we started this discussion, and I do want to say there is a significant amount of knowledge in the 40-50 people that we had in that one particular area...

JC Yes.

GG ...and so many great ideas, and I think Ms. Mayor hit on this specifically. We are not sharing that information. It is not out there. So moving towards some sort of clearing house and if this serves as that clearing house of best practices, again, I can't reiterate enough what she had to say relative to that. A huge, huge benefit to all of us. But beyond that, we as organizations, to identify these resources have to first define and communicate these formal and informal mandates and our authority and responsibilities. I work for a special district in the state of Colorado. We have laid out statutorily a list of jobs or authority that we are expected to perform within that framework. Now, that is the formal mandate that I have to provide as the fire chief. Certainly, there are informal mandates that my community places on the fire district that are a little more ambiguous than those formal mandates, but in my communication with other local government officials, state officials, I have to communicate...and even with the community...I have to communicate that these are the resources I have to provide this defined service. In the event of a major incident, I am limited in what services that I can provide, and the same thing goes for municipalities, county governments, so we do have those limitations. Well, after that's defined, we role into intergovernmental agreements, memos of understanding, and another thing that came out in our discussion as often times it is easy for us, well...for most people, to get together with our neighbors, the people that were close by, and work those things out, but as the Florida identified... I'm sure people in Louisiana and Mississippi can attest to now, if they didn't already... a major winter storm in Colorado or a wild land fire in Colorado impacts our neighbors just as it does us. So those resources that we depended on for support are taxed just as much as our resources are. So expanding that intergovernmental agreement to more of a regional intrastate as well as sometimes even interstate, before we move on the federal government, is very, very important.

JG I think we had a sense - first of all our commission years ago absolutely believed in the principle of all hazards, whether it is a terrorist attack or whether it is a hurricane or whether it is a snow storm, and I think that principle remains intact, and everybody in the room, I think, would adopt that. The other thing, though, is that we sense when we thought about NCORP, and maybe the value that it might provide the people in this room, was that there might be problem of vehicles- in communication routes - so that people can talk to each other about what they are doing. Frankly, I am little startled to hear that your group identified that, but you know, maybe it is something that we can all together work with NCORP to provide an answer. Thank you, chief, we appreciate that. Now, the third group is the community/citizen group. Please identify yourself and you have the floor.

JC I am Jim Cole. I am Emergency Management Director and Chairman of the Police Commission in New Canaan, Connecticut. We are going to discuss community and citizen needs and my piece of the action is the public sector. We started off by defining the public sector, and I think it was important to me. It opened my eyes a little bit because we immediately jumped to the fact that the public sector includes not only the normal complement of government officials and agencies, but also quasi-governmental agencies that use either tax dollars or fees that are controlled by legislative action. For example, public utilities, water utilities, and the schools

which are a big item in Connecticut, probably the largest single piece of any municipal budget in the state of Connecticut, comes off the top for schools and what is left for the rest of the municipalities. Health care, public health and hospitals was another one. Then we started talking about what our needs are and the first one we identified was training. I used our example in New Canaan, Connecticut. We have a very active CERT program. We have had 6 classes over 3 years and have trained exactly 185 people plus another 20 from two neighboring towns to start their program.

JG Are these citizens or people in the government?

JC: These are citizens.

JG Just people in the community?

JC These are citizens, and CERT in our community has become somewhat of a quasi-governmental agency. The reason it is very active is that we have a small police force, 20 for 20,000 people, who are very over-taxed. We have a small fire department, and while we don't fight fires we have been dispatched by police or fire 40 times in the last 3 years for traffic control, closing roads because of wires down, trees falling taking wires down for example, or protecting citizens from dangerous situations. We had a bomb scare in our train station a while back. We cordoned off a 300-yard area around the train station and evacuated all the buildings. Our traditional emergency responders would not be able to handle that on their own, so they dispatched us to help. We don't fight fires and we don't go into collapsed buildings. We are very limited in terms what we can do and we don't compete with the police force on side jobs. (laughs) That another very important thing we had to negotiate. But in the public sector this is very important. You have to have a very clear understanding with public works of what you can do as volunteers, what you can't do and a very clear understanding with the police and fire departments of what you can do and what you can't do. In our situation it works out very, very well. In terms of partnerships, what we did as part of our CERT training is we found that we had people from other towns in our classes so we institutionalized that. We identified key individuals in two of our neighboring towns, one to the east and one to the south; Darien, CT to the south and Willington, CT to the east, who would be willing to give impetus to a CERT program. We trained the cadres over 2 years and have now turned the Willington program over to them. They have had two following courses on their own and had quite a vital program started there. They have about 17,000 population, and Darien's is new and is just starting. We have also migrated into other Citizen Corps programs, VIPS which is Volunteers in Police Services. Another one where we can provide some clerical services - - -

JG ...can everybody hear him okay? (unclear) Speak up, Jim.

JC Okay.

JG Okay.

JC I just want to add that we are also doing some other Citizen Corp programs and the main one is VIPS and we are just starting a program with our police department to handle some clerical tasks for them.

In terms of integration, it is very clear to all of us in our group and the reason for the discussion, that the certification process for volunteers is extremely (important) and must continue to be part of the training. A bunch of volunteers running around, willy-nilly, trying to do the right thing is not a very positive response. We are trained in incident management and we participated in IS of 700 and 800 courses for NIMS, and we practiced. We have training sessions where we actually practice incident command. Funding sources are important in keeping that under the integration umbrella. Our Citizen Corps grants are drying up. They were very helpful to us at the start. We are now having to find corporate sponsors and private money and even to budget line items in our municipal budgets which was very controversial when we first started, but we made the case that we are really assisting our emergency responders in

many cases, who are funded by line items in our budgets using line item budget to fund CERT training is also legitimate and that is not necessarily very cheap. We do table top exercise and, again, in terms of integration training, we have done table top exercises with our local schools. We found that the police know what to do in an emergency, more or less, and the fire departments know what to do when there is a fire. Ambulance corps knows what to do when there is a mass casualty event. The schools know what to do when there is an intruder for a lock-down or for a fire incident, but we are very weak in where those chimneys fit together, so we have had several training exercises, one table top and one actual field exercise that we had that showed some weaknesses that needed to be attended to, which we have done since taken care of in large part, the inoperability of our police, fire and EMS organizations which we have done.

In terms of information, the information aspects of what we talked about, having a very effective emergency operations center is critical. We did ours with about \$12,000 in funding. It is stored in a closet at police headquarters in a couple of cases and it is rolled out when we need it, and we have practiced it every month. In the past we have been able to set it up in 20 minutes, but it works. It has all the equipment that we need. One need that we have not figured out how to do is that we need a very effective public information officer. One thing that the emergency operation center is key for is to be able to get a consistent message in an emergency out to the community, and a public information officer is very critical to that task. Our chief elected official tries to fill that role, but then she has many other things that she needs to tend to. We relied on that PIO at the police department who feels put upon somewhat, and they still do.

JG Concluded? I think that's a remarkable thing - this public information. I happen to think publicity is everything and let me say this: We are to open the floor so some of you all can get to speak. This is very good. (inaudible audience question). Yes, sir? (inaudible question) Okay, we will keep that just a little while, okay? But time is of the essence.

RM I'll talk very fast. I am Mayor Rita Mullins (inaudible male voice) of Palatine, Illinois. It is not Mary Rita or Hurricane Rita, it is Mayor Rita, and I am the PEO, the Principle Executive Officer, of an \$85,000,000 corporation called Palatine Illinois and with that I have the responsibility for the health, safety and welfare of my 70,000 residents as does every mayor in this room. We are located right next to O'Hare Field and what was talked about before was Citizen Corps, and it was quite amazing to me that not everyone in this room knows what Citizen Corp is. It is a program set up by the federal government and it is available to every community. CERT is actually part of MRC, the Medical Reserve Corp, of which there were many volunteers that were deployed in Katrina. I wanted to make at least an observation - that we never taught one adult to recycle. We taught the children to recycle. They went home and taught the adults, and now everybody in the United States is recycling. Another thing that I know the mayor earlier spoke to something that you said. It came from Pogo. It says, "We have met the enemy and he is us" and that is a version of what you said. And another thing that goes way back from then is civil defense. What we have lost sight of is the civil defense, that every single one of us should be committed to protecting our country, our way of life. And I work with an organization called the Save a Life Foundation. It is a 501(c)3. It has a web site at www.salf.org. With that, there is a template. That template is that we go into the schools and we train children from kindergarten to 12th grade. We teach them the basics in scene safety, bleed control, CPR and the Heimlich, and it is adaptable to a region. We are housed in the emergency rooms at hospitals; that is where your EMS and your paramedics come in and out of. They are teachers. They go into the schools and they teach the classes in those basics. We call that "Bridge the Gap." From the time an incident happens until the professionals arrive, if something happened right this instant, I would have to save his life and you would have to save his life, I mean, it's sustaining life until the professionals arrive, so that is what we are trying to do. We pay. It is the corporations. Corporations can get trained for like \$20 per person, \$20-\$50 depending on what you need, and that goes back into training the children for free. What we pay the paramedic, \$1 per child, so that is anywhere from \$20 to \$30 an hour. They get continuing education credits for that. It also shows a career, what paramedics can do. Paramedics are only about 30 years old. It is a third leg of this stool. We have fire and police.

We need to help our EMS. We are losing it all over the United States. We need more EMS.
(applause)

Thank you. It's true. Someone, back, his name was Ron, he said a hook for the adults may be that the feds give a tax wavier for those that are trained. I thought that was a wonderful idea and I just wanted to say that the founder of the Save a Life Foundation, Carol Spizzirri, is in the audience some place and so I would hope that you could be able to talk to her. And so I thank you very much for this opportunity.

JG Excellent, Mayor, thank you. And you, sir?

RM My name is Rudolph Muhammad. I am the director of training from the Bedford Stuyvesant Volunteer Ambulance Corp. I am also an EMT with the fire department in the city of New York. HAZMAT team and working in the emergency dispatch division now. I am reporting on the community and citizen aspect of it. The community and citizen aspect is one of the most important aspects because those are our people. That is us. When we take these uniforms off, we are citizens. We are the community. So those elected officials and public officials who are sworn to provide for the health, the wellness and the stability of its constituents, you take a sworn oath to do that. Okay, those elected, those private sector officials, the police officers, the fire fighters, the EMTs and paramedics that work, that is their profession. That is what they do. They save lives. However, before 9-1-1 is called in any city to tell about an emergency, how do they get that call? They get the call because the victim or someone who has been victimized by the emergency notifies them. So we have to define, what is a responder? Yes, responders are on two levels; you have trained and untrained, formal and informal, but a responder can be an, and is, anyone, so we need to focus on training everyone in the community at least to the awareness level so that they will know what they are dealing with and then they do not become victims while trying to help. If we train everyone, especially the youth and the seniors in our communities, then we are a work force that is second to none, that at the drop of a gun can be mobilized in order to help with the necessary tasks when emergency strikes. The last thing that, well, one of the last things that we talked about (laughing) was what helps to prevent an emergency from becoming a disaster is mitigation, prior preparedness and those intergovernmental, intra-agency and intra-business agreements and relationships prior to something happening so that everyone in the community knows when something happens what their role is and what they are to do. When an emergency happens, there is no time for the politics as usual because saving lives is paramount, and as we all should know, at 4-6 minutes without oxygen brain cells begin to die. That is for real. And there is no time to argue over that with, "Who's going to save that life?" or "Who is going to administer the CPR?" The first one there should be able to do it. Why is it that on the West Coast CPR is mandated before you get your driver's license, but on the East Coast it is not? Why is it that where one place in the country you have 1 out of 3 people that know the basics of CPR, but at other places 1 out of 20? And then we have to find a way to take this stigma, take this thing, take the fear out of responding so that the average person can it and will do it and, thereby, we can save our lives and better the lives in our communities.

(APPLAUSE)

JG And that training will empower people, you know? It will instill the culture of initiative someplace else, instead of waiting of someone else to do something. Thank you.

LW Governor, I am Lamont Wilson, fire chief Allegheny County Airport Authority out of Pittsburgh Pennsylvania. Under the head of best practices one of the things that we discussed was a pilot program for the city of Pittsburgh. The city of Pittsburgh, Allegheny Count and the 13 surrounding counties have developed, over the last 5 years, what is called a Region 13 Working Group. We worked with politicians. We have worked with the lawyers to come up with a written agreement that 13 counties would respond and assist each other in each and every way they could. Each county brought something special to the table; agriculture, EMS, heavy equipments, boats. During an emergency, any of the EOCs can be brought on-line to assist all the other counties and coordinate what ever is needed. The second issue that I wanted

to touch upon was FEMA during their incident response. It came up that when FEMA comes in, they sit down and try to pre-assess people as to what their needs are. This creates a lot of frustration among the emergency responders, among the people trying to get that aid. FEMA and other federal government agencies need to trust us as responders and emergency managers. We are not going anywhere. Come in, trust what we are saying as to who needs what. Come in, do a post-audit, whatever you need to do to get the information you need and we will make sure you have all the information you need. Those are my two areas. Thank you, sir.

JG Thank you, chief. Thank you.

APPLAUSE

BC I'm Bill Carrico. The one thing that – one of the issues that we discussed in the first responders was the lack of response on the border securities, and immigration and naturalization issues with their lack of response to local and state agencies. We heard from public safety officers from Texas and from, I think, New Mexico, on an Indian reservation, and the common word that was given is the system is broken and needs to be fixed. The lack of manpower for local agencies on the local level, and the job that they are currently doing doesn't leave room for the enforcement of the immigration issues. Time spent rounding up and detaining the illegal aliens that are in the areas in which they serve, and then to be brushed off by federal agencies, and their spending their manpower and time detaining and holding these individuals are really not acceptable and its becoming costly for them. There's a need for funding through homeland security to help with the manpower and the areas in which we have individuals that address these issues every day. Manpower that could maybe federally be sworn individuals of each one of these departments that can detain, and they can look at the immigration issues that are at hand. To sum up the immigration and homeland security problem, we have to recognize and begin to understand the involvement that's possible with the Al Qaeda operations with these illegal immigrants that are coming across our border. And we have to understand the MS 13 gangs that are growing in our country today. The MS 13 gangs as you well know, and as most people know in this room, are very ruthless and very capable of carrying out Al Qaeda operations, and the very minute that we think that those gangs will not become terrorists in this country is when we face another terrorist attack. The main, common thing that we saw is that the federal government needs to take their hands off the local officials and let them do their jobs. They need to – each and every person in that room knows what they're doing, and were trained to do that job, and need to let them do their job according to what they're put out there to do. As an elected state official, I understand costs drive a lot of issues. I understand that more than anyone else, but cost is also in lives that we protect. The ounce of prevention there are the lives that we're saving. We've got to look at this immigration issue that we have. We've got to revamp the immigration and naturalization program. We have got to secure our borders or our country is going to be infiltrated by terrorists from all angles, which we are seeing.

JG Now border security is a federal function

BC Exactly.

JG So the sense of the committee was, though, that it was creating problems internally?

BC It's creating problems internally. The one gentleman, I think from New Mexico on the Indian reservation, and who may speak when we are done, had some problems with illegal immigrants that were looking at the pipelines which run through there, that could be attacked, and still had to go through layers and layers of bureaucracy just to get someone to come in and address the issue that he was having.

JG Okay. Public Safety and Information.

EM Correct. Good afternoon Governor. My name is Emile Mack. I'm from the Los Angeles City Fire Department. Want to begin with that Virginians are modest are Californians are not, so just be forewarned. I the appreciate your statement that you said a little earlier, that you see that our WMD is also an all risk issue. Uh, that's what comes up from public safety. And that as we focus in on WMD, its at the exclusion of other efforts that should be also addressed in an all risk environment. Understanding that there's limited resources, WMD is the primary focus, but we really think that we are being short-sighted in that we're not putting a national policy forward that we do all risk. All risk, and we say that because a WMD incident is very specific. It's the suite case bomb, it's the plane into the tower, but it's a terrorist related incident. We deal with natural disasters man made and, you know, not man made every day. And those elements of a disaster are the same things that you find in a WMD incident. You do have a multi casualty incident that does stretch the health care system, the hospitals, whether it's a WMD incident, or it is a earthquake, a flood, or brush fire, what ever the case may be. You also have structural collapse. You can have that in an earthquake. You may have that in a terrorist bombing event. We really would like to see a policy in place that we are an all risk nation. I compliment you because you're at the forefront of a tremendous effort. You know, as you mentioned, there's 600 people here. There is a tremendous national effort right now, that I've never seen this level of involvement, of wanting to do, of effort all the way from your local to your national level; and as you said in your fifth annual report, locals are putting in effort equal to that or exceeding what the feds are doing. And if we are just coaxing an WMD, a lot of local effort and federal effort is not going into the all risk scenario, which both takes care of WMD as well as all the other issues we deal with on a daily basis. How does that possibly get translated? It possibly gets translated in the grant funding. It gets translated in other funding and operative directives that come down from the federal level, and so should you then make all risks a grant policy, then we can address multi casualty for any type of disaster, including WMD. So we really see that that's a necessity. The other thing is a national strategy. We know that many elements of the federal government have worked on strategies, but at the state, local level, we don't have clear communication that simplifies that process. And if we could get direct dialog between the federal level, the state and local, that feds obviously give us the policy. Regionals, whether it be local or state, can then have the direct discussion about how do we, as a region, implement the federal policy. And we need to talk about several areas that we as a public safety sector deal with, and one is preplanning and preparation for events. Exercises prior to when we get all these federal agencies; local, state, together to work out command and resource issues prior to the real event occurring. It's a great step that the nation is taking on NIMS. So now we have a national incident management system. Let us tell you from our California experience, it took us, we've been in SIMS for 30 years, and it took us years to get it right. So, the nation has a long way to go with NIMS, a national mutual aid system is imperative. Both for typing, so we send the right type of resources, and then here's where we also talk about the private sector. Private sector should also be integrated into that national response or mutual aid system. What resources on a national level can private industry or private citizens contribute to that system? And then inoperability being the last. Just kind of a reference to Mayor Rita, she talked about civil defense. We are looking at, in Los Angeles, a civil – we call it a civil response districts where taking a lesson from Katrina, people were left unsupported for an extended period of time, for whatever reason. And in an area the size of Los Angeles, of 12 million people, we cannot readily move them, nor do anything immediate, should we have a large scale disaster. So we are now looking at a system by which, through civil response we can work with private sector and government to be able to sustain people in place until we can either move them or come to their assistance as the disaster allows.

JG You're in Los Angeles?

EM Correct.

JG Like an earthquake for example, right?

EM Exactly. I think we'll have one next Tuesday.

LAUGHTER

EM Unfortunately we use to be the disaster capitol, and now unfortunately, the south and the northeast are bearing the burden too, so we feel sorry for you.

JG So far the people who have spoke are primarily, if not exclusively at the local level, and I admit that most of the 600 here who have responded are that the local level. It may be that we'll see somebody at the state level here as we go around the table; but if not, if there's somebody in the audience here that might want to put a state's perspective in at the conclusion, you may wish to grab the microphone. And we understand what the feds are doing, and how we can help them, we think. This is a very good description of the local, but there's an intermediate level here that so far we're not hearing from. But we have an intelligent situational awareness committee here, and you can't even present, and you can't even respond all that well unless you know what is going on, in advance or even at the time of the incident. So what's situational awareness? Please identify yourself, and speak up to the microphone so that people can hear.

KG Good afternoon. My name is Kymett Grulke. I'm vice president for KufBag, Inc. out of Columbus, Ohio, but I live and work out of Chicago, Illinois. This is difficult because I have the public end of this, and immediately when everyone started talking about different scenarios, and different situations, the one thing that came back to mind was September 11th, when I thought an unimaginable attack had taken place. So from now on, I must be open to the unimaginable. And I think a lot of the public feels the same way. So, where they haven't been on board with a lot of things they are. Where you have a lot of people that didn't want to commit, you'll have more. The thing is to make a plan and follow through on it. So in my mind questions just – all small questions lead to big answers, if you take and paste them together. How can the public be involved, they can make a plan and follow through? Now, a ridiculous unimaginable thing, if electronic communications of all kinds was sabotaged, what's the unified nationwide communication plan- that would be Plan B, C, and D? How do you create good ___ with the work commitment to work with the committee, to counsel the worker, with local law enforcement and medical and emergency people? Within government and local political officials, who will determine what is shared with the public outside of CSPAN? That was a big thing to them, that people could get more information on CSPAN than they could from their own government. Are we committed enough to give our time and ourselves to follow through and make these goals successful accomplishments to save all of our lives; the children, ourselves, the world. And can we defeat the beast? And I think if we answer all those questions, it will just mold into one big solution, because everybody will do their part to make it solvable. Thank you.

JG You've got to have public communications. During the 9/11 attack, during the day I held numerous press conferences, one every hour, and told them everything we were doing, and everything we knew, uh, so that the public had some sense of confidence that uh, you know, that the thing was completely out of control everywhere. And then that evening I addressed the State of Virginia on the issue, totally. A big address, because there was a need for reassurance with information. So I think that's right. Go ahead.

CR Thank you Governor. If I could have Rick Toliver put up the power point slide on the thing please.

JG You mean your subcommittee has gotten to power points? Man!

LAUGHTER

CR My name is Carlos Rodriquez. Spent three years in the California fire services of police chief and fire chief. I am currently the county fire chief in Jackson Hole, Wyoming, and I have a great deal of interest in this process, being a first responder at the Katrina incident. One suggestion Governor, if I may, we need to gain the support of the International Association of Fire Chiefs, International Association of Fire Fighters to make this work. To give you more of the umph, and the working power to make this happen. When I spoke to them about this meeting, they were hesitant because they were not aware of what really was going on.

JG Speak up. Speak into the microphone.

CR When I made contact with the IAFC, the International Association of Fire Chiefs, they were not very well aware of what was happening here. I'm going to talk about intelligence and information for the first responders. There's a slide on the top there that you can see. There are countless of information intelligence vehicles out there for the first responders. However, it is our opinion that it is splintered. The whole system is broken up where information is power. Information should be known to law enforcement regarding law enforcement issues, and that is not necessarily passed on. We have assistance for law enforcement, fire, EMS, public health, Hazmat, and the list goes on and on and on. What we're talking about is looking at the macro picture. Having all these vehicles, and creating a single vehicle where all this information goes through and is filtered in a way that information that does not need to get out stays, within those agencies, however, information that is needed to know for the first responders is out there. And it has to be a seamless system, whereby the information is adequate and is right. I think that we need a mandated, as what I gave a name to as, NIIMS system. N-I-I-M-S, a national intelligent information managing system. The reason that we need that is everybody should have the same information, in order for us to be able to deal with the issues at hand. If we don't have the capabilities to forecast and plan whether it has to be local, county, state, or federal, what's going to happen is what we've already seen. Everybody is trying to do the right thing. Everybody is trying the best job that they can, however, not everybody has the same amount of information. So creating that highway, that vehicle that's going to transport all this information into a centralized point after the filters are in place, I think it is very, very critical. I think our country has the IT capabilities to make that happen, and I think that we should see that through. In ending, I would like to commend the Mayor Rita, from Illinois. One of my key points is this is also an educational issue. We have the responsibility of the next group of adults that are coming through our country to be prepared for this. It's something that should be done before they leave high school in order for them to have the necessary tools to go out into the world, knowing how to deal with their lives for the first three to four days that they are out there. And I think that that's something that maybe we can look at as well.

JG See that's a theme that is reoccurring here, uh of the need for the individual citizen to be engaged and trained. Can you imagine a terrorist community attacking the United States of America if they think every citizen is personally engaged and invested in this? I mean that would be uh, - I think they do it now because they think we're sort of victims, and they can leverage our government. What if we were all invested? I don't think they'd want to take that on. Thank you very much.

CH Thank you Mr. Governor. My name is Chuck Heiss, I'm the Johnson County Missouri Sheriff. As I look around the table, unless some of my esteemed colleagues to my left are cops, I think I'm the only one here. That's some what of an evolutionary processes. Even ten years ago, I don't think we would have been sitting here with the number of EMTs, paramedics, and fire chiefs, and things like that at the table, having this candid of a discussion about how we're going to protect our homeland. And especially in terms of intelligence and situational awareness. That was largely left up to the cops, and the cops didn't share any information. Hey, that's the way we are. We're territorial. That was the over riding theme in our committee, is that we just don't share information. We don't share it with our fire chiefs, we don't share it with our EMS directors, we don't share it with our local emergency management directors. And that's got to change. There's got to be something there to change. That being said, I had the private sector. Never done business in the private sector. I've always done - I've been in the public sector my whole life. But being an elected official, obviously I'm acutely aware of how influential the private sector can be, and so, what I'm going to propose, I don't have any answers for you. I didn't come out with answers. They came out with some questions. As uh how we can bring the private sector into the intelligence and particularly the situational awareness. How can we make the private sector more aware of what's going on around them? They are our eyes and ears. You know, the old saying is, is the police is our the community, and the communities are the police. You know, they're our eyes and ears, so how do we bring those folks into the fold? How do we exploit their expertise and knowledge? How

do we train them up to be aware of suspicious activity and then report it to the appropriate authorities. I heard the overriding theme of Citizen Corp and CERT Teams. I didn't realize that it was as widespread as it was. We've been working on that in Johnson County. I believe my emergency management director is here, Karen Eagleson. I believe she's here. We've been working on CERT Team in Johnson County for a couple of years now, and I'm very relieved to see that other communities are doing it. So how do we bring the private sector into the process of planning for an incident? Whether that incident be natural or man made? What vehicles might we use? I'm just going to propose questions here, because I don't have the answers. What vehicles might we use to partner with the private sector? And then how are local business owners in your community in Bedford Stigh, how are they made aware of a possible situation that may be unfolding in that community? Are there boots on the ground, are there beat officers that go in and tell them, is there a telephone call made, or is there e-mails sent out; or is there technology that is available that we can implement to make our business owners and our private sector aware of a potential unfolding incident? What training is available to the private sector? Obviously we talked about Citizen Corp and we talked about CERT. Do we need to look at some specialized training for the private sector and business owners, and shop keepers? What information can be shared with the private sector? And at what point of preincident planning do we bring that private sector into the process? Uh, if as we start gathering information I leaned over and I said, "often we watch CNN to get the information we need to determine how we are going to react." That's pretty sad. But, you know, it's true. So how do we - what information can we release, and at what point do we bring the private sector in, and reach out to them, and say, "hey, this is what we're looking at. Keep your eyes and ears open" or you know, whatever the case may be. The other side is that is the post incident. Post incident planning, and how do we train our private sector up to deal with the after math of an incident. Whether it's been a pipe bomb in a local shopping mall? Whether it's a dirty bomb? Whether it is a fire bombing of a church or a mosque, you know, how do we train up the private sector to deal with the after math of those situations? I look to France and the incidents that have been going on there for the last 14 days or so. You know, often those types of incidents that we deal with will bring about a response of maybe civil disorder. And how do we train our private sector up to deal with that? So those are the questions that we came away with. And I pose them to you, and I pose them to this group here, and maybe if we find the answers to that, then we can do a much better job of preparing.

JG A consensus on the answer should emerge from NCORP as it continues to grow, I think. And we'll find processes to continue to communicate with people and to keep people engaged. One program that NCORP has proposed is a crisis response officer in every corporation. Now, that would be a vehicle for getting the private sector involved. And maybe even sharing information. The commission that we all worked on - Bill, and Mike, and John, and all the rest of us - we pointed out the "cultural" problems of sharing of information. One of my favorite lines in the speeches I give: you all know that if you are elected to Congress, you automatically get a top secret clearance. Right? You know anybody in Congress that shouldn't have a top secret clearance?

LAUGHTER

CH That's a loaded question.

JG Yes. But governors don't and mayors don't, not automatically. And certainly people in private corporations don't. So I think we're probably going to have to culturally come up with a new regime to find out how we are going to decide what information we can give people and how to facilitate it.

CH We had a lot of discussion about that exact topic in terms of our leaders who had military installations in their community. I for one am the home of the B2 Bomber. It's in my backyard. And when that resource is deployed, and when our government decides that we're going to use that resource, that has an impact on my military agency, and the things that we're going to do on a daily basis. So how do we share information with our military officials, whether it's governors, or sheriffs, or whatever need security clearances or things like that?

JG And we've also suggested that there be a whole cadre of citizen leaders, and now we're beginning to learn about the federal program. In fact, I think that two of the ladies who supervised that program for DHS have been a part of this conference. Are you still here in the room? You are. Yell your names out.

LD Lis DiGregorio

KM Karen Marsh

JG Okay. She's with DHS. And so is she.

INAUDIBLE

JG Okay. These ladies are here, and at the conclusion, if you all would come up here and make yourselves known, we want people to be aware of that resource and how it might fit in even with a private initiative, like NCORP. Response and containment. Tell us what's your name and what's your level is.

CR My name is Caroline Reed. And I represent Oklahoma State University, Fire Service Training. I can give you a bit of a state level. We train all emergency responders in the State of Oklahoma. The first question that we wanted to address was who should be in the decision making process? Oklahoma has taken a little bit of unique twist on that. We have what's called the Oklahoma response to terrorism conference. And we brought in the state directors, and we sat them down at a table and just developed a conference, which, you know, involves tracts for EMS, fire, hospitals, and those types of people who are going to respond. It was an interesting trip for me being new, seeing what all turf was involved, and what challenges we came up with. And I think the underlying, you know, we came up with this huge list of everybody whose got to sit down at the table, but not only do we have to sit down at the table.

JG Speak up in the microphone.

CR We have to agree on something and act. You can't just sit down to the table and say, well this is my little area, and I'm not going to communicate with you, or this and that and the other. And you've got to stay with it and work with it. And I think eventually we are on the right tract to doing that. Especially at conferences like this. Uhm, other institutions that we deal with are military installations, transportation, American Public Works, uh, federal fire, basic administration through the state agencies, and various other institutes. But all those people have to sit down and work together and develop a strategic plan that integrates the local plan. The next question that we addressed, what process should be used? And it was an overall consensus through our group, that, you know, we needed to be implementing NIMS, and using it, and using unified command. You hear a lot of talk about well, we're trained at IS 700, or we're trained at all these things, different commands, but are you really using it in the field. When you go out on the site, is there an incident commander? And are all the processes there and are they working and operating and communicating? And we deal with that through table topic exercises, and our states broken up through regions, throughout – I think we have six or seven regions that we deal with – they deal with it monthly. And the different issues that come up. Every time we meet, there's going to be different issues that come up, and you have to address them. You have to act on them. The last section that we addressed was, what resources are involved, and where did they originate? And there wasn't a general consensus, I don't believe from our group, because we had some going from the bottom down, and some going from the top up. I think it is a split. I think there should be major emphasis on overall over reaching items set at the federal level. There should be some national standards so that we can qualitate and quantitate to train people to. Even in the different sectors. That way, everyone knows what role they have to play. If you don't know what role you have to play specifically, and you don't know who was suppose to take charge and who is suppose to maintain security or various other things, if you don't have a specific person in your

community or in your area to take charge of that, it's going to be the person that steps up, whether they're trained or not. So that was basically the public sector section.

JG The suggestion within the NCORP organization is to promote pre-positioning of logistical resources, at various places in the community, to take ownership of that, and then they can borrow back and forth from it and then replace it. And you can deal with surge capacity that way. The other day when I gave a lecture on the legal aspects of this, I reviewed the national response plan, and saw that actually the plan called for the pre-positioning of caches of resources around the country from the federal level. I don't know if that has happened yet or not? Does anybody in the room know if that happened? Has some of that happened or not? Who knows. Okay. Well, we'll have to deal with that. Yes, sir. Response and Containment.

BH Thank you Governor and thank you for the invitation to be here. It is my pleasure. My name is Bruce Haggerty. I'm the Chief of Police for the City of Chico, so Sheriff, I snuck in on you. City of Chico, California. Chico is a humble little city just north of Sacramento, affectionately consider ourselves with our rich history of agriculture from everything from rice to ___ and walnuts. We affectionately call ourselves The City where the nuts come from. And six years prior to that I retired after 28 years with the Los Angeles police department. The end of my career was the discipline was major emergency management. And I have to say, uh, I always affectionately say that the four seasons of Los Angeles is earthquake, fire, flood, and riot; and we have certainly handled all of those over the years. But all of the issues in Los Angeles, all the responses to the disasters pale in comparison to 911, and to the Katrina, and the Gulf State issues; and my hat goes off to the first responders that were there. They made us proud. I'm part of the Response and Containment area and the responder group, and we talked about collaborations. And I agree with my friend the sheriff over here, that I have seedn the days were police departments didn't talk to county sheriffs, and didn't talk to state agencies, and of course, you never talk to the feds cause you don't trust them. But I - those days are gone. And the need for those days are gone. I've also seen some really, really good collaboration among all of those agencies. And we talk about the ___ groups have some collaborations that they enjoy. And then we also talked about a group that started in Los Angeles was the terrorist early warning group, and that is a group where all of the disciplines get together, the police agencies from local, county, state, and federal agencies, uh, sheriffs, the medical personnel, the FBI, the national guard, all get together and work out strategies for the response to terrorist type activities. And it is a very, very good way to go. Texas has a similar group, and Illinois has a similar group. And we agreed that joint terrorist task force systems work very well, and that we share information very easily. And the reason that I told you that not only was a chief of a small city, but also from a large city, is I have a perspective from how things happen in a large city compared to a small city. And I have to say in our world in Chico, in Butte County, I have never seen better cooperation among agencies of all levels because we all need each other. There isn't one agency that can handle anything by themselves, and so we enjoy very rich and healthy information sharing system. However, what stops us from really being a great communicator is that none of us are interoperable. You know the President in his directive directed that we all become interoperable throughout our country. We're not interoperable from city to city, let alone state to state across the country. Police chiefs, police officers can't talk to fire fighters, and they can't talk to emergency medical people. If you have a army or a, excuse me, a jet over head, you can't talk to that pilot, although that pilot may be trying to tell you something. So, we talked about a huge need for data and radio interoperability systems. Not only locally, but clear across the United States. We talked about common plans and common language. We also talked about the different types of mutual aid. There seems to be two types. One is auto aid, which is more prevalent in the fire service where they have agreements, the fire service had agreements where they push the system. They automatically respond and certain circumstances, where mutual aid requires that we pull, and that we get pulled into situations. Much more prevalent on the police side is mutual aid, and we don't have the authority to respond on our own, because we don't get reimbursed through FEMA and things like that. So there are jurisdictional issues. I was the personnel officer during the LA riots, and I tell you; I love all, all my fellow folks in emergency management, but we literally had people from all over the United States just show up - "it's a riot, let's go." And they showed up and ready to go, and I actually had to make details for them, because we had to be

good hosts, because they came clear across the country. So that type of thing has changed. There needs to be a need for your respond and a reason for your expertise to respond. But I think we can work on that a little bit better throughout our country. We also talked about training and national standards, for SWAT teams and bomb squads, and the medical and EMS teams, so that if we did get into a situation where we actually had responder teams. We talked about this in Chico, that we need to develop a team that if we are asked to go to Katrina, we could send a team of people that would represent not only our city well, but help the people who asked us to respond. So we talked about having teams of emergency managers from all the disciplines. We also talked about NIMS. NIMS is not perfect, but it is a step in the right direction. You know, I agree with my colleague from the Los Angeles fire department. It has taken – I've been in this business 35 years, and it took every year, every minute of those years to get – especially police departments – to get involved in the SIMS and the ICS system in Los Angeles. It's really going to take a huge effort to get NIMS as an everyday language throughout our country. We also talked about how do we measure our effectiveness as emergency managers. How do we do that as emergency responders? And we talked about having national standards. Not only for our SWAT teams and those situations, but national standards for emergency response from all the agencies. There should be some objectives, some goals. There should be some grading, some testing, and some certification. And then last we talked about resources. You know, that's the big R word. We all need resources. But we need to have flexibility in the resources that are sent to us. A good example of that is in Chico when we first started getting the homeland security money into our police department, we got a sheet of paper that said, "You have x amount of dollars." And then the last paragraph says, "You have to have these funds encumbered by a" certain date, which was the next week. And so we had to rush out and buy just something off this list. It didn't really make any sense as to what we needed in Chico, but we weren't going to let the money go by, so we went and bought some things on the list. And so, I think we can get some better thought about that. And we need the authority, that if we need to cross state boundaries that we can do that without any problem. So thank you very much.

JG And I think you raised a good question, whether the NIMS at this point provides sufficient direction for the awarding of money and the spending of money, which I think is something we can discuss. You also were talking from Response and Containment.

PS My name is Phil Smith. I'm president of KnoRad, Inc., an electronic manufacturer. I was in the Response group and I'm speaking for the private sector. We had an agreement that there was no good plan for communication with the public. In fact, an assumption that the public can be communicated with is – was referred to our _____. The possibility of an EMT attack where there is simply no public communication. There's no preparation of the public for shelter in place even though many of the national planning scenarios identify shelter in place is the only viable option. There's been no preparation of the public for how to shelter in place, when to shelter in place, how they'll receive instructions, how an all clear would be given. What we really need and what we seem to be coming back to is civil defense. But you can't have civil defense without civil involvement. There has to be a relinquishment of the idea that "we're here to protect to you, and you better not have anything to do with it" It's true that there are some CERTS and some Citizen Corps operations that are probably functional. But I know in my own locality, it's a hollow organization that borders on fraud. What we also will suggest - -

JG Just say what you mean now, okay.

LAUGHTER

PS Sure. It was also suggested in our group as the lady from Illinois mentioned that we needed school involvement. I think we saw during the cold war that the "duck and cover", the much ridiculed and maligned "duck and cover" actually worked. People understood. You see a flash, you don't stand at the window. We need to emphasize individual preparedness, and it's probably time to hear about civil defense from the bully pulpit.

- JG Civil defense. It's a recurring theme. Civil defense. It reminds me of the days when the country was united behind one goal. The most – maybe the most important thing about homeland security is public health and medical. So it's good we've got a committee to do that. Go ahead.
- PL Thank you . Thank you Governor Gilmore for the opportunity for me to speak here today. My name is Pat Lanaghan, and I'm representing the Emergency Nurses Association. I chair their work group on emergency preparedness. And fortunately we just met for the last two days, got out of that work group and worked on some of the issues that we are addressing today. We had a very robust group in our health and medical. We included state and public health folks, as well as EMS, hospital, ER folks, and so we had quite a lengthy discussion. I have quite a few items on my list. Most of them, I will just share with you. They won't need an explanation. I'll do my best not to repeat information that has already been addressed by speakers today. One of the issues that was brought up was funding and is it getting to the right places in states and in communities as far as public health preparation. I'm going to address the public health list and the other two speakers in our group will address the other sections. We're concerned that health care folks have not identified all of their needs, and therefore have not identified the funding sources and how to get the funding to them. Inventory and communication of inventory is a problem. Hospitals no longer stock very much inventory, and so when we need stuff, we have to get it from our suppliers; or we have to get it from old store caches. And that's called "just in time stocking" and - the reason the hospitals don't do that is it's too expensive to keep in the hospital on the shelves, so uhm, when we're looking for resources we have to find them in our community and our suppliers. Another aspect is multi disciplinary diffusion. There are healthcare providers in almost every industry. We have them in schools. We have them in the jails systems. We have them in the hospitals, we have them in almost every location, and so unifying our healthcare providers for training and for getting a plan together and making sure that all of those locations have plans is a bit of an issue. Another challenge that was brought up by previous speakers is uhm, the limitations of the number of paramedics and nurses that we have available across the country with the shortages. So not only does it make it difficult to staff our own positions in hospitals and healthcare agencies, but it also makes it difficult for us to get them away for training, because we can't backfill for them while they're gone. There are some ____ jurisdictional issues related to, for example, paramedics can do things out in the field, but if he is working – he or she is working in the hospital they cannot do the same thing. So that cross jurisdictional issues and licensing, and what you can do on one job and not on the other as a volunteer. We still have local based teams, hospital, EMS, and public health. We need them to interface a little bit more. And where the accountabilities are different, there's common accountabilities between each of them, and we really need to outline those. And we have not done that in all of our communities. . The other thing we need to consider are the regulations related to HIPPA and to all the hospitals, and how those can be relaxed a bit during disasters and addressed. And we had a wonderful example of how the VA mobilized information regarding medical records because, as you know, many hospitals hold tight reigns on their information systems, and having access to medical records. When a hospital has been destroyed it's very difficult. Some availability to have information transferred to another location where it can be accessed by those who need it. Prescription needs are also important. Pharmacy needs; we need to have communities set up with backup for pharmacy, just as we do for the supplies. We need to consider veterinarians when we are doing our planning. Not only because we have animals and owners that will care about those animals, but because animals also carry disease, and they can disseminate, especially infectious disease across our communities, and that can place quite a bit of risk to us. Red tape is still a problem. We still have some issues with healthcare folks not understanding why they need to do some of the things that they're going to be asked to do. They're in the business of taking care of patients in their own little world, and don't always see the after action report so that we can help them understand their role in community planning. What is surge capacity? We need to define that. We need to define it not only for how we can we can respond in the public health sector, but also how we can line up people to staff for surge capacity. Whether it's a hospital or whether it's a vaccination or immunization clinic where we need to get a lot of drugs to a lot of folks, we need to have a plan to do that. And finally, I'd just like to say that I was schooled in emergency preparedness as the coordinator for the

MMRS for the City of Omaha. And it was a wonderful model. And it is still in existence today. It's a model for community planning that I'm very proud of, and when we look at benchmarks or best practices, we should be looking at those cities that were funded by MMRS; because I think it was an excellent program, and I was part of a wonderful group that started meeting in 1998, and is still meeting today. And we're talking about all of the agencies meeting monthly to do community planning. And the reason that that group got together was because of the MMRS System. Thank you.

JG Got a mic there?

FM Thank you for inviting me to participate. It's been a really great learning experience listening to everybody share. My name Frank Mineo, I'm director of emergency services for the New York Hospital Medical Center in Queens, in New York. My hats off to all of you down in the Gulf States with Katrina. We saw what was going on, and we remember what you did for us up in the city when we had our issues, and we really, well, our hearts went out to you. We know what you are feeling, and glad to see that you're doing okay and getting better. We looked at some of the issues with regard to public health and medical health, and I'd like to say that at least in the City of New York, we have what I like to think, is a very robust collaborative effort between both the public safety, public sector, private sector hospital; the different various medical associations, certainly the state department of health, the city department of health. There's a lot of effort, there's a lot of time being spent on emergency preparedness. I think one of the things that we need to really do is to continue these efforts and drill down to the, what I like to say, all of our employees in healthcare. We're spending a lot of time working with doctors. We're spending a lot of time working with nurses. We spend a lot of time with EMTs and paramedics. We need to spend time with the environmental services workers. We need to spend time with the building services workers. We need to spend time with that person whose all by themselves at 2 o'clock in the morning in their area, and something happens; and what are they going to do? The education programs that are available and in our group we heard numerous people talk about university based programs, college programs, online programs, uh, just you name it, there's an educational program. But we need to deliver those programs. We need to find a better way to deliver those programs to the people who actually are the ones who are, if you will, the soldiers who are going to be doing the job here. My colleague spoke about backfill. It's very difficult in healthcare to backfill people to release them for four or eight hours of training. We need to find a better way to be able to deliver that. There's lots of good ways out there. I'd like to see a best practice come out with a way that we can do it. A delivery mechanism in education that we can get the information. And then we have to exercise it. We have to drill it. That's a key. That is the only way to determine whether or not the education and the training is working, and whether or not the people have gotten the competency. I think that drilling is going to be a big issue with healthcare with joint commissions standards changing so quick in hospitals as far as that goes. But I really think that if we can come out with some best practices on how to drill collaboratively involving, not only hospitals, but nursing homes, home health, extended care facilities, skilled nursing facilities, cooperating with public health, state health, just the whole group of us in drills. We do some table tops in New York. They're very successful. We need to do more of those and get more people involved in those I think. Staff support. I've heard some people talk about today, "You know, what are you going to be worrying about the disaster situation?" Really, no matter if you're a first responder, an elected official, a healthcare administrator, we worry about our families. Are they okay while we're being called in to handle this? Because, let's face it, this is what we do. We get called in, we handle this, but we leave our families; they're home. And we worry about them. And sometimes we're away from home for a very long period of time, and we want to make sure that our families are being taken care of. There's a lot of good programs out there on how this is done. Again, best practices that can be coming out, they can come out on these. I've heard some great ones where some places were even hiring contractors to go help people prepare their homes in some of these areas. I think – that was the first time that I had heard that, and I thought it was super. So I think that there is some work that we can do on that. There's a uh, real ___ over a population, our special needs population out there, that I think we probably need to look at as it relates to healthcare and public health. We had some folks in our group who were really quite elegant in discussing issues with children who

have special needs, uhm, the elderly; people who may not be able to, quite frankly, to even be, although they're literate, can't read or even understand the communications that may be coming from us to them; some how or other making sure that we can address those issues. Then I like the five Ps. I'm going to go back to the days where, yeah get underneath the chair when you saw the flash, etc. like that. Every single person needs to know the very basics of your five Ps. We all need to have – I live in an area that's not too far from a nuclear plant from my home, so we all need to have a plan. What are we going to do if the whistle sounds, or if the alarm goes off? Where are we going to meet? What are we going to take with us? What's considered valuable? From a healthcare prospective, I certainly want to know if they show up at a hospital, do they have any medical conditions? What medications do they take? Who do we contact? What do we do to save us time, so that we can then quickly take care of them and get onto the next person. So from those perspectives, we had a very good discussion. I'm deeply indebted to my colleagues in my group and speaking and sharing some of these foster cares with the whole group.

JG We're down to our last five so uh, I don't want to take too much time, but is there an issue about the application of private hospital and medical resources in a public catastrophe?

FM Private hospital helping public.

JG Yeah, I mean you can't be commandeered can you?

FM Well....

JG Actually you can, but - - -

FM Yes.

JG Yes. I guess - - -

FM I don't know the answer to that. But you're saying yes we can. Not that I've seen. I mean I can, I can tell you from my prospective on September 11th, the hospitals, everyone that I was involved in, we had lots of hospitals in New York City, and we all came together and we all helped the best that we could help. And I really didn't hear - we've actually, as I've said, we've had a very robust group sense then. That's part of our hospital association. We meet, we talk, we plan, we share, and we coordinate with each other.

JG Public Health.

KB My name is Keith Burton. I'm the director of EMS of Bolivar County, the third largest county in the State of Mississippi. I work for Cleveland. I'd like to start off by first pointing out one of the things that we identified early on from the responder sector. The plan is no good if it is not known. Sometimes individuals have a good intention, but we may not know the general plan. First of all, I'd like to talk about communication. From a local level, we will respond. But what is the state plan? It's no good if we don't know that plan. What are the standards? What are the protocols? If it is a large scaled event, what hospital do we go to? It could be that that hospital is full to capacity. We don't know that until we get to that hospital, and thus the continuity of care for that patient has been diminished. Let's talk a little bit about training and education. Sometimes community education is very good, but do we have the funding for community education. Let's talk about an event. If an event does happen, do you know your local leadership? Who do you talk to? Who is in the private sector that you can go to that can make a decision to help you when it comes to that disaster? We had an issue, it was a small issue during the hurricane. From the gas prices and the gas shortage, we were effected in the Delta, and we were 150 miles away. The question was asked: if the pumps don't have gas, who do we go to? Well, we partnered with the local governments, and they said, "Hey come and you can use our fuel." Well, all of that should have been preplanned. Something else that we always talk about is that one of the problems in a natural disaster, is that everyone wants to respond. Well that's good, but if it's not coordinated, then that's a big problem. I can say in

the State of Mississippi we had staging areas in Jackson. We already had agreements that every EMS agency, they had committed to sending at least one unit, and we were used as needed as the disaster progressed. Now leadership is something that we all need in our local areas. One of the problems with leadership is, again, communication. Who's going to make the decisions? And if the decisions turn out not to be the best decisions, well, will you stand for that decision? So we make adjustments as the event progresses. One of the things that we ran into especially in Mississippi, was environmental health issues. Going into a scene to help an individual, our primary focus is to take care of that individual. What are the health issues? Everybody didn't get their vaccination. So there were some issues after the fact. Well, that's something that we need to consider now, what can we do? Why is this important, being more proactive? And again, I go back to planning. If we can plan and have a workable plan, well that's very good. But then it goes to the second part. If we don't know the plan, we can't enact the plan. So again, I would conclude by saying the plan is no good if it is not known.

JG That's great substance. Thank you. I think we're down to the last committee group.

KD Last, but not least Governor?

JG By no means least.

KD My names - - -

JG Transportation & Logistics.

KD My name is Ken Dunlap and I'm director of Security USA for IATA, International Air Transport Association. I'd like to thank you for inviting me. I want to start by asking a rhetorical question, if you're a local, state, or even federal official, and you want to engage private industry to help you to prevent, mitigate, and recover from a disaster, do you want to make one phone call to do that, 275 calls, or 275,000? I think we know what the answer to that is. And what I'd like to tell you is that one stop shopping with industry, I think is something doable. I think it is a goal that we should work for. And I think that there are some tools that we have that can get us in that direction. With regards to transportation and logistics, well what you need to do with this industry sector, is you just need to provide us with the catalyst to do what we do best; and that's moving billions of people, and billions of things efficiently. Well how do you do that? Well, you have to engage with the industry. If you're a federal, state, or local official, and you're not talking to your private industry uhm, you probably should start thinking about doing that. Next you need to work on an outreach program. And that needs to be a two way dialog. And you need to be in continuous communication with your private industry to make sure that you define who your critical stake holders are, to define what the crown jewels are of the infrastructure you are trying to protect. And also you need to define any barriers, you know, such as language or cultural barriers that are there. And as one of our break out - - -

(TAPE STOPPED TEMPORARILY-TO BE RETRIEVED)

KD And what I would suggest is let's go and brush these things off. What we need to do at the sector coordinating councils and the ISACS are empower them and fund them. And how do you empower them? You put it down in writing that these ISACS are the official conduit between the government or a government, a local government in a specific industry sector. And you also put down in writing that they're the conduit for information within an industry - intra industry. And again, all we're talking about here is dusting off tools that are already in place. And Governor, I would challenge you that if you have a big enough room and a big enough dust pan to have NCORP dust off these existing structures and get them to work for us in homeland security preparedness.

JG Thank you. You are?

JT My name is John Truba. I'm the EMS director for Hayes Green Beach Memorial Hospital,

a small rural EMS provider in Eaton County, Michigan. And I'm speaking to the responder section of the transportation and logistics. We thought first we should identify and talk about the definition. Often we use the word first responder, and especially in transportation and logistics, we need to understand that it is responder. So that's going to be people that aren't initial – coming to that initial response, but will be doing the prolonged response. So it's a key when you are thinking of this section to take out that first, and just stick with responder. We identified responder as any organization that has transportation and logistic capability of critical resources and assets. And we felt that it was important to have a broad understanding of who is involved in transportation and logistics? Too often in emergency management we've kept a pretty narrow focus of who are our first responders who really gets involved in a disaster. We felt - there were a couple of recommendations. Our facilitators directed us to stay at a macro level, so as much as we could we tried to. And we thought that nationally, what we needed in the transportation and logistic sections was a identification of best practices nationally, and bring those together, and then share them with us so that as we develop our local best practices we can utilize those resources, and not have to reinvent that. And we haven't seen that yet. As – our recommendation was that, as seen locally in the recent hurricanes, all these disasters are local. And that we need locally to establish expectations for transportation and logistics of identifying who are those players. Is it Wal-Mart, is it K-Mart? Who is it locally? And bring them to the table, recruit them, educate them, and establish those relationships ahead of time, then taking those national best practices and apply those locally and adjust those. We also felt that it was important to allow and even encourage the private sector, building on what Ken said, that they should organize and use their associations to set up that mechanism to request those logistics and the supplies and equipment and personnel from the private sector. Most private sectors have associations which have extensive network connections. And can do, as Ken mentioned, with one phone call, start that contacting of hundreds of organizations that could provide logistical support. And so to come up with that plan, an example was given that there was a contact made to the medical supply group for assisting during the recent hurricane events, and that ___ association started to make phone calls to all of its members. And then other federal organizations starting calling those same members, and there became duplicate and triplicate requests for the same supplies, and it became confusing and delayed; and actually prevented some supplies from being delivered. So even once the process is started, they need to follow it and not do work arounds. And finally, in most discussions regarding disasters, communications always comes up. And we felt that the recommendation that there should be some bench mark or standards set for communications at a national level, because we are not just going to respond just locally. And we can get local interoperability, but if you don't have it on a broader scale, it's going to be very difficult for those organizations from outside your immediate area to come and assist you. So we felt that like NIMS, that should be tied to federal funding.

JG Interoperability issue comes up over and over, and over again. When Congress set up our Commission, they asked us to look at interoperability, which we did. That issue was raised in the Congress in 1999. It's now 2005. Mr. Mayor.

DC Hello everyone. Thank you for having us here Governor, appreciate it very much. I'm Dan Coody, the mayor of the great City of Fayetteville, Arkansas, and am very pleased to be here. My subject is the public resource management in a disaster relief situation. Discussing the public sector's relationship with the private sector has clearly been spoken about, and dealing with our citizens at large, our community as a whole, and good media. One of the questions that came up was who provides the leadership to coordinate all this? And I was humbled by the deep inside wisdom of our subcommittee when they all agreed that the mayor should probably be the one to coordinate all this. Because, it appears that from my experience in Fayetteville, and I'll give you something that I hope you will be able to take home in just a minute. That during our disaster relief efforts with Katrina, the mayor, it turns out could pick up the telephone and call the head of any company and ask for help. Could get with the media to have press conferences on needing volunteers, needing materials, how to coordinate a lot of public employees that rely on the mayor for a signed paychecks, so they tend to jump when orders are barked. And a lot of coordinating of things that other people wouldn't have the position to be able to carry out. So in Fayetteville, what we did, we had, of course, I'll tell you the truth. It

was a stroke of luck that we had just bought a 126,000 food warehouse to convert into – rebuild into a joint fire/police command center. And, of course, as far as the folks back home know, it was a stroke of genius that we bought this, because we were able to turn this into the relief center. We had loading docks, we had office space in there that you would expect in a big factory like this. We were able to convert into a shipping and receiving materials, distribution center for relief efforts. We were able to house all the relief agencies; FEMA that was there for a couple of days any way, the Department of Human Services Health Department, the Red Cross, all these agencies under one roof with disaster relief materials flowing through our organization – through our building there. And also the retail to be able to have evacuees come in and go through sorted and very well stacked up, a very dignified way to be able to go through and pick out clothes, food, water, toys for the kids, wheel chairs if the needed them. Anything they needed for disaster relief efforts. We shipped many semi truckloads of materials down to the stricken area of the Gulf Coast. We would not have been able to do that if we didn't have a facility that could handle goods, materials. So one thing that I've asked our congressman and delegation to be watchful of, is that if there is a way that local governments, local schools, when you are building some big public building; if it's a school cafeteria, if it's any kind of a building that has just has mass, like the mass in this room, add to it like a simple loading dock and when you build the bathroom complex, build in a few showers. You'll be able to handle whatever disaster you have locally. And you will be able to help ship materials to and from whatever disaster stricken area that we have in the country. We couldn't have done it without the simple things like that are easy to build in brand new into a new facility. They don't cost much of anything to put in. And it's forever helpful if a person ever has a tornado in their neighborhood. Or anything else. Tornadoes is what we worry about. But we also need to talk about the need to coordinate for volunteers, for the gasoline and fuel for the same reasons that we've all mentioned. Our weakness as was everyone else's, was with communication. We communicated among ourselves very well. The hole was once you get outside the city limits, it's as if there was no world out there. We didn't have any communication with the state. Our information came from CNN. We felt like we were flying blind, but we did the best we could. Had everything been coordinated, we could have tripled our efficiency. I'm going to editorialize for one second, in that the – there is the overall feeling that you can't count on FEMA. You cannot count on the federal government to step up to the plate and do what they were paid to do. I agree with that, but it's disturbing that we might walk away with that idea; because I think that we need the whole FEMA. Speak to the fire. Everyone who is paid to be a professional, we need to hold them to the same standards and professionalism, and efficiency to which we're holding ourselves. We shouldn't let them off the hook. So with that, I'm going to close and turn it over to the next speaker.

GL My name is Gray Lord. And I'm an extension of the public safety group. As you may notice, we all walked in late because we had gotten so in depth in the very broad spectrum of issues. And a couple of things were left over from the previous three guys that the general and Mr. Maniscalco thought we should try to cover, so I wanted to bring them to everybody's attention. First I think that we would all agree that over the course of time, we unfortunately, not been exactly good at educating our state and local officials about the whole concept of ICS, which we in the fire service have run for years. And the national incident management system as it rolled out. But there is, I think a broader gap that exists in the process, and not just running an actual incident. But the broader gap, the preparedness and response that exists from state and local officials not being attuned to the on the ground issues. The people who got their boots in the mud, and how they work on a day-to-day basis. If we're going to start to close that gap, I think that one of the things that came out of our discussion is very important. I think there needs to be a real move towards what we have in the military, which is a war college. Except we need to design a war college that it allows us to educate our state and local managers to the response and preparedness world. This war college will lead us down a pathway of accomplishing, I think, a couple different objectives. One, it will foster collaboration in a broad spectrum. We currently have the school out of Monterey, but unfortunately there's only 22 people a year that get to go there. So, we're not going to get very far at that rate. But if we could broaden the concept and create a true educational process for our state and local leaders to be familiar with the response and preparedness and be good at it, as a primary function and protecting the citizenry, I think we'd get a lot further. I think it would also spool out across

another issue that we talked about, which was the private sector, and how do we manage and work with them? We have to identify and develop sustainable strategy and mechanism to seamlessly integrate them into our resources, and our functional response. Until we are good at doing that with the private sector we will always be falling short and playing catch up a week later. It is not an easy process, but we've got to get them into the game and we've got to get them at the table. Several people spoke in the private sector to the frustration that they had because they were unable to be actively involved in planning in their local communities because they were considered vendors and if they were showing to help in a planning process, there were actually trying to sell something. Those issues have got to be overcome. I mean, it is a community effort and we are all part of the game. And I think it is also critically important that we remember that our tactical capacity building that we currently have been doing needs to have a strategic support structure that will enable us to move forward, both educationally and from a community-based initiative. Until we attract and manage the educational issues, we are not going to address some of the interoperability issues, we are not going to address some of the functional issues and the disconnects that occur in that first 7-10 days while everybody is trying to figure how to take care of each other.

JG This is just a start. We need people in the audience here to stick with us as we go forward. This cannot be a conclusion. This has to be the start of something. Let me say a few things and I think Jeb will agree. We are going to run the film and then we are going to break and go to our cocktail party so...we are running over because we have done a lot of important work here today, but we are not going to continue on for another 2 hours or anything like that, but I think you need to see this pandemic film if we don't do anything except put it on the table for further discussion at a future time. This is all very substantive, I think. The process we have done here today, as cumbersome as the room was at the beginning, was first of all to allow everybody to have a chance to get in the game and, secondly, to get some of those conclusions out in a more substantive way with a process like this, and I think that we've gotten that done. This is the model of NCORP; it is always on duty, so I think we are always on duty. We don't get to do the conference, then go home and just forget about it. I think we have to stay with it. And finally, I think the one thing that comes through to me is that we need to remember that we are not alone. We are not alone in this. We've got each other, right, as we go forward. And I think that is a good thought. This is not an educational conference where we think about these things and hear about them and then go home and forget about it. NCORP was designed to be a movement of local and state responders to serve as good partners to a federal effort so that we can have a unified national strategy of federal, state, local and private sectors, and I think we are well started on that, particularly with this session. Jeb, it's up to you.

JC Thank you. Also I think that it is quite remarkable we have had this wonderful panel of speakers here who came completely unprepared to do this, so a round of applause to you all.

APPLAUSE

JC Excellent material. Thank you. And another group of people, some of whom had no idea that they were going to be participating today are all the wonderful facilitators that we had here today helping to lead the groups. These are volunteers and people out of the community that have worked with either the governor or you, and they had no idea this morning of their role, so thanks to them, too.

APPLAUSE

JC We also want to recognize the two Citizen Corp representatives, and are they still here? Would you please come up just for a minute so people can see you? We really do want to make sure that you all connect with them and understand the programs that they have. There are quite a few. They are very in-depth and they are substantive. Won't you come up and just say a couple of words about what your organization is up to right now?

LG Good evening. I'm Liz DeGrigorio. I'm with the Citizen Corps office, that is actually the Office of Community Preparedness, and Karen Marsh is there. And this is a wonderful

opportunity, so the entire office has come to witness this, and support, all of us. It has been very, very refreshing and very rewarding to be in this room and to hear all of you at the local level and the state level talk about Citizen Corps and the support for the program. It is 4 years old. It is a way to really bring your community together very, very quickly. We can talk about the vertical axis, which is federal, state and local, and we have worked very hard to make sure that there are tools there, whether it is funding through the Department of Homeland Security, albeit not very much, but whether it is also public policy - public policy in the terms of the target capability list. These are 37 major target capabilities that state and local have planned against, and funding is going to be based on that. It is what your risk is going to be based on. One of those is community preparedness and participation. Not only it is one of the 37, it is also one of the common elements that every one in this country must plan against. We feel that we offer the tools, but as Governor Gilmore has said very eloquently, it needs to be the horizontal axis that needs to be strengthened, and the way it is strengthened, according to Citizen Corps, is with the programs and with the Citizen Corps council. And around this room, a table such as this would constitute a Citizen Corps council. It can be, and it was deliberately made to be, a grass-roots movement that fits your state and your particular local government. There are no two Citizen Corps councils that are alike and we want them that way. We gave three basic tenets: Prepare, Train and Volunteer, and then how you do that depends on the needs of your community. So whether you have a Neighborhood Watch program, or Community Emergency Response Team, or volunteer in police service (VIP) or Medical Reserve Corp or _____, you can bring all of those groups together under the Citizen Corps umbrella, but we have gone an extra step. We have partnered now with more than 25 national organizations from the American Red Cross to the American Radio Relay League, Veterans of Foreign Wars and others because those people exist in your communities; and one of the most important things is to not reinvent the wheel, but to use the resources that are available to you - only think about them differently in terms of how you are going to use them. I've heard so much about schools. Right now, every school district and every school administrator, every college administrator, can be on your Citizen Corps council. If you have to re-think the paradigm - I hate to use that word - but that is what you need to do...is think outside of the box and think differently in terms of what are the needs of your community, and how can you bring public and private sector together to handle those needs of the community. That is the essence of what Citizen Corps is all about. It works better in some communities than in others. It is tied to local government. It needs to be part of ICS. It needs to be part of the Emergency Management System. We do not want a group of volunteers out there running around, willy-nilly, without the tie to local government, so it is very important that it is tied to ICS. We are working now in getting the jobs _____, because that is going to be very important. What we learned with Katrina is that we have to rethink the way we look at surge; and surge is how do we mobilize everybody who needs to be "boots on the ground" or hand-trained to make the system work, whether it is private sector or public sector. Karen is working right now with the private sector. We have a National Council. We are working with them in terms of incorporating them into Citizen Corps and what they bring to bear, so we are working on every element that was so eloquently discussed here. And a great thank you to Governor Gilmore for bringing us here, inviting us and letting us be part of this. I often say that working at Citizen Corps, and I am taking from the Peanuts cartoon, working at Citizen Corps is like wearing a dark suit and wetting your pants. It gives you a great warm feeling, but nobody knows about it. LAUGHTER But today I have to say that it has been a very, very warm feeling and very reassuring to be among all of you, and we appreciate it and thank you very, very much and hope that we can work with you in the future.

APPLAUSE

JC Thank you very much. The good news is that you're only 15 minutes away from a wonderful reception, but we have something important to talk to you about. Working with Citizen Corp is Barbara Margolis. They are collaborating in a public/private, not for profit project to try to disperse across the country some awareness about what you were just talking about, and I am hoping Barbara will come up here for a second to introduce this short snippet of a program that they developed called In the Balance. It is about bio-attack, and I think that everybody here has a DVD. I recommend that you watch that. If you haven't gotten a DVD, please see me, but we

have many out there. Barbara is going to introduce what Fred Friendly is doing to try to promote readiness and preparedness and their relationship with Citizen Corps. We are going to watch the show. I wouldn't call it a show, but a snippet of the documentary and then we will have about 3 minutes for comment, only 3 minutes, and then we will go to the reception and you will go through those two doors right there, right behind you there, and go all the way through and then the reception is on the other side. So Barbara? Thank you.

BM I want to thank you all for being here. I think it is an extraordinary thing that 700 people or so have come from all over the country to really work very hard today, and I am thrilled to be here as a part of this. The Fred Friendly seminars have been producing constructive dialogue for approximately 20 years and Fred Friendly, who began doing these, and some of you may have seen the recent film that George Clooney has been involved in. When Fred originally started this, his goal was to bring people together to get them to start talking to each other rather than past each other. I think from everything you have all been saying this afternoon and from what I have been hearing in the sessions, is that communication keeps coming up as a very, very core issue, and I think that one of the things that we are trying to do through the television tools that we create, through a project that includes a website with very deep pool of resources that are available there, including things for information on how you can get access, how people who are part of the disability community can be involved - something that we feel is very, very important. We create resources that can be used by all of you as a tool within your community. A big piece of this is "How do we communicate with the public?" We are going to show you a short clip from one of the programs called Bio-Attack, and I actually have not seen what they pulled, but you all have one of the discs in your package of resources, and what we do in these programs is to create a hypothetical scenario. We have a roving moderator who drives the panelist to really look at - not what do they think about - something; but what are the dilemmas and what are the actual choices that they are going to have to make. Just as you all in your communities, in whatever role you are in, are making decisions, and there is usually not a right decision. It is not that simple. So what we tried to do is to bring a group of people together and to have them go through these very difficult dilemmas which, really, anyone watching this could identify with. I really want to spend the time and let you watch this and then move on, but I did want to say one thing, that we collaborated in this project. We have had a group of funders that were from government agencies, the Department of Health and Human Services, the Department of Homeland Security. We worked with ODP. We worked with Citizen Corps. We had people from the private sector. _____ was involved with this all the way along on this project which took us about 3 years to put together, we worked with several other foundations, Carnegie Corporation of New York and The Century Fund, and I think that that collaboration that we had is modeling in some ways the way a lot of us are all thinking that we can work together. We also created a number of resources. We have this website which you can locate at pbs.org and In the Balance and some of the resources that are on that website include a study guide which is really designed for people to use within a community context or within their organizations. One of the things that has happened is that some of the regional screenings that Citizen Corps has done, I could tell where they were happening because I would get a flurry of phone calls and e-mails immediately afterwards saying, "Oh, I just saw Bio-Attack. How do I get City Under Siege" which deals with issues of port security and infrastructure, so I think that Fred's mantra, which is really our core driver, is sort of a set up for this for...he always said, you know, our goal is not to give you a decision, but our goal is to make you deal with the agonizing dilemmas to a point that you can do nothing but think. So, let's look at this 8-minute clip, 6-minute clip and I don't know whether we will have time for questions or discussion afterwards, but if not we will do it over drinks.

JC We have a magician in the back someplace that is going to show this. I am not sure if it is Rick Toliver, but can we role that DVD now?

JC Excerpt of "In the Balance: Bio-Terror"

JC A full copy of the DVD is with your materials. I think you will enjoy seeing how this scenario played out. This concludes this conference. There will be a lot more to do. But this is not an educational program. This is an organization that is designed to focus on state and local

responders and getting this group together to be prepared to protect the country. We are honored that you would come from literally all over the nation, as you have seen just from the presenters, and from others here, to participate. This is not the conclusion; this is the beginning. And thank you very much for your leadership and participation.

END OF REPORT