



# We the People:

## Homeland Security from the Citizens' Perspective

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Report and Recommendations for Action

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THE COUNCIL FOR

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IN GOVERNMENT

# Homeland Security from the Citizens' Perspective

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May 2004

This report—and the recommendations it includes—reflect an unprecedented conversation with the American people.

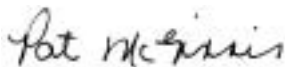
In the fall of 2003, the Council for Excellence in Government launched an ambitious effort called “Homeland Security from the Citizens’ Perspective.” Through a variety of activities, we looked at the homeland security enterprise through the eyes of citizens. Our goals were to solicit ideas and articulate a vision of safe and secure communities across the country, and to identify the communications and actions to get us there.

To foster dialogue between citizens and leaders, we organized town halls across the country—from Massachusetts to Washington, from Virginia to California, as well as Florida, Texas and Missouri. In doing so, we reinvented the traditional town hall by adding interactive polling technology and the internet to gauge citizens’ views, and encourage questions, feedback and participation. We arranged to have many of the town hall meetings broadcast live on radio and television, allowing countless others to participate from home.

In addition, we convened working groups comprised of thought leaders from the public, private and nonprofit sectors. They listened to citizens’ concerns and provided guidance about approaches and solutions to achieve the safety and freedom that citizens want. Our national poll amplified and clarified what we had heard both in the town hall meetings and the working groups.

But this document is much more than a report of what we did and what we learned. We also offer recommendations for individual and collective action—at the national, state and local levels, in the public sector, private sector and in communities and homes across America. There are recommendations to government at all levels as well as to individual citizens. Our hope is that leaders within the homeland security enterprise—as well as all citizens—will use these recommendations as a blueprint to make the citizens’ homeland security vision a national reality.

We are grateful to many individuals, organizations, and institutions for their support of this project, and we are especially grateful to the countless citizens across the country who contributed their thoughts, concerns and ideas. They are truly the authors of this document, and the architects of the changes to come.



Patricia McGinnis  
President & CEO  
The Council for Excellence in Government

# Acknowledgments

We are grateful to our lead corporate sponsors who generously gave their support and ideas to produce exceptional town hall events:

- Steve Rohleder, Stan Gutowski and Susan Nealon at **Accenture**, for the St. Louis and Fairfax town halls and post-event roundtable discussions;
- Curtis Teatre and Chris Caine of **IBM** for the town hall and symposium in Miami;
- Steve Balmer and Tom Richey of **Microsoft** for the Seattle town hall and roundtable.

Thanks to our additional corporate town hall sponsors:

- Steve Peck, along with George Sui and Michelle Cooper, of **SAP** for the San Diego event;
- Donna Morea and Paul Polscan of **CGI-AMS**, Bill Mutell and Doug Norton of **Hewlett Packard**, and David Huntley and Adam Cavazos of **SBC Communications** for the Houston town hall and roundtable meeting;
- Peter Gyenes and Bill Smith of **Ascential Software**, Greg Pellegrino and Alison Otis of **Deloitte Consulting**, Frank Hauck and James McGonagle of **EMC**, and Steve Cooperman and Karen Ruffalo of **Oracle** for the Boston town hall and symposium.

**Accenture** also generously sponsored our national polls of the first responders. Special thanks to Stan Gutowski for his leadership and Susan Nealon for her continued support and enthusiasm. And we are especially grateful to Peter Hart, Bob Teeter, Guy Molyneux and Maeve Hebert for their outstanding work on the polls.

The Council appreciates the hardware, software, and technical design and advice provided by Rodney Beverly and Kelly Stark of **Microsoft**, Marc Pollard and Stanley Florek of **Macrosystems**, Timothy Simon of **Hewlett Packard**, Mark Boyer and Brad Rawls of **Cisco Systems**, and Matt Lane and Martha Cotton of **Sapient**.

The U.S. Department of Homeland Security was a terrific resource in this effort from the very beginning. Secretary Tom Ridge was an active and enthusiastic participant and we are grateful for his time and energy.

We are also grateful to other leaders at the Homeland Security Department, especially Under Secretary for Border and Transportation Security Asa Hutchinson, Assistant Secretary for Public Affairs Susan Neely, and Office of Domestic Preparedness Director C. Suzanne Mencer for their participation and support. Lara Shane, Amber Wilkerson and so many staff members at the department were a delight to work with, and have our deep appreciation.

This was a collective effort of talent at the Council for Excellence in Government, especially the hard work of Lindsay Bixby, Ros Docktor, Eric Dodds, Amy Edwards, Bryant Etheridge, Carl Fillichio, Cheri Griffin, Katherine Hansen, Melissa Hardin, Sarah Howe, Caryn Marks, David McClure, Patricia McGinnis, Brooke Mikesell, Natalie Noakes, Daniel Paepke, Sarah Principe, Dave Roberts and Barry White.

Frank Sesno brought his great talent to this effort and in the process became a partner and friend. We are also appreciative of the creativity and hard work of Matthew Kohut, Christa Grim of Watermark Communications, Greg Gersch of Eyebeam Design, and John Lenss of Xception Productions.

We launched this initiative in September, 2003 with an event in Washington that featured Secretary Tom Ridge, Watertown, SD Mayor Brenda Barger, Associate Director for Terrorism Preparedness and Response at the Centers for Disease Control and Prevention Joseph M. Henderson, Massachusetts Governor Mitt Romney, U.S. Representative Jim Turner (TX) and National Sheriff's Association President Craig Webre. Their leadership and participation set the tone for this project.

The Working Groups played an instrumental role in this process and we are pleased to recognize the leadership of the groups' co-chairs: **Collaborative Leadership and Service Delivery**: Jorman Granger of Accenture, Robert Greeves of the U.S. Department of Justice, Scott Conner and Alice Blair of the American Red Cross; **Privacy and Security**: Greg Pellegrino of Deloitte and Zoe Strickland of the U.S. Postal Service; **Seamless Collaboration through Enabling Technology**: Tom Richey of Microsoft and Deborah Diaz of the U.S. Department of Homeland Security; **Performance Measurement and Funding**: Paul Polscan of CGI-AMS.

A complete list of Working Group members appears in the appendix, with our thanks.

We are particularly grateful to the many local citizens and leaders that made the national town hall series possible. In each city, local host organizations and media partners contributed significantly to the success of the effort. We owe a special debt of gratitude to:

#### ST. LOUIS

*Host:* St. Louis University -

Reverend Lawrence Biondi, S.J., *President*  
Leslie Pinkston, *Director*, University Event Services

*Community Partners:*

Focus St. Louis-  
Christine Chadwick, *Executive Director*  
KMOX 1120 AM- Steve Moore, *Program Director*  
KSDK-5 TV (NBC)- Mike Shipley, *News Director*  
KTVI-2 TV (FOX)- Chris Smith, *Planning Manager*

*Panelists:*

The Honorable Tom Ridge, *Secretary*,  
U.S. Department of Homeland Security  
Francis G. Slay, *Mayor*, St. Louis, MO  
Tim Daniel, *Director of Homeland Security*,  
State of Missouri  
Karen Webb, MD, MPH, *Chief Medical Officer*, Saint  
Louis University Hospital  
Sam Simon, *Director of Public Safety*, City of St. Louis  
Stephen J. Rohleder, *Chief Executive*,  
Government Operating Group, Accenture

#### MIAMI

*Host:* Miami Dade College -

Dr. Eduardo Padrón, *President*  
Miguel Menendez, *Administrative Dean*

*Community Partners:*

The Miami Herald and El Nuevo Herald-  
George Torres,  
*Director of Marketing and Community Affairs*  
WIOD 610 AM- Peter Bolger, *Program Director*  
WLRN Public Radio- John LaBonia, *General Manager*

*Panelists:*

The Honorable Tom Ridge, *Secretary*, U.S.  
Department of Homeland Security  
Sheriff Ken Jenne, Broward County, Florida

Angela Gittens, *Director*, Miami-Dade County  
Aviation Department  
Carlos Castillo, *Director*, Miami-Dade County Office  
of Emergency Management  
Glenda E. Hood, *Florida Secretary of State*  
Curtis Tearte, *Public Sector General Manager*, IBM  
Corporation

#### SAN DIEGO

*Host:* KGTV-10 TV (ABC)

Ed Quinn, *President*, McGraw-Hill Broadcasting  
Mike Stutz, *News Director*  
Lee Swanson, *Executive Producer*  
Mike Biltucci, *Operation Manager*  
Don Wells, *Creative Services Director*

*Community Partners:*

KOGO 600 AM- Cliff Alpert, *Program Director* and  
Sherry Toennies, *Senior Promotions Director*  
The San Diego Union Tribune and  
SignonSanDiego.com- Carole Ravago,  
*Public Relations Manager*

*Panelists:*

The Honorable Tom Ridge, *Secretary*, U.S.  
Department of Homeland Security  
Deborah Steffen, *Director*,  
San Diego County Office of Emergency Services  
Jeff Bowman, *Chief*,  
San Diego Fire-Rescue Department  
Rick Martinez, *Chief Deputy Director*, California  
Office of Homeland Security  
Steve Peck, *President*, SAP Public Services, Inc.  
Patricia McGinnis, *President & CEO*, The Council for  
Excellence in Government

#### HOUSTON

*Host:* The James A. Baker Institute for Public Policy

at Rice University-  
Ambassador Edward P. Djerejian, *Founding Director*  
Ryan Kirksey, *Coordinator of Events*

*Community Partners:*

KTRH 740 AM- Bryan Erickson, *News Director*  
The Houston Chronicle- Shelley Johnson, *Marketing  
Coordinator for Community Relations*  
KPRC-2 TV (NBC)- Nancy Shafran, *News Director*

## HOUSTON [CONTINUED]

### Panelists:

Judge Jay Kimbro, *Director, Office of Homeland Security*, State of Texas  
Dr. Herminia Palacio, *Executive Director*, Harris County Public Health and Environmental Services Department  
Judge Robert Eckels, *Director*, Harris County Office of Emergency Management  
Major Michael Smith, *Harris County Sheriff's office*  
Asa Hutchinson, *Undersecretary for Border and Transportation Security*, U.S. Department of Homeland Security  
Donna Morea, *Executive Vice President*, CGI-AMS  
Patricia McGinnis, *President & CEO*, The Council for Excellence in Government

## FAIRFAX

This event, entitled "Target Washington: Sesno Reports" was a production of WETA-TV, George Mason University and washingtonpost.com, in partnership with the Council for Excellence in Government.

### Panelists:

Tom Ridge, *Secretary*,  
U.S. Department of Homeland Security  
Anthony Williams, *Mayor*, District of Columbia  
Tom Manger, *Chief of Police*,  
Montgomery County, MD  
Dr. Gloria Addo-Ayensu, *Director of Health*,  
Fairfax County, VA  
Jim Schwartz, *Director for Emergency Management and Assistant Fire Chief*, Arlington County, VA  
Patricia McGinnis, *President and CEO*, The Council for Excellence in Government



The Seattle town hall at Seattle University

## BOSTON

*Host*: The Boston Red Sox

Meg Vaillancourt,  
*Senior Vice President for Corporate Relations*  
Marcita Thompson, *Manager of Ballpark Events*

### Community Partners:

WWBZ 1030 AM-  
Peter Casey, *News and Programming Director*  
The Boston Herald- Gwen Gage, *Vice President for Promotions*

### Panelists:

The Honorable Mitt Romney,  
*Governor*, State of Massachusetts  
The Honorable Thomas Menino, *Mayor*, Boston, MA  
Kathleen O'Toole, *Commissioner*,  
Boston Police Department  
Sue Mencer, *Director*, Office for Domestic Preparedness at the U.S. Department of Homeland Security  
Greg Pellegrino, *Global Managing Director for the Public Sector*, Deloitte Consulting  
Patricia McGinnis, *President & CEO*, The Council for Excellence in Government

## SEATTLE

*Host*: Seattle University

Father Stephen V. Sundborg, S.J., *President*  
Kathy Ybarra, *Assistant to the President*  
Liz Fenn, *Director, Event Support Services*

*Community Partner*: KIRO 710 AM –

Ursula Reutin, *Managing Editor*

### Panelists:

The Honorable Tom Ridge,  
*Secretary*, U.S. Department of Homeland Security  
Major General Timothy J. Lowenberg,  
*Homeland Security Advisor to the Governor*.  
A.D. Vickery, *Assistant Chief of Operations*,  
Seattle Fire Department  
Dr. Delores Gibbons, *Superintendent*,  
Renton School District, King County, WA  
Patricia McGinnis, *President & CEO*, The Council for Excellence in Government

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# Homeland Security from the Citizens' Perspective: Leaders Speak Out

“As hard as homeland security professionals in the private sector and all levels of government are working to secure America, we can’t get the job done without the support and help of individual citizens. The Council for Excellence in Government’s Town Hall initiative created an incredibly useful national and local forum for citizens, government officials, and private sector leaders to discuss challenges, concerns and solutions facing our country in the post September 11 era. We all must continue to work together to protect our homeland.”

**Secretary Tom Ridge**

U.S. Department of Homeland Security

“Rarely do Washington institutions go directly to the people to develop ideas and support for change. Through town hall dialogues in major cities, the Council for Excellence in Government has uniquely engaged the American public in important policy matters regarding the protection of the homeland. I look forward to using the report in our congressional deliberations of actions being taken by government to improve the security of our nation from terrorist threats.”

**Senator Joseph Lieberman (CT)**

“By bringing together citizens, government officials, and the private sector, the Council has drawn on our oldest American democratic traditions to address some of the newest and most pressing challenges we face as a nation. The Council’s process of engaging people at town halls and encouraging innovation through open discussions is critical to improving our nation’s security.”

**Steve Balmer, CEO, Microsoft**

“The City of St. Louis was very pleased to be the first location for the Council’s town hall series, and I was proud to be a participant. The event allowed citizens to voice their concerns, and share their ideas about an issue that touches all our lives.”

**Mayor Francis G. Slay, City of St. Louis**

“Accenture is proud to have been a part of the initiative. Over the past few months, I have seen firsthand how this undertaking has engaged and connected citizens, first responders, businesses, and government officials. It has fostered a vital focus on citizens’ concerns and expectations regarding the protection and safety of their communities and of the nation.”

**Steve Rohleder, Group Chief Executive,  
Accenture Government Operating Group**

“The American people are the front line of our homeland security defense, and are a critical partner with local law enforcement in the safety and security of our communities. I applaud the Council in its effort across the country to reach out to citizens, find out their concerns, and get their ideas for action. The challenge now is for leaders to take the best ideas citizens have put forward and turn them into reality.”

**Kathleen O’Toole, Commissioner,  
Boston Police Department**

“The Council’s regional forums encouraged citizens, government officials, and leaders from the private sector to share their concerns and practical suggestions for addressing some of the most pressing challenges we face as a nation. IBM applauds the Council for its leadership and is proud to be a part of this very important initiative.”

**Curtis Tearte, Sector General Manager,  
Public Sector, IBM Corporation**

“The town halls were a terrific way to connect citizens with their local, state and federal leaders. This was civic engagement at its very best—bringing citizens and leaders together for genuine and candid conversation in search of understanding and solutions.”

**Frank Sesno, Professor, George Mason University  
and veteran broadcast journalist**

“We can never let politics get in the way of preparedness. I strongly support the Council for Excellence in Government’s progress in getting — and sharing — the citizens’ view of how we need to address the needs of our communities and our country.”

**A.D. Vickery, Assistant Fire Chief, City of Seattle**



# We the People: Homeland Security from the Citizens' Perspective

A young woman from St. Louis, MO, asks: “What can I do personally to break my own denial that there is going to be a problem?”

Her neighbor wants to know if tap water is a target for terrorists. Another person says that “a lot of us talk across the fence to communicate. If there is a terrorist attack and cyber goes down and we don’t have computer access or electricity...how do we talk to each other?”



The St. Louis town hall

In Miami, FL a college student states simply: “I don’t know exactly where our enemy is anymore.”

In San Diego, a father of a grade school-aged child states: “We were told by my son’s school that we should come up with a family evacuation plan . . . but its hard to come up with a plan when you don’t know what the school plans to do in the event of an emergency.”

A retiree wants assurance that local, state and federal government can share information quickly in the case of an attack. He wonders if his neighborhood police and fire departments are “on the same wavelength.”

In Houston, a representative of the Harris County Department of Education says: “We’re not first responders, but we deal with the most important thing people have—their children. We need to make sure that we are integrally part of the strategic planning process, but we’ve also got to develop redundant systems in communication beyond the internet and telephones.

Otherwise, we’re shut down with a lot of kids in our care trying to deal with a crisis.”

A young person in Fairfax, VA, says, “I’d love to volunteer to help with homeland security, but I don’t have a clue about what’s needed, or where to even start.” Her friends nod in agreement.

A businessman in Boston, MA suggests a “do call list”—a real time system for citizens to sign up to receive emergency information immediately on their cell phone. “I want my kid to get this. I want my co-workers on it. I want all of us on it.”

In Seattle, WA the local fire chief tells a packed auditorium, “On the big target, Seattle is a bulls-eye, and that means that we know we have vulnerabilities here, we know that we are a potential threat.”

These are the voices of Americans living on the front lines of homeland security. **We the people** are the nation’s most important and most untapped resource in the homeland security enterprise. We are ready, willing, and able, but largely uninformed about what to do to help prevent, prepare for, or respond to a terrorist attack on the United States.

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The homeland security enterprise is comprised of all those who have responsibility related to preventing, preparing for, or responding to terrorist attacks, including people from federal, state, and local governments; the private sector; civic organizations; and citizens.

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This **communications gap** between government and citizens is a major finding of an initiative by the Council for Excellence in Government to examine the nation’s homeland security enterprise from the citizens’ perspective. There are others:

- We feel safer today, but three-quarters of us think there will be another terrorist attack at home or overseas in the next few months, and half of us are concerned about terrorism near where we work or live. But very few of us have any awareness of local or state plans for an emergency or terrorist attack. We would not know where to turn if something terrible happens.

- We fear the unknowns: bio-terrorism, and attacks on power plants, water facilities and other critical infrastructure. Yet most of us have not put together emergency supplies or made a plan to connect with our families.
- We say we would turn on the television first or the Internet for guidance, but if power is shut down, how many people have the good old-fashioned battery-operated radio?
- Two-thirds of us would gladly volunteer our time to get trained and prepare to help with homeland security efforts. We just don't know how to connect in a useful way.



A Miami Dade College student addresses a question to the panel

- We are also conflicted about our privacy in this new context. Most of us are satisfied with the government's job in protecting our civil liberties in the war against terrorism, but we are also skeptical about the government's use of our personal information.
- To improve homeland security, the American people want better information sharing, tighter border security, and smarter spending of our tax dollars.

Since September 2003, the Council has reached out to develop a citizen's-eye picture of homeland security today, as well as a vision of what it might look like in the future:

- We examined the entire homeland security enterprise, including all levels of government, the business and civic communities, and the role of citizens.
- We held town hall meetings in seven major cities where citizens freely expressed their priorities, concerns, and suggestions in an open dialogue with leaders from government, the private sector, and community organizations.



A working group session

- Based on what we heard in the town hall meetings, we worked with Hart-Teeter Research to design a national survey to learn more about homeland security from the citizens' perspective.
- We also polled emergency responders such as police, fire, and rescue workers to find out about the challenges they face and the roles they envision for citizens in homeland security.
- And we convened working groups of experts from government, the private sector, and civic organizations to help us understand the complex issues at hand and craft workable solutions that would address homeland security from the citizens' perspective.

This report is the product of those collaborative efforts.

In a free nation such as ours, security serves as the guarantor of liberty. Bringing the citizens' perspective to homeland security requires changing our outlook as well as our policies. Our newness at this task frees us from the constraints of old thinking and affords us a fresh opportunity to develop an enterprise that will give us the safety and freedom that we want.

# Vision and Guiding Principles

## Vision

The American people's vision of homeland security is a dynamic picture of safety, freedom, and trust.

Imagine people going about their everyday lives—enjoying their families and friends, engaging in productive pursuits in thriving communities, traveling to and from home, school and work—with the self-assurance that stems from being informed, alert, and aware of their surroundings. The threat of a terrorist attack does not deter us from living life to the fullest because:

- We know that well-rehearsed and connected emergency plans are in place for schools, workplaces, communities, states, and the nation.
- We know where to get the information we need—radio, television, the Internet, telephone— from trusted sources.
- We have confidence that first responders and trained volunteers are communicating and working together to protect the public's health and safety.
- We have confidence that information is being shared, analyzed, and used strategically by officials in law enforcement, emergency response, and public health across the nation and even the world.
- We have confidence that private information about ourselves and others is being collected and used strategically and appropriately in a fair and accountable process.

This vision recognizes the “can-do” American spirit that meets challenges with optimism and pragmatic solutions. In such a society, our precious freedom is intact, accompanied by a sense of safety and recognition that security underwrites that freedom. How do we achieve this vision?

The answer is a dynamic leadership and collaborative action from citizens, communities, businesses, and government at all levels. Getting this right will not only increase our security. It will also strengthen our communities.

## Guiding Principles:

The homeland security enterprise should be:

**CITIZEN FOCUSED** – engaging citizens to set priorities, develop plans, participate as volunteers, and demand accountability in their role as owners of our government.

**COLLABORATIVE** – requiring leaders throughout the enterprise to work together as never before to achieve results that transcend organizational boundaries and individual egos.

**STRATEGIC** – articulating clear goals and measures, based on an analysis of threats and vulnerabilities; creating coordinated action plans; employing pilot programs and rigorous evaluations to identify, refine, replicate, and share best practices.

**INNOVATIVE** – pioneering new approaches, unusual partnerships, state of the art technology, and creative thinking.

**TRUSTWORTHY** – assuring appropriate degrees of balance, transparency, limits, and openness to build public trust in the homeland security enterprise.

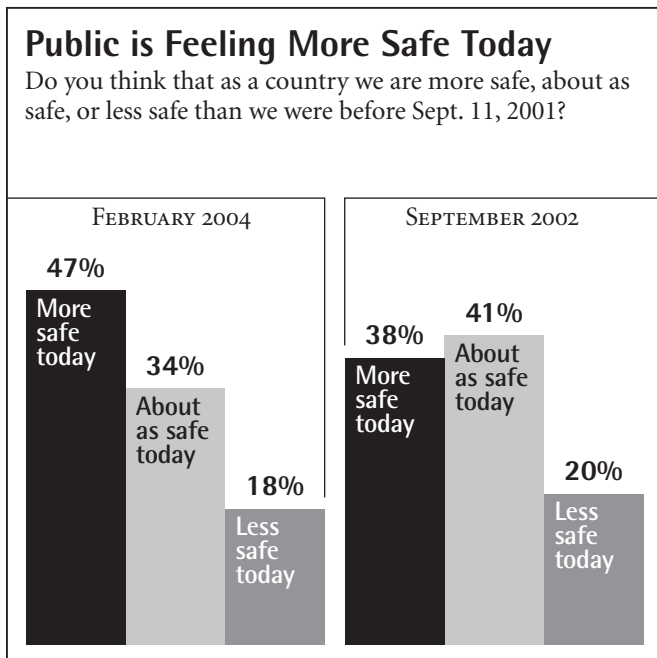
**ACCOUNTABLE** – setting clear performance measures against which leaders at all levels can be held publicly accountable for specific results in specific timeframes.

# The Current Landscape: Progress, Gaps and Challenges

## Taking the Nation's Temperature on Homeland Security

### *Do We Feel Safer? Yes...*

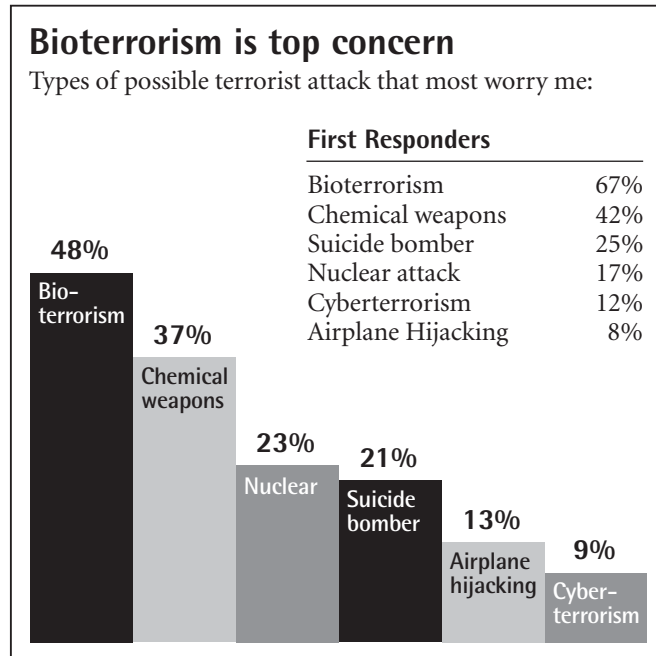
According to the findings of our February 2004 Hart/Teeter national poll, a plurality (47%) thinks the country is safer than it was before the tragic events of September 11. Tremendous efforts by federal, state and local governments, the private sector and others in the homeland security enterprise have soothed some of our fears: on the first anniversary of 9/11, only 38% said we were safer.



### *...But the Age of Innocence is Over.*

In spite of improved perceptions about our safety, most Americans harbor no illusion that the danger of terrorism has subsided. Three-quarters (76%) think it likely that the U.S. will be the target of another attack at home or overseas in the next few months, and half (50%) are concerned that terrorists will commit violent acts near where they work or live. In our town halls meetings and poll, we found that Americans are

particularly concerned about threats of contamination. They are most concerned about biological and chemical weapon attacks.

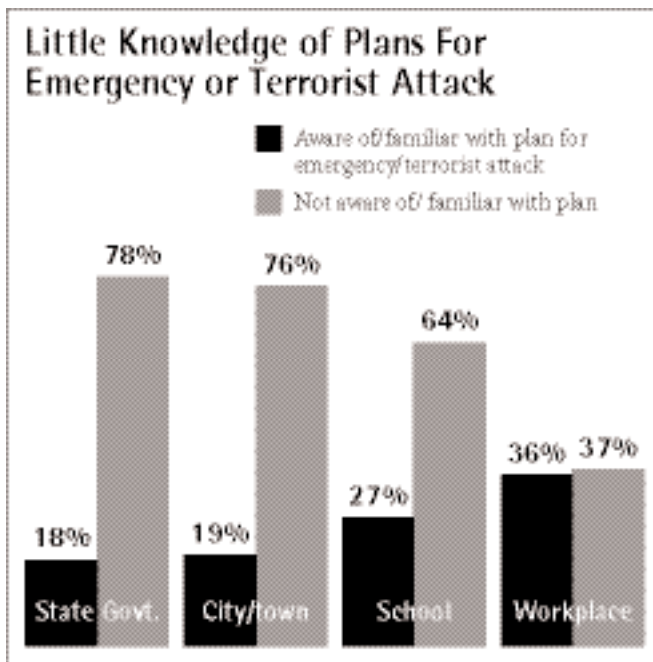


## Communications Gap

### *Most Americans Are Not Prepared*

Despite their fear that another terrorist attack will occur, most Americans have not yet taken basic steps to prepare themselves and their families. Progress has been made but significant challenges remain. Four in ten (41%) have assembled an emergency kit with food, water, batteries, first aid, and other supplies. Significantly fewer have looked for information about what to do (34%) or developed a plan for communicating with their families in the event of an attack. Three in ten (30%) have taken a training class in civil preparedness, first aid, or CPR. Audience members in our town hall meetings echoed these findings when asked about their own levels of preparedness.

While many organizations have existing emergency plans and other preparedness information to the public on websites and in publications, these plans are often not well-known or rehearsed. Furthermore, plans are generally not linked to one another. This lack of awareness and coordination is likely to lead to confusion in the event of an actual emergency. For example, parents have little understanding of their children's



school plans, and have not considered contingencies if an emergency occurs while they are at work and their children are at school.

Information about homeland security is available to citizens on numerous websites. But, it often takes fewer mouse clicks to buy a bestseller from Amazon.com than to find the emergency plans of some of the nation's major cities on the web. To encourage use, the information must be marketed through many channels of communication, including the media, schools and workplaces.

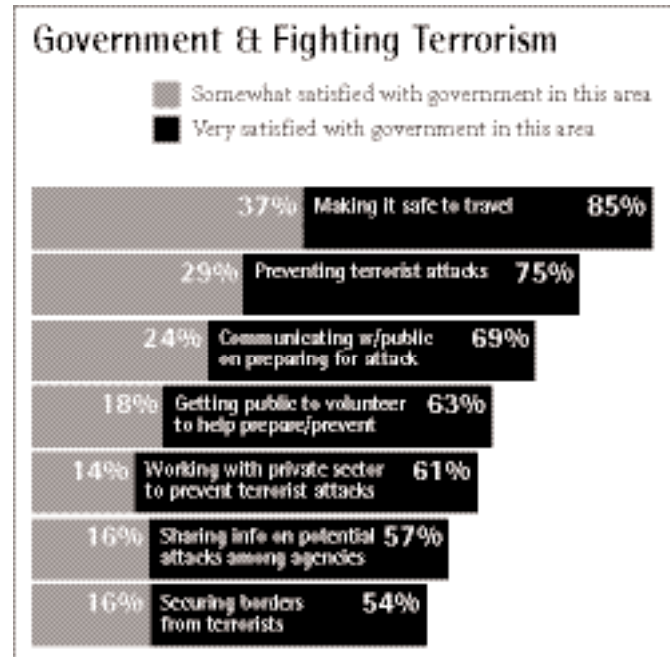
### Innovation@Work

**The Role of Local Newspapers**— The Times of Trenton (NJ) is dedicating a public service op-ed every Monday during 2004 to information from the American Red Cross on all phases of emergency preparedness. The paper encourages readers to clip and post these for handy reference in their homes. [www.nj.com/times/](http://www.nj.com/times/)

Most first responders are aware of a communications gap with citizens. While three in ten (30%) say their communication with citizens is very effective, a solid majority (60%) rates the communication between their agency and citizens as only somewhat effective and efficient. Marketing information to the public is not a primary skill set of first responders and government officials. The challenge we face requires unusual communication strategies and many trusted messengers.

### Citizens Appreciate Government Efforts to Fight Terrorism

The American people recognize the tremendous effort made by local, state and federal agencies since September 11, 2001 and say they are very or somewhat satisfied in most areas of concern.



### Citizens Want Active Roles in Homeland Security

Americans say they are ready and willing to participate in the promotion of homeland security. Three in five Americans (60%) say there is a role for the average citizen, and roughly as many (62%) say they would be willing to volunteer time in their communities to help. One in five (20%) go so far as to say they would dedicate 3 to 5 hours per week to these activities. If even half of these well-intentioned citizens followed through on such a commitment, this would provide an incredible resource for increasing homeland security.

Many Americans are not aware of existing opportunities to get involved. A resident of Escondido, CA asked, "What can I do specifically to help with homeland security?" Thus far, only 13% of citizens report having joined or volunteered with a local community watch or preparedness group such as Citizen Corps. A Boston resident asked, "Why have I not heard anything about the establishment of a Freedom Corps branch in the city of Boston?"

First responders overwhelmingly welcome community involvement. Fully 86% say there is a role for average citizens in homeland security. First responders envision citizens helping in a number of different capacities: serving as trained medical reserves; reporting questionable incidents or circumstances; preparing for neighborhood-level emergency needs; and offering victim assistance.



Audience members at the Seattle town hall

## Innovation@Work

**311 Citizen Service in New York**— New York City created a 311 service that residents can dial anytime to speak with a citizen service representative. This system handles a wide range of requests and offers information in 170 languages. The integrated system provides callers with personalized service, fast problem resolution and easy access to knowledgeable help. <http://www.nyc.gov/html/311/>

## Information Sharing

There is widespread awareness among government officials, first responders, and citizens that information sharing is a critical area for improvement. The 9/11 Commission has highlighted the extent to which information sharing across intelligence agencies is inhibited by legal, bureaucratic, technological, and institutional cultural barriers.

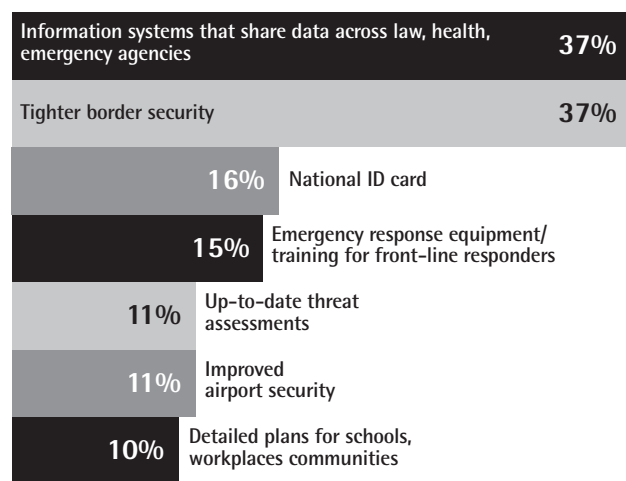
Information sharing is a broad category that actually encompasses three general practices (intelligence sharing, emergency response communication, and public information dissemination) and three general types of information (voice, data, and video). A great deal of public attention has focused on emergency responder

radio and wireless communication, which is one component of “interoperability” (the ability to exchange whatever information is needed— voice, text, data, video— on demand in a properly secured manner with whomever needs it for authorized tactical and strategic purposes).

While intelligence sharing, emergency response communication, and public information dissemination require very different solutions, significant gaps exist in each.

### Top Priorities: Information Sharing and Secure Borders

One/two most effective ways to protect homeland security

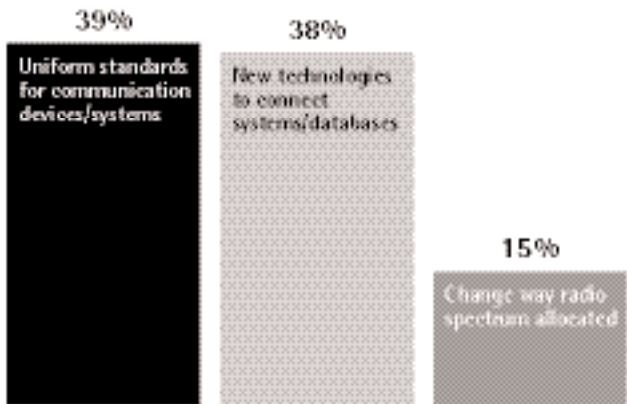


A common sentiment in roundtable discussions and working groups was that law enforcement and intelligence officials have traditionally shared information on a “need to know” basis. The new homeland security paradigm requires appropriate “need to share” attitudes and practices, which directly contradict past standard operating procedures. As a Massachusetts official put it, the barriers to information sharing are “more often cultural and bureaucratic than technological.”

Information sharing emerged as a top concern in every town hall meeting. Citizens know information sharing across government agencies is critical to effective homeland security, and they want government to have the tools necessary to prevent terrorist attacks. As a resident of Cambridge MA, asked, “How can we ensure all public safety agencies are communicating and

## First Responders: New Communication Technology/Uniform Standards

What would be most helpful in your agency's connecting its systems and databases with those of other agencies in your area and nationwide?



working together effectively breaking down the barriers of fiefdoms and jurisdictional concerns?” In our poll, the public ranks information systems that can share data across agencies as the most effective measure that can make us safer.

## Innovation@Work

**Communicating with Schools and Parents**— With specialized hardware and software, the Texas Education Agency now has the ability to simultaneously communicate with multiple people— teachers, first responders, security officers, etc.— within a district or across the state on various self-selected communication devices, such as email, telephones, cellular phones, pagers, and fax machines. In addition, the system is capable of initiating a voice-only alert via the public telephone network and of connecting to other communication systems. In its next phase, this initiative will include parents, who will receive notifications as they request and be able to respond back to the system with questions or concerns.

<http://dccusa.com/v-education.asp>

First responders also voice strong needs for the capacity to share information. They cite lack of funding for interoperability as the top-ranked potential barrier to effective communication between government agencies. Just 18% of first responders are very satisfied with the government's performance in sharing information among different agencies.

## Innovation@Work

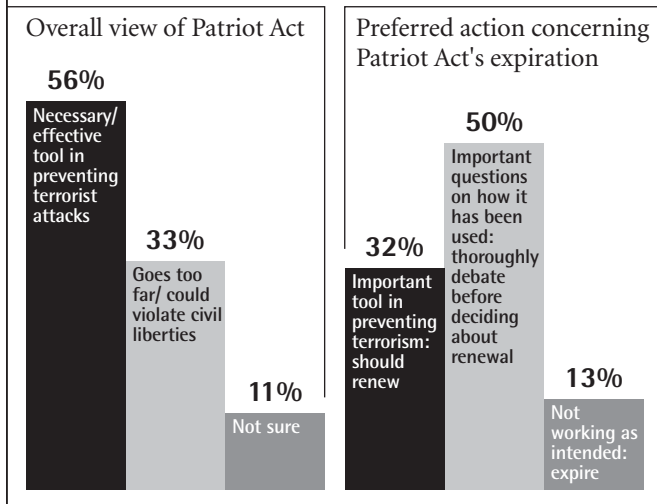
**Sharing Information across State Lines**— CAPWIN (Capital Wireless Integration Network) is a partnership that enables law enforcement, transportation, and first responder agencies in the District of Columbia, Maryland, and Virginia to share public safety data and voice communications. <http://www.capwin.org>.

## Privacy and Information Security

Given that “need to share” has replaced “need to know” as the paradigm for information sharing in homeland security, citizens want assurances that personal information is being used in a strategic and appropriate manner. While Americans recognize the importance of information sharing, they also express mistrust about the use of personal data. Recent revelations about airlines that have breached privacy policies to share customer data with the government have made headlines and sparked public anger. Even though a solid majority of the public (60%) thinks the government should have access to companies' information about individual customers if there is any chance it will help prevent terrorism, only one-quarter (27%) trusts the government a great deal or quite a lot to use personal information appropriately. Transparency, oversight, and the right to redress errors in personal information are key issues to winning the public trust that is essential for a highly functioning homeland security enterprise.

Citizens want law enforcement officials to have the tools to protect society but are not ready to give government a free hand; they value the importance of the democratic process in crafting legislation that affects civil liberties and privacy. Most Americans (56%) think the Patriot Act is a good thing overall that helps government do its job, but half (50%) also favor a thorough Congressional debate of its renewal in 2005. The Patriot Act emerged as a hot-button civil liberties issue in some town hall meetings. A resident of Carlsbad, CA expressed concern about fundamental American freedoms when he asked, “What is being done to respect and secure our civil rights that are protected under the Bill of Rights but have been compromised by the Patriot Act?”

## Public Sees Patriot Act As Necessary Tool – But They Want Debate



Misgivings about the Patriot Act could erode public support for homeland security in the long term if the issues surrounding it are not discussed and debated in public forums. Conversely, its value will be enhanced by an open deliberation that puts to rest any misapprehensions that followed Congress's rapid passage of the 1,000+ page bill less than a month after the September 11 attacks.

### Planning, Funding, and Performance

Homeland security planning practices and accountability vary widely across the country. Each state currently must submit an annual strategy to the Department of Homeland Security in order to receive federal funding, but the quality and content of these largely unconnected plans vary greatly. Consequently, while many states do an excellent job, there is an overall lack of coordination of state strategies to each other and to a national strategy.

Federal funding decisions are currently made on the basis of each state's strategy and needs assessment rather than a more integrated strategic approach. DHS is the only agency with an overview of the entire landscape, and the value for a national risk and vulnerability assessment to guide planning and funding decisions is clear. A plurality of first responders (46%) believes a risk and vulnerability assessment should be the most important factor state and federal governments consider when allocating funds for first responders' agencies.

There are currently few structures in place to measure performance and ensure accountability. Though state homeland security strategies must be approved by the Department of Homeland Security, there are no clear requirements to demonstrate measurable progress on a year-to-year basis. While DHS is working to devise performance measures, states also need a framework for baseline data to help establish benchmarks and realistic goals.

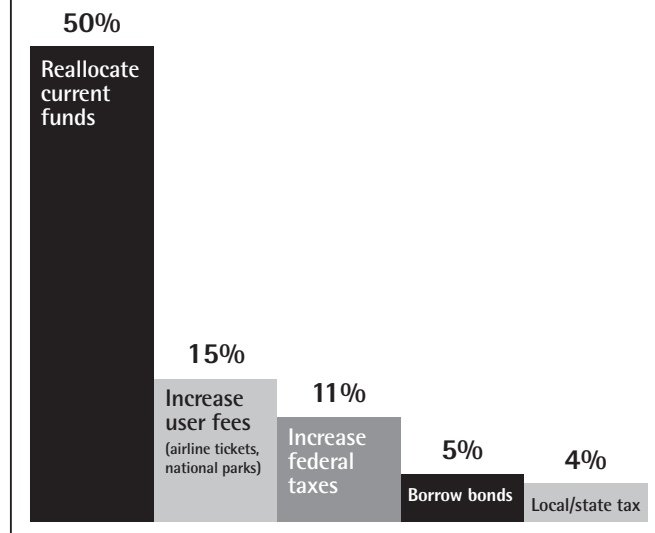
### Innovation@Work

**A Regional Approach that Focuses on Risks**— Massachusetts was one of the first states to receive federal funding after submitting its strategy and assessments of threat, vulnerability, and risk to the Department of Homeland Security. The formula for distributing funds to the state's five regions took into account critical assets, potential threat elements, and other threat information received from the federal government.

[http://www.mass.gov/eops/publications/strategic\\_plan.pdf](http://www.mass.gov/eops/publications/strategic_plan.pdf).

Government officials, first responders, and managers from the private sector cite a lack of coordinated planning as a top concern for homeland security. Regional planning is widely viewed as an efficient way to pool resources and capabilities, and many municipalities have already drawn on existing regional partnerships with emergency management planning.

### Best Way to Fund New Homeland Security Efforts





There is little public support for funding homeland security through additional taxes or new revenues. A majority of citizens (50%) believe the best way to pay for homeland security is through the reallocation of current funding. In town hall meetings, citizens frequently raised questions about how decisions are made and dollars are spent. Given the public's unwillingness to pay more for homeland security without clear evidence of a return on investment, leaders would be well-advised to offer straightforward progress reports that allow citizens to understand the value of spending their tax dollars. This will serve two functions: it will strengthen public confidence in the accountability of government and increase public understanding of how much can be done with existing resources.

## Securing Our Critical Infrastructure and Borders

America's critical infrastructure – the systems and assets upon which the security, health, safety, and economy of the country depend – includes everything from the soft networks of electronic banking to the hard steel beams of suspension bridges. Since approximately 85% of critical infrastructure is privately owned, security measures, standards, and accountability measures for its protection vary widely. While some critical infrastructure assets, such as airports, are clearly safer than they were before September 11, 2001, others remain highly vulnerable. Many critical infrastructure facilities already had well-developed emergency plans and risk and vulnerability assessments in place to deal with natural disasters or industry-specific dangers; these need to be updated to deal with the dangers posed by terrorism.

The Department of Homeland Security issued a strategy for the physical protection of critical infrastructure in February 2003, and is working on a comprehensive national risk and vulnerability assessment of those assets. This assessment is necessary to help set priorities and guide funding decisions.



The Boston town hall at Fenway Park

Citizens are aware of many of the vulnerabilities posed by critical infrastructure assets. Our poll found that citizens voice their highest levels of concern about attacks on power plants (49% worry a great deal or somewhat), airports and airplanes (46%), water facilities (44%), public places (38%), and harbors or ports (37%). In town hall meetings, citizens asked specific questions about the protection of these and other assets (such as chemical plants) in their local communities.

Border security is a top priority of citizens. At its simplest level, border security requires screening the people and cargo that enter our country. To tighten security related to people, the Department of Homeland Security enacted US-VISIT, a program that strengthened requirements for visas and biometric data from foreign nationals seeking to enter the country. US-VISIT is a sweeping program of enormous complexity, and its approaches need to be continually assessed and improved.

# Recommendations: The Citizens' Agenda

The transformation of today's homeland security enterprise, which is still largely fragmented and disconnected, to the citizens' vision of safety, freedom, and trust, will require a commitment throughout the entire enterprise to:

## **Dynamic, collaborative, results-oriented leadership**

## **Informed and engaged citizens**

## **Strategic and appropriate use and sharing of information**

## **Innovation and rigorous evaluation**

The following recommendations have been developed through a collaborative process with working groups composed of people from government, the private sector, and civic groups to address the issues and concerns raised by citizens in our town hall meetings and survey research. We believe these will significantly improve the nation's capacity to prevent, prepare for, and respond to terrorist attacks as well as other emergencies and natural disasters.

### **I. Dynamic, collaborative, results-oriented leadership**

A successful transformation of the homeland security enterprise demands a new model of leadership at all levels, from the President and Cabinet secretaries, governors, mayors—to frontline responders, the private sector, and citizens. We need coordinated, effective plans, smart funding, and accountability for results.

*The President* should direct the Department of Homeland Security to convene leaders from federal, state and local government, the private sector and civic organizations to update the National Strategy for Homeland Security, with input from citizens.

From the citizens' perspective, the National Homeland Security Strategy should:

- capture the collective experience and lessons learned by various players in the enterprise since the first National Homeland Security Strategy was published in 2002;
- clarify goals, roles and responsibilities, measures, timeframes, and funding requirements for the entire homeland security enterprise;
- be based on a comprehensive national threat and vulnerability assessments, as well as state and regional risk assessment;
- provide a framework for state plans that can be integrated or linked with one another, emergency preparedness plans for schools, office buildings and apartment complexes and personal preparedness plans;
- give priority to border security, as well as information sharing across law enforcement, emergency and health agencies—the top two areas for improvement in the public's view;
- focus on the protection of privately owned critical infrastructure, including incentives that will encourage timely action; and
- engage citizens as partners in the homeland security enterprise.

The current National Strategy for Homeland Security, which was published in 2002 before the establishment of the Department of Homeland Security, did an outstanding job of identifying the challenges facing us and articulating the broad principles necessary to meet them. Since then, a lot has happened in the homeland security enterprise, and the national strategy should be updated to reflect our collective experience and progress, as well as lessons learned on many fronts.

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Performance measures might include, for example, the percentage of citizens who are informed and engaged; the degree of interoperability in voice, video, and data sharing systems; the percentage of critical infrastructure that meets security guidelines; the surge capacity of healthcare and other facilities; and the level of public understanding and feedback on privacy issues.

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The Homeland Security Advisory Committee, which includes governors, mayors, front line responders, private sector and academic leaders, would provide an

appropriate forum to review and update the National Strategy.

*State, regional, and local government leaders should update their plans in the context of the national strategy. These plans should be based on location-specific assessments of threats and vulnerabilities, and include specific goals, assignments of roles and responsibilities, performance measures, timeframes, deadlines, and budgets. They should be developed collaboratively with input from government, private sector partners, civic groups, and citizens. These plans should be explicitly and strategically linked, particularly in regions that share risks and response capacity.*

*Schools and workplaces should develop, communicate, and practice their plans, following the same principles of strategic linkage and collaboration as states.*



Dr. Dolores Gibbons, Superintendent for the Renton (WA) School District brought the voice of schools to the Seattle town hall

*Managers of privately owned critical infrastructure facilities should coordinate their plans with the appropriate government officials in the homeland security enterprise.*

*Federal, state, and local funding of homeland security should be allocated strategically to achieve specific goals in the context of the national strategy, on the basis of assessments of threats and vulnerabilities. Every community and state should define and achieve a threshold level of preparedness and also address risks specific to its location. New homeland security funds should be combined with existing funding for public*

safety and health to produce measurable progress against the stated goals.

*The Department of Homeland Security should establish a homeland security reserve fund to be used to respond to terrorist incidents or attacks if the President declares a national emergency. The homeland security reserve fund should follow the existing model that the Federal Emergency Management Agency has developed to deal with natural disasters.*

*The U.S. House of Representatives and the Senate should consolidate authorization and oversight of homeland security programs into a single committee whose programmatic scope would parallel that of the Homeland Security Appropriations Subcommittee in each house.*

*State and local legislatures should consider similar consolidation of authorizing, budget, and oversight authority to foster collaboration and accountability.*

## II. Informed and Engaged Citizens

The greatest resource the United States has for enhancing homeland security - which has been largely untapped thus far - is the American people. Making the most of this requires a change in outlook as well as public policies; in short, it demands a deliberate effort to construct a culture of preparedness that emphasizes an all-hazards approach to public safety.

There is no time like the present to establish a tradition of strong citizen involvement in homeland security while our practices are new and still evolving. Citizens have expressed their willingness to be a part of the solution. Success in this area will yield benefits that extend far beyond homeland security – it will strengthen the fabric of society and improve the bond between government and the people it serves.

*The President should designate the month of September as “Homeland Security Preparedness Month.”*

Governors, mayors and other local leaders should plan events on the local level to amplify this important effort:

- Mayors should convene town hall meetings with local first responders and citizens to discuss the local emergency plan, suggestions for future action, and to enlist citizen volunteers;

- workplaces should provide emergency preparedness training on-site and offer information about volunteer opportunities and how to prepare at home;
- schools should engage parents and students in their emergency plans during “back-to-school” activities and PTA meetings;
- local police and firefighters should visit elementary schools to encourage young children to be a part of their families’ emergency preparedness activities; and
- Members of Congress should include an emergency preparedness “at-a-glance” card in their September constituent newsletter.

*Local governments* should produce an index card of critical information in a user-friendly format that can be distributed in multiple languages through many channels to homes, workplaces, and schools.

*Local governments* should involve citizens in the development and updating of emergency plans, especially of local community, school and workplace plans through:

- **town hall meetings** that bring together local public sector, education, business, and civic leaders, as well citizens to voice concerns and share ideas. Organizers should partner with local print and electronic media (newspaper, radio and television) and take advantage of technologies (internet web casting, instant polling) to help shape the agenda and provide a mechanism for leadership and citizen follow up.
- **public report cards** that are an outgrowth of town hall meetings and other activities. Civic and business leaders should form “grading panels” to gauge community action, leadership, offer suggestions for improvement, and recognize innovation.

*State and local governments* should include reporters in homeland security training exercises as active participants.

- Citizens will rely on television and radio as their primary source of information in the event of a homeland security emergency, and public officials should integrate the media as a key player in the enterprise.

## Family Emergency Preparedness “At-A-Glance” Card

Location of our family emergency kit, including:

- Water (one gallon per person per day)
- Non-Perishable Food (at least a three-day supply)
- Battery-Powered Radio/Extra Batteries
- Flashlight/Extra Batteries
- First Aid Kit
- Personal Items/Medication

Ways to get emergency information (local radio station/websites/emergency number/reverse 911):

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Our family emergency contact phone numbers are (work/school/cell phones):

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Phone number to report suspicious activity/get emergency information:

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It is likely that in case of emergency, we will “shelter in place,” at home, work, or school.

Ways to get information about what to do in case of biological, chemical and radiological attacks (websites/publications):

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### Family Check List

- We have made an emergency plan and communicated it to every member of our family.
- We have put together an emergency kit and every member of our family knows where it is. We update it regularly.
- We have programmed each family member’s phone number into the speed dial option of our cell phone.
- We know and have practiced the emergency plans at our schools and workplaces.
- We know how to tune in to the designated emergency radio station in our area, and have investigated if our community offers one phone number such as 311 to report suspicious activities or get information, and if our cell phone provider or phone company offers “reverse 911” emergency service technology.
- We have received emergency preparedness training, and we to assist with homeland security efforts in our community.

(POST ON REFRIGERATOR, BULLETIN BOARD AND OTHER HIGH TRAFFIC AREAS)

- Training exercises offer opportunities for government officials and first responders to establish cooperative relationships with media members before an actual emergency arises.



DHS Secretary Ridge with Miami leaders and first responders

**Schools should involve parents in the development and upgrading of emergency preparedness plans** while making use of existing programs and networks to communicate about homeland security and emergency preparedness.

- Schools should incorporate preparedness activities into **current curriculum** by, for example, including individual and family preparedness suggestions as part of relevant history, biology, civics and geography lessons.
- Schools should take advantage of materials and curricula developed by ready.gov and the **American Red Cross** to teach students at age-appropriate levels. It is not necessary to “reinvent the wheel.”
- Schools should communicate with parents through **newsletters, parent-teacher organizations, and back-to-school nights** about homeland security and emergency preparedness planning.
- Schools should make emergency announcements through the same communications outlets currently used for school closings due to foul weather and use **multiple channels of communication** - radio, television, and Internet – in case one of these networks is disrupted during an emergency.

- Schools should **practice their emergency plans.**

**Private employers should have up-to-date and comprehensive workplace plans, kits and activities,** which should include:

- **emergency plans** developed with employee input at all levels;
- emergency information posted on **employee bulletin boards** and in employee manuals;
- periodic “**all staff meetings**” to share information (including location of emergency supplies) and practice drills;
- **designated emergency preparedness leaders** for floors or specific workplace areas;
- **training and volunteer opportunities** for homeland security efforts; and
- an **in-house alerting strategy** to quickly inform employees with evacuation procedures or other actions to perform in an emergency (this could combine internal public address systems with electronic notification via email, cell phones, and other wireless devices).

**Managers of privately-owned critical infrastructure facilities should communicate to citizens through ongoing corporate affairs, advertising, and marketing campaigns** about specific steps they have taken to secure their facilities from terrorist attacks.

- Citizen concerns about attacks on critical infrastructure sites will be mitigated by better information from industry as well as government.
- Companies will gain public trust if they are perceived as good corporate citizens who are doing their part to keep local communities safe.

**Broadcast media organizations should partner with businesses and local governments to run public service announcements** about homeland security and emergency preparedness.

- Public service announcements are a proven, effective way of reaching citizens.
- The Ad Council should follow up its previous work on homeland security with ongoing announcements that promote a culture of awareness and preparedness.



J.P. Pritchard, a news radio host for KTRH-AM in Houston, discussed the importance of building relationships between the government and the media

**Citizens should develop an “all hazards” emergency preparedness kit and plan**, based on recommendations and suggestions from the Department of Homeland Security and the American Red Cross.

- Plans must be communicated to every family member and kits should be completed for homes and cars.
- Family members must know where kits are.
- On a given day at least once a year, families should discuss and exercise this plan as to where to meet and check/update emergency supplies.

**Citizens should stay informed through media sources, websites, and local organizations.**

- Citizens should recognize preparedness as a civic responsibility and take the initiative to inform themselves about homeland security.
- Citizens should ask **their schools and workplaces** for emergency plans.
- Citizens with Internet access should check ready.gov or their state homeland security webpage on a monthly basis for updates.
- Citizens should find out if their local area provides one phone number such as 311 to report suspicious activity or to get emergency information. They should also find out if their cell phone provider offers “reverse 911” information technology services.

**Citizens should get involved**, in addition to making personal preparedness plans for home, work, and school.

- Citizens should participate in the design or updating of school and workplace emergency plans.
- Citizens should contact a local chapter of Citizen Corps or the Red Cross for information about volunteer opportunities in their communities.

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**Getting Involved**— Citizens can contact Citizen Corps through its website at <http://www.citizencorps.gov> or by calling 1-877-USA-CORPS. They can contact the American Red Cross through its website <http://www.redcross.org> or <http://www.volunteermatch.org> or by checking the phonebook for the number of their local Red Cross chapter.

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### III. Strategic and Appropriate Use and Sharing of Information

The number one suggestion to improve homeland security made by citizens attending our town hall meetings and participating in our national survey was to improve data sharing across law enforcement, health, and emergency agencies. Information sharing is the lifeblood of a well functioning homeland security enterprise. There are opportunities to build upon lessons learned and best practices used in preventing, responding, and conducting post-incident recovery from other emergencies and natural disasters.

The American people recognize that public safety should be viewed as a national enterprise that involves all government jurisdictions, transcends agency specific boundaries, encompasses a role for private industry, and requires citizen participation. It is a formula for disaster if all the entities involved use information systems and technologies that cannot connect.

Connecting the dots of homeland security is as imperative as it is difficult. For years, different agencies have purchased and installed different hardware and software solutions produced by different companies with little attention or incentives that would foster systems connectivity and information exchange.

Achieving a culture of preparedness that protects both our safety and our freedom will require unprecedented cooperation and fundamental changes in the way that information is collected, analyzed, and used throughout

the homeland security enterprise. As information sharing practices evolve, so too must a new set of safeguards on personal privacy and information security.

## Recommendations for Information Use and Sharing

The next steps to be taken should address our most urgent priorities while facilitating the long-term development of a national information sharing capability. We suggest steps related to the following five areas:

### 1. National Goal for Information Sharing

*The National Homeland Security Strategy* should clearly set the goal of nothing less than a seamless national network where authorized public safety officials have appropriate access to voice, video, and data communications at a level of reliability and security that can withstand the demands of a national emergency. Specific roles, responsibilities, timeframes, performance measures, and funding requirements should be clearly outlined for all in the Homeland Security Enterprise:

- Short-term, immediate objectives should include (a) standardization and consolidation of terrorist and criminal watch lists for use by state, local and federal public safety officials, and (b) rapid adoption of a technology interface across communication devices sold to local, state, and federal public safety agencies to allow frontline responders to talk to each other.
- **Progress reports to the public** should show measurable results and next steps. Performance measures might include (a) changes in decision cycle times to identify potential threats and take responsive actions, (b) the number of first responders across government jurisdictions equipped with interoperable communications equipment, and (c) the number of states and localities using standard information sharing and incident command procedures.
- All information sharing should be done in a manner that ensures proper security and authorizations are in place for its use and that maintains essential privacy protections under existing laws and regulations.

**State, regional, and local leaders should develop roadmaps to achieve full interoperability of both data and intelligence sharing and frontline communications,**

with specific steps, timeframes, performance measures, and cost requirements.

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Open technology standards are essential for achieving effective data sharing across different information systems and communications devices. Standards exist for programming languages, computer operating systems, data formats, communications protocols, and user interfaces. They are usually set by widely accepted standards organizations or become de-facto by the fact that a large number of commercial companies follow them. In the homeland security enterprise, market-based open standards are also needed for: common definitions and formats for how data is defined and stored; core business processes or workflow methods; and unified incident command management and procedures.

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San Diego Police Chief William Landsdowne makes a point at the town hall in KGTV's studio

### 2. Standards and Protocols to Enable Information Exchange and Use

*The Department of Homeland Security* should require that all first responder communications equipment purchased with federal funds employ open, non-proprietary architecture market-based open standards at the interface to allow seamless communications. DHS should also fund research to develop interfaces between communication devices that are currently incompatible.

- The most pressing technological priority in information sharing is connecting existing communications systems that currently cannot speak to one another. It is neither necessary nor financially practical for

every police, fire, and rescue department across the country to use one standard of technology. A “push-to-talk” interface across communication devices sold to state, local, and federal agencies (regardless of vendor) should be developed as soon as possible.

- Interfaces should employ open standards, in much the same way that the open standards for computers allow them to communicate with one another. The equipment that connects to the interfaces can be proprietary as long as it connects to the network through open standards.
- Much research and development in this area is already being conducted by private sector firms. DHS should target and underwrite research that the private sector has overlooked, or explore adaptations not being considered by the private sector that could help meet public safety needs.

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## **Innovation@Work**

**Government Integration Horizontally and Vertically**—The State of New York integrates homeland security and law enforcement communication and information sharing vertically between federal, state, and local jurisdictions; as well as horizontally between various state agencies and federal bureaus and agencies. The state is split into 16 counter-terrorism zones, each functioning as a regional hub for local law enforcement officials to communicate concerns, share information, and streamline integration with each other, state officials, and the FBI. The Upstate New York Regional Intelligence Center (UNYRIC) serves as an integration and dissemination agency, working with state, federal, and local homeland security and law enforcement officials, and is hooked into the New York City Intelligence Center, all major state agencies, and several federal agencies. New York is also the lead coordinator of the Multi-State Information Sharing and Analysis Center which connects 49 states and the District of Columbia to share non-law enforcement cyber security and homeland security information.

<http://www.state.ny.us/security/>

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*Federal, state, and local government agencies that fund first responder equipment purchases should adopt the policy and technical guidelines for emergency response developed by the Safe Communities (SAFECOM) program.*

- The SAFECOM program’s grant guidance is a set of guidelines developed by the Department of Homeland Security for use in informing the communications equipment processes of local and state public safety agencies. These guidelines have been published and adopted by a number of federal agencies, including the Federal Emergency Management Agency (FEMA) and the Community Oriented Policing Services office (COPS) of the Department of Justice. The guidelines are based in large part on requirements developed by state and local public safety focus groups with fire, police, and emergency response segments represented.

*State and local governments should follow the National Incident Management Standards (NIMS), which establish clear chains of command for information sharing and incident management structure.*

- As technology permits increasingly robust data sharing among multiple parties, it will be important to develop market-based protocols that standardize requests for information and limitations on the uses of information.
- State and local governments are currently required to follow these guidelines (mandated by 2005 to receive federal funding), but this is not a consistent practice.

*The private sector should work together and collaborate with government to develop and deploy innovative, cost-effective solutions, standards, and protocols that will accelerate information sharing.*

### **3. Intelligence Data Gathering for Prevention**

*The Department of Homeland Security should lead the integration of all critical databases as soon as possible, so that relevant, accurate national intelligence information, which is appropriately authorized, can be shared with other federal, state and local government agencies as needed to assist in the performance of their public safety and terrorism protection and prevention responsibilities.*



*Industry and trade associations* that run Information Sharing and Analysis Centers for critical infrastructure industries should tailor their products to make them more user-friendly.

- Many Information Sharing and Analysis Centers distribute high volumes of information on wide-ranging issues to all subscribers. Users should be able to target specific needs and filter out extraneous information.
- Industry and trade associations should create wider Information and Sharing Centers that can share relevant information across sectors and industries.

#### 4. Seamless Emergency Communications for Preparedness and Response

*The Federal Communications Commission (FCC)* should issue a frequency “re-banding” ruling to deal with public safety radio interference.

- This decision is needed to dedicate interference-free radio spectrum to public safety officials. Public safety officials have reported to the FCC more than 1,000 cases of radio interference nationwide in the 800 MHz frequency band. (See [www.projectconsensus.org](http://www.projectconsensus.org).) Everyday, this problem jeopardizes the lives and safety of first responders and the citizens they serve.
- Although this issue has been in the public sphere for at least two years, the FCC has not ruled on it and has yet to announce a clear date by which it will do so.

*Congress* should also pass legislation requiring the allocation of more radio spectrum to public safety officials as soon as possible.

- A national emergency will require a radio and wireless communications system for first responders with overcapacity that can be tapped when necessary.
- Our current system will not be able to accommodate public safety officials in a seamless network for the future. Public safety officials have indicated in a report by the National Task Force on Interoperability that they need access to additional radio spectrum to meet operational needs.

*First responders* should conduct regular field exercises with local, state, and federal government and private organizations to discover and test best practices and uncover flaws in existing communications and information sharing practices and report “lessons learned.” Such exercises are badly needed, and the federal government should support them across the country, and work with public safety agencies to encourage full participation.

- First responders should make use of the Department of Homeland Security’s [www.llis.gov](http://www.llis.gov) portal for “lessons learned” in information sharing.



The Houston town hall at Rice University

#### 5. Information Sharing with Citizens and Communities

*Local officials* should set up a mechanism (such as a homeland security information system analogous to or part of the 311 or 911 systems) for citizens to report homeland security threats and emergency information.

- The local phone interface should be connected to state or local agencies as appropriate to share, analyze, and use information.
- The system should offer alternative means for contacting officials in the event that phone service is disrupted, and be able to handle the capacity of calls that a crisis would generate.
- Citizens have expressed strong interest in our national poll and town hall meetings in this service.

*Local officials* should offer citizens a service that will send homeland security information or alerts to cell phones, email addresses, pagers, and other personal communication devices.

- The system should have the capacity to ensure continuity of operations and the accurate and timely flow of information in an emergency.
- The system should work like (or in concert with) free weather warnings that can currently be directed via wireless emergency notification services to almost any wireless device (see Emergency Email Wireless Network example at [www.emergencyemail.org](http://www.emergencyemail.org)).
- The system should employ a variety of means of contact in case one communications network is disrupted during an emergency.
- The system should accommodate access to school systems so that they too may utilize the system for parent notification.
- Local governments need to make use of active and ongoing marketing campaigns to ensure citizen awareness and increase usage.
- Citizens have expressed strong interest in our poll and town hall meetings in this service.
- The system should be user friendly for both the locality wishing to send messages as well as the citizen recipient.

## **Recommendations for Privacy and Information Security**

Americans have placed a supreme value on personal privacy ever since the Declaration of Independence articulated life, liberty, and the pursuit of happiness as our unalienable rights. The threats posed by terrorism and changing practices in information management and sharing have raised new, unforeseen challenges in the areas of privacy and information security. Balance and transparency are the watchwords for successful policies, as public trust is an essential component of the homeland security enterprise. The public has expressed its willingness to give government the necessary tools to fight terrorism, but it wants assurances that personal information will be used in strategic and appropriate manners.

*The President and the Congress* should call for an independent review of the Privacy Act and related legislation in the context of new challenges surrounding homeland security. This review should produce recommendations to update and improve privacy policies and practices that can ensure a process that is focused on accountability and transparency and provide protections and redress steps for citizens with grievances.

*Federal, state, and local agencies* should treat privacy and information security as issues of governance and performance.

- Federal Department secretaries and heads of independent agencies should demonstrate their commitment to privacy and information security by certifying in their next Agency Annual Performance and Accountability reports that these are governance issues. Agency heads are currently required to certify “the completeness and reliability of the performance and financial data.” Privacy and information security should be treated in the same manner.
- Similarly, state and local officials should develop policies to treat privacy and information security as issues of governance that command the same accountability from state agency heads as matters of financial governance.
- Government agencies that collect or manage personal information, particularly those agencies that deal with large volumes of sensitive information where there can be considerable risk and exposure, should designate an executive level position (such as a Chief Privacy Officer) to oversee privacy practices.

*The private sector* should treat privacy and information security as issues of corporate governance.

- Corporations should recognize personal information as a valuable asset by undertaking awareness training, organizational infrastructure, funding, and enforcement measures to support privacy policies.
- Corporate investment in better privacy practices will pay for itself; breach-of-privacy incidents have had negative repercussions in the marketplace, as recent incidents in the airline industry have shown.

- Corporations should clearly articulate privacy policies to consumers and shareholders. As consumers practice greater awareness of the personal information, they will be likely to choose to do business with companies that spell out their privacy policies in straightforward language.

*Citizens should view their personal information as a valuable asset and learn how government and businesses collect, use, and store their personal information.*

- Citizens should learn as much as they can about “who, what, where, when, and how.” Who is collecting their information? For what purpose? Where is it being stored, and for how long? Do citizens have a choice about sharing personal information? Do they have access to information that is collected? Do they have means of redressing errors in their personal information? Much of this information is readily available through corporate and government websites. Citizens should ask questions when they encounter ambiguous or confusing language.
- Citizens should investigate businesses’ privacy policies and make discriminating choices about sharing their personal information.
- Citizens should conduct Internet searches of their own names to review their personal information that is currently publicly available on the World Wide Web.
- Citizens should know they can check the accuracy of their personal information as consumers under the Fair Credit Reporting Act and as citizens under the Privacy Act and the Freedom of Information Act.

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Citizens can learn more about the Freedom of Information Act from the American Civil Liberties Union's guide “A Step-by-Step Guide to Using the Freedom of Information Act,” available online at <http://archive.aclu.org/library/foia.html> or by calling ACLU Publications at 1-800-775-ACLU. Citizens can learn more about the Privacy Act online at [www.usdoj.gov](http://www.usdoj.gov)

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*Congress and the Executive Branch should engage in a vigorous public debate about the Patriot Act and its values and uses before it expires in 2005.*

*The media should educate the public about ongoing developments in privacy and information security law, including the Patriot Act, so the public can hold government accountable in an informed way.*



In San Diego, Ed Quinn, the president of McGraw-Hill Broadcasting pledged to raise awareness of the need for citizen involvement and training. A goal has been set to recruit 300,000 citizen volunteers

#### **IV. Innovation and Rigorous Evaluation**

The future of the homeland security enterprise depends on our collective ability to innovate – to pioneer new approaches and technological solutions, recognize what works, learn from our mistakes, establish pilot programs to test new ideas, and insist on rigorous evaluation of demonstration projects.

*Federal, state, and local governments should encourage and support rigorous evaluation of various approaches to homeland security.*

- As scenarios and exercises are conducted across the nation, different interventions and approaches could be randomly assigned and the results compared. Examples of results: response times, effectiveness of communications, understanding of roles and responsibilities, security of networks, and quality of decision making.

*The Department of Homeland Security should encourage and support innovative approaches to information sharing.*

- Demonstration projects should be “living laboratories” that implement existing commercial off the shelf applications, which are new to the public safety environment and which help to improve interoperable communications and/or information sharing.
- Public-Private joint ventures, such as the Homeland Security Centers of Excellence, should be expanded to test and deploy various data sharing solutions where government officials, public safety, law enforcement and intelligence officials, and industry can interact and learn together.

*The Department of Homeland Security should work with state and local governments and private partners to compile and share lessons learned and best practices through websites, conferences, and publications.*

- DHS has already set up a “lessons learned” portal for first responders (<http://www.llis.gov>). It should build on this and make it possible for state and local governments to share “lessons learned” as well.
- As the only agency with a national overview of the homeland security enterprise, DHS should act as a clearinghouse to help coordinate and disseminate information about best practices.

*State governments should conduct “lessons learned” reviews following actual emergencies and simulations.*

- Independent third-party reviews of lessons learned in actual emergencies are also valuable.

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New York City commissioned an outside review of the performance of its fire department after the September 11 attacks.  
[http://www.nyc.gov/html/fdny/mck\\_report/index.shtml](http://www.nyc.gov/html/fdny/mck_report/index.shtml).

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*Insurance companies should offer incentives to businesses and governments that develop and rehearse high-quality emergency preparedness plans.*

- Insurers already offer incentives for customers who practice certain behaviors that lower risks. They should extend these incentives to customers who meet recognized standards for emergency preparedness.

*Governments and private organizations should establish awards for innovative, effective approaches to homeland security by all levels of government and others in the enterprise, including citizens.*

*Local television, radio, and newspapers should draw attention to innovative homeland security practices at schools and businesses within their communities.*

- There are already countless innovations underway in communities across the country. Local media can play a critical role in bringing these best practices to light so they can be shared across the homeland security enterprise.

*Citizens who are involved as volunteers should trade best practices with other citizen groups - either through Citizen Corps, their local Red Cross, or other civic groups - using websites, meetings, and other channels of communication.*

# Next Steps

There is clearly a great deal of work necessary to achieve the citizens' agenda for homeland security. This initiative's collaborative process – the town hall meetings, polls, and working groups of experts – points the way for the next steps.

The citizens' perspective on homeland security is not fixed, and the current landscape is changing constantly. The collaborative process that started with this initiative should continue in order to keep this dynamic picture focused on the American people - the most valuable resource in the homeland security enterprise.

Now that the citizens' agenda has been identified and recommendations have been proposed, another level of collaboration will create real solutions. This will be the work of government, the private sector, schools, civic organizations, first responders, and citizens working together. We know what needs to be done. We know that informed and engaged citizens are committed to transforming the homeland security enterprise, with dynamic leadership, effective communication, and bold innovation and action.

*We the people* can do this. The security of our communities and the strength of our democracy depend on it.

# Appendix: Reports

## Congress

*America at Risk: Closing the Security Gap.*

Democratic Members of the House Select Committee on Homeland Security, January 2004  
[www.house.gov/hsc/democrats/pdf/press/040116\\_Initial\\_Findings\\_FINAL.pdf](http://www.house.gov/hsc/democrats/pdf/press/040116_Initial_Findings_FINAL.pdf)

*An Analysis of First Responder Grant Funding*

Christopher Cox, Chairman, House Select Committee on Homeland Security, April 2004  
<http://homelandsecurity.house.gov/files/First%20Responder%20Report.pdf>

*Current and Projected National Security Threats to the United States*

Hearing before the Senate Select Committee on Intelligence  
<http://a257.g.akamaitech.net/7/257/2422/30oct20031300/www.access.gpo.gov/congress/senate/pdf/108hrg/89797.pdf>

*Federal Homeland Security Assistance to America's*

*Hometowns: A Survey and Report From the Democratic Task Force on Homeland Security*, October 2003  
[www.house.gov/markey/Issues/iss\\_homelandsec\\_rep031029.pdf](http://www.house.gov/markey/Issues/iss_homelandsec_rep031029.pdf)

*Winning the War on Terror.*

Rep. Jim Turner, Ranking Member, House Select Committee on Homeland Security, April 2004  
[www.house.gov/hsc/democrats/pdf/press/report2/WinningtheWaronTerror.pdf](http://www.house.gov/hsc/democrats/pdf/press/report2/WinningtheWaronTerror.pdf)

## Government

*Homeland Security: Information Sharing, Responsibilities, Challenges, and Key Management Issues*

U.S. General Accounting Office GAO-03-1165T/  
September 2003  
[www.gao.gov](http://www.gao.gov)

*Homeland Security: Reforming Federal Grants to Better Meet Outstanding Needs*

U.S. General Accounting Office GAO-03-1146T/  
September 2003  
[www.gao.gov](http://www.gao.gov)

*Homeland Security: Voluntary Initiatives Are Under Way at Chemical Facilities, but the Extent of Security Preparedness is Unknown.*

U.S. General Accounting Office GAO-03-439/March 2003  
[www.gao.gov](http://www.gao.gov)

*The National Strategy for Homeland Security*

U.S. Department of Homeland Security, July 2002  
[www.whitehouse.gov/homeland/book/](http://www.whitehouse.gov/homeland/book/)

*Partnerships in Preparedness-Exemplary Practices in Emergency Management*

U.S. Federal Emergency Management Agency  
[www.fema.gov/library/partnrprep.shtm](http://www.fema.gov/library/partnrprep.shtm)

*Post-hearing Question from the May 8, 2003*

*Hearing on Barriers to Information Sharing at the Department of Homeland Security*  
U.S. General Accounting Office GAO-03-985R/July 2003  
[www.gao.gov](http://www.gao.gov)

*Potential Terrorist Attacks: More Actions Needed to Better Prepare Critical Financial Markets*

U.S. General Accounting Office GAO-03-468T/February 2003  
[www.gao.gov](http://www.gao.gov)

*Project Safecom: Key Cross-Agency Emergency*

*Communications Effort Requires Stronger Collaboration*  
U.S. General Accounting Office GAO-04-494/April 2004  
[www.gao.gov](http://www.gao.gov)

*Securing Our Homeland*

U.S. Department of Homeland Security Strategic Plan  
February 2004  
[www.dhs.gov](http://www.dhs.gov)

## Non-Government

*2003 Competitiveness and Security Survey*

The Council on Competitiveness  
[www.compete.org/COCNewsletter/pdf](http://www.compete.org/COCNewsletter/pdf)

*Forging America's New Normalcy: Securing Our Homeland, Preserving Our Liberty.*

Advisory Panel to Assess Domestic Response Capabilities for Terrorism Involving Weapons of Mass Destruction (The Gilmore Commission)

Rand Corporation  
[www.rand.org/nsrd/terrpanel/](http://www.rand.org/nsrd/terrpanel/)

*Beyond the Beltway: Focusing on Hometown Security. Recommendations for State and Local Domestic Preparedness Planning a Year After 9-11*  
John F. Kennedy School of Government,  
Harvard University, September 2002  
<http://bcsia.ksg.harvard.edu>

*Blueprint for Emergency Preparedness by Nonprofits*  
The Greater Washington Task Force on Nonprofit  
Emergency Preparedness, September 2003  
[www.cfncr.org](http://www.cfncr.org)

*Creating a Trusted Information Network  
for Homeland Security*  
The Markle Foundation Task Force, December 2003  
[www.markletaskforce.com](http://www.markletaskforce.com)

*Critical Infrastructure Protection and Homeland Security*  
John F. Kennedy School of Government,  
Harvard University, July 2003  
<http://bcsia.ksg.harvard.edu>

*Defending the American Homeland*  
The Heritage Foundation, February 2002  
[www.heritage.org/Research/HomelandDefense/Project.cfm](http://www.heritage.org/Research/HomelandDefense/Project.cfm)

*The Department of Homeland Security's First Year:  
A Report Card*  
The Century Foundation, March 2004  
[www.tcf.org](http://www.tcf.org)

*Emergency Responders:  
Drastically Underfunded, Dangerously Unprepared*  
The Council on Foreign Relations, June 2003  
[www.cfr.org](http://www.cfr.org)

*First Mayors' Report to the Nation: Tracking  
Federal Homeland Security Funds Sent to the  
50 State Governments*  
The U.S. Conference of Mayors Homeland Security  
Monitoring Center, September 2003  
[www.usmayors.org](http://www.usmayors.org)

*A Governor's Guide to Emergency Management*  
National Governors Association Center for Best Practices  
[www.nga.org/center](http://www.nga.org/center)

*Homeland Security Begins at Home: Local Planning  
and Regulatory Review to Improve Security*

American Planning Association, November 2003  
[www.planning.org](http://www.planning.org)

*Homeland Security: Best Practices for Local Government*  
International City/County Management Association  
<http://bookstore.icma.org/>

*Homeland Security Funding:  
The Urban Areas Security Initiative*  
National Association of Counties, February 2004  
[www.naco.org](http://www.naco.org)

*Identification of the Core Competencies Required of  
Executive Level Business Crisis and Continuity Managers*  
Journal of Homeland Security and Emergency  
Management, Volume 1, Issue 1. 2004  
[www.bepress.com/jhsem/vol1/iss1/1/](http://www.bepress.com/jhsem/vol1/iss1/1/)

*The Impact of Post-9/11 Security Measures on  
South Florida's International Business Community*  
The Chamber of Commerce and  
Florida International University, October 2003  
[www.efloridabusiness.com/docs/pr/302.pdf](http://www.efloridabusiness.com/docs/pr/302.pdf)

*Individual Preparedness and Response to Chemical,  
Radiological, Nuclear, and Biological Terrorist Attacks*  
Rand Corporation  
[www.rand.org/publications/MR/MR1731/](http://www.rand.org/publications/MR/MR1731/)

*Information Security Governance: A Call to Action*  
Corporate Governance Task Force, April 2004  
[www.cyberpartnership.org/InfoSecGov4\\_04.pdf](http://www.cyberpartnership.org/InfoSecGov4_04.pdf)

*Promoting State and Local Government Performance for  
Homeland Security*  
The Century Foundation, June 2002  
[www.homelandsec.org/Pub\\_category/pdf/state\\_local\\_gov\\_perform.pdf](http://www.homelandsec.org/Pub_category/pdf/state_local_gov_perform.pdf)

*Strategies for States to Achieve  
Public Safety Wireless Interoperability*  
National Governors Association Center for Best Practices  
September 2003  
[www.nga.org/center](http://www.nga.org/center)

*Why Can't We Talk? Working Together to Bridge the  
Communications Gap to Save Lives*  
National Task Force on Interoperability, February 2003  
[www.agileprogram.org/ntfi/ntfi\\_guide.pdf](http://www.agileprogram.org/ntfi/ntfi_guide.pdf)

# Appendix: More Innovation@Work

*The Homeland Security from the Citizens' Perspective* process called to our attention many innovative, collaborative, and forward thinking projects that are currently underway across the country. Those highlighted in the body of this report and within this section represent some of the findings of our working groups as well as ideas that were brought up during our town halls.

## Dynamic, Collaborative, Results-Oriented Leadership

### PLANNING

- **Washington State Hospital Preparedness and Response for Bioterrorism**  
Washington State has conducted extensive preparations for a terrorist-caused smallpox outbreak or some other major act of bioterrorism, and created a statewide, 24-hour, dedicated public health emergency electronic notification and communication system.  
[www.doh.wa.gov/phepr/pheprlho.htm](http://www.doh.wa.gov/phepr/pheprlho.htm)
- **Houston-Galveston Area Council Regional Strategies for First Responder Preparedness Plan**  
The Texas Governor's Office requested that Council of Governments develop regional plans for first responder preparedness. The Houston-Galveston Area Council completed its plan based on input from local government emergency management officials and first responders. Key features of the plan, which was designed as a response to a WMD attack, include: a focus on communications interoperability; first responder response to hazardous materials and other emergency incidents; description of the roles of public health, public works, and responders; and Mutual Aid Agreements among local governments throughout the region.  
[www.h-gac.com](http://www.h-gac.com)
- **San Diego State University Emergency Plan**  
San Diego State University has formulated a comprehensive emergency action plan with very

specific guidelines for particular event scenarios.  
<http://bfa.sdsu.edu/emergencyplan/>

### EXERCISES

- **Top Officials 2 (TOPOFF 2)**  
Seattle conducted the second congressionally-mandated national terrorism exercise. Part of a \$16 million exercise to test America's first responders and emergency personnel, it involved a simulated explosion in Seattle and the revelation of dangerous germ-warfare toxins in Chicago. Thousands of firefighters, police, hospital workers, and others from dozens of federal, state, and local agencies took part; the exercise was the largest of its kind to date.  
[http://www.dhs.gov/interweb/assetlibrary/T2\\_Report\\_Final\\_Public.doc](http://www.dhs.gov/interweb/assetlibrary/T2_Report_Final_Public.doc)
- **Southeast Florida Regional Domestic Security Task Force Exercise**  
The Task Force conducted a simulated collapse of a section of the stadium in the most realistic way possible, with the participation of over 100 agencies from Miami-Dade, Broward, Palm Beach and Monroe counties. The May 2003 event brought 2,500 participants, representing law enforcement, fire, EMS, and support organizations, as well as nearly 1,000 volunteers acting as victims. More than 800 observers attended, including law enforcement and fire officials, local elected officials, and state legislators.  
<http://www.fdle.state.fl.us/osi/DomesticSecurity/Regionalcontacts.htm>
- **"Dark Winter" Small Pox Attack Exercise**  
Harris County (TX) Emergency Management Director Judge Robert Eckels gathered over 50 officials from key departments and agencies of Harris County, the City of Houston, and the medical community, to conduct a "dark winter" smallpox attack exercise. This exercise helped identify problem areas and develop proactive solutions in a cost-effective manner.  
<http://www.judgeeckels.org/homeland.asp>
- **Cyber Exercise**  
State, local, and federal officials ran a simulated cyberattack on Seattle-area government systems in May 2003 as a warm up for the Topoff2 exercise. The cyberdrill tested the ability of government groups in the Seattle and King County, Washington area to



respond to escalating cyberattacks. About 150 officials gathered at Camp Murray, Washington to carry out the exercise.

[www.access.wa.gov](http://www.access.wa.gov)

- **The Michigan Homeland Security School Initiative**  
Identifying school buildings as critical infrastructure, the school district secured an \$8.2 million grant from DHS for three tasks: a vulnerability assessment of buildings; a revision of school safety response plans (including preparation for a potential homeland security emergency); and a tabletop or full-scale emergency preparedness exercise in each participating community.  
<http://www.michigan.gov/homeland/0,1607,7-173-23616-89703—,00.html>

## Informed and Engaged Citizens

### ENGAGING CITIZENS

- **A Community Response Guide for Boston’s Residents, Workers, and Visitors**  
Boston has developed a guide that helps citizens identify and prevent a terrorist threat and assist them by explaining what to do before, during, and after an emergency.  
<http://www.cityofboston.gov/emergencyguide/>
- **Guidelines for the Implementation of the State of Washington Homeland Security Advisory System for Citizens, Neighborhoods and Families**  
This guide outlines a logical system for determining the protective actions appropriate for citizens and families, and explains the DHS color-coded system in terms of actions for citizens.  
<http://emd.wa.gov/site-general/wahsas/wahsas-citizen-03-31-03.pdf>
- **Seattle Disaster Aid & Response Teams (SDART)**  
SDART, the City of Seattle’s all-hazard personal and neighborhood preparedness program, offers a Personal and Family Disaster Plan online. It helps people prepare to be self-sufficient for three days following a serious disaster, when emergency responders may not be available. SDART establishes seven Disaster Response Teams comprised of neighbors who can respond to basic needs following a major disaster.  
[http://www.ci.seattle.wa.us/emergency\\_mgt/popup/frameSd artPlan.htm](http://www.ci.seattle.wa.us/emergency_mgt/popup/frameSd artPlan.htm)
- **Arlington County Working with its Citizens**  
**The Arlington County Citizen Corps Council** provided recommendations for improving the County’s Comprehensive Emergency Management Plan in 1) communication with the public during emergencies, 2) public education for emergency preparedness, 3) public involvement and volunteer coordination for emergency preparation and response, and 4) coordination of community resources for emergency preparedness and response. The Council is working closely with the Office of Emergency Management on implementation of the recommendations.  
<http://www.co.arlington.va.us/ccc/>
- **Washington DC Area Commuter Preparedness Program**  
The National Capital Area Red Cross Chapter worked with the Department of Homeland Security and the public transit system to launch a national program to provide specific emergency preparedness information to those who ride the D.C. metro, buses and VRE commuter rail. Red Cross, metro employees, and volunteers were stationed at 15 metro stops to hand out preparedness pamphlets, including “Together We Prepare” brochures, to riders at rush hour.  
[www.redcrossdc.org](http://www.redcrossdc.org)
- **Arlington Door-to-Door Approach**  
A joint education team of Citizen Corps and the Office of Emergency Management in Arlington County (VA) has provided hundreds of presentations to the public, including televised presentations and plans an upcoming door-to-door campaign. These dialogues summarize personal preparedness, volunteer opportunities, and expectations for individuals, the community, and the government. The door-to-door campaign will deliver a refrigerator magnet with information about how to get local alerts and information during an emergency, how to develop a family/household communication plan, and a wallet card with emergency medical information and contact information.  
[http://www.co.arlington.va.us/oem/door\\_to\\_door.htm](http://www.co.arlington.va.us/oem/door_to_door.htm)

- **Tulsa’s Citizen Advisory Committee on Hazard Mitigation**  
Through workshops, public meetings, media coverage, special mailings in utility bills and other activities, Tulsa citizens have been encouraged to help draft the Tulsa Mitigation Plan. The outreach is led by the Citizen Advisory Committee on Hazard Mitigation. <http://www.tulsapartners.org>

**EMPLOYERS ENGAGING EMPLOYEES AND SCHOOLS  
ENGAGING STUDENTS**

- **State of Arizona Training Employees on Preparedness**  
To bring the “Together We Prepare” program to workplaces, homes and schools, the Red Cross Grand Canyon Chapter signed an agreement with the State of Arizona to train 10,000 state employees, as well as the families of first responders, between May 2004 and April 2005. To ensure the chapter has the necessary workforce to deliver this training, the chapter is partnering with a local business that is providing 100 employees and retirees to teach TWP. [www.arizonareddcross.org](http://www.arizonareddcross.org)
- **John Deere Launches Employee Preparedness Program**  
After learning about the Together We Prepare Workplace from the Tri-States Red Cross Chapter, Iowa, the local John Deere plant manager agreed to fund the preparedness program for all employees and their spouses. More than 120 people attended, and 80 percent brought spouses. In addition, over 115 people signed up for First Aid and CPR training. The plant’s safety team decided to make the TWP Workplace program an annual event for all employees and their families, and suggested that all John Deere facilities adopt it. <http://www.arcdbq.org>
- **Herbal Life Sets Up Payroll Deduction Program for Preparedness Kits**  
Soon after the first anniversary of September 11, 2001, the Herbal Life Corporation contacted the Greater Los Angeles Red Cross Chapter to learn more about how the company and its employees could be better prepared. Since that time, the chapter has presented the “Together We Prepare” presentation to over 1700 Herbal Life employees. The Corporation

also introduced a payroll deduction program that allows employees to place an order for disaster supplies through the Greater Los Angeles Chapter. [www.acrossla.org](http://www.acrossla.org)

- **High School Senior Preparedness Project**  
The Greater Cleveland Red Cross Chapter is coordinating with a local high school to pilot a senior class preparedness project. Using “Together We Prepare,” the senior class will give a presentation on preparedness to the entire school. [www.redcross-cleveland.org](http://www.redcross-cleveland.org)
- **Center for Safe and Secure Schools in Houston**  
The Center brings together 27 districts, 900 campuses and 700,000 students for the purpose of securing schools against a variety of hazards, including terrorist attacks. The Center aims to provide parents with information about their children in the event of an emergency and to assist in creating redundant systems for conveying emergency information. <http://www.hcde-texas.org/default.aspx?name=safe>

**Strategic and Appropriate Use and Sharing of Information**

- **DHS Counterterrorism Information Exchange System**  
The Joint Regional Information Exchange System (JRIES), recently expanded by DHS, provides all 50 states, 5 territories, Washington, DC, and 50 major urban areas real-time interactive connectivity with the DHS Homeland Security Operations Center. This secure system will significantly strengthen the flow of real-time threat information at the Sensitive-but-Unclassified (SBU) level to all users immediately, and provides the platform for future classified SECRET communications to the state level. This collaborative communications environment, developed by state and local authorities, will allow all states and major urban areas to collect and disseminate information between federal, state, and local agencies involved in combating terrorism. <http://www.dhs.gov/dhspublic/display?content=3212>

- **Emergency Email Network**  
A nationwide emergency communications infrastructure that provides official information direct from government and public service agencies to users via any wireless device that has text messaging capability.  
<http://www.emergencyemail.org/>
- **Law Enforcement on Line (LEO)**  
An online service that is provided to law enforcement, first responders, and criminal justice officials; it has had approximately 32,500 members since its establishment in 1995.  
[http://www.fbi.gov/hq/cjisdl/leo\\_sorum\\_intvue.htm](http://www.fbi.gov/hq/cjisdl/leo_sorum_intvue.htm)
- **Statewide Anti-Terrorism Unified Response Network (SATURN)**  
The Massachusetts information sharing and first responder network allows fire, emergency management, and police officers from every community in the state to receive and exchange information about terrorist threats.  
<http://www.mass.gov/eops/saturn.htm>
- **Regional Alliances for Infrastructure and Network Security (RAINS)**  
RAINS-Net, linked with Portland (OR) 911, is the nation's first automated alert notification system for homeland security and emergency response, serving key local public safety stakeholders, such as schools, hospitals, building managers and others. Enabling information sharing across traditional, jurisdictional and technical boundaries, it delivers near real-time emergency incident alerts and related information directly from Portland 911 to cell phones and personal computers. Access to the system is provided on a "chain of trust" basis, with actual distribution coming from police and fire bureaus and other public sector RAINS-Net participants. The RAINS public/private partnership includes 60 vendors and over 300 participating organizations, universities and public agencies.  
<http://www.oregonrains.org>
- **St. Louis Emergency Patient Tracking System (EPTS)**  
The emergency patient tracking system allows for immediate identification and tracking of patients from first response to hospital and beyond, using bar-coded tags and secure data transmission over the

internet. The system enables the management of patient surge by effectively allocating hospital resources; a fast understanding of the extent and nature of the emergency; and the ability to locate victims quickly. EPTS uses simple, familiar technology – a bar code and scanner. When first responders arrive at an incident scene, they attach a bar coded identification bracelet to each victim's wrist. Using either a wireless handset or a Nextel radio-phone with an attached bar code scanner, they input information about a victim's injuries, treatment, and status. This data, which is tracked by its bar code, is then uploaded to a secure centralized database, where it is instantly available to other responders, transporters, hospital personnel, and local, regional, and/or national information centers.

<http://www.stlouischildrens.org/articles/professional.asp?ID=3199>

- **San Diego Joint Harbor Task Force**  
The task force has created a forum where federal, state and local officials— including the Navy, Coast Guard, Border Patrol, Central Intelligence Agency, the Federal Bureau of Investigation, California State Police and San Diego police and first responders —can share information.  
[www.sdhp.com](http://www.sdhp.com)
- **Public Safety Integration Center**  
Northern Virginia technology company SAIC has created a Public Safety Integration Center to establish an environment where dozens of companies can collaborate on interoperable solutions to public safety problems, especially homeland security threats. The Center showcases interoperability among first responders, regardless of communications device.  
<http://www.saic.com/news/saicmag/2003-summer/psic.html>
- **Regional Approach to Information Sharing**  
Charlottesville, VA has developed a multijurisdictional communications system that links all of its 20+ public safety agencies through voice, data, and video. A regional consortium provides joint governance through an appointed Emergency Communications Center Management Board. The system is also designed to facilitate linkups with State Police and federal officials.  
<http://www.avenue.org/cecc/>

## Innovation

- **Operation Safe Commerce**  
Seattle launched this \$58 million pilot project aimed at increasing the security of cargo arriving from overseas at the nation's ports. The program uses devices that can track shipping containers to collect data on the movement of the containers and determine if tampering has occurred. The ports of Seattle and Tacoma, along with Los Angeles-Long Beach and New York-New Jersey, were selected for the program.  
<http://www.tsa.gov/public/display?theme=29>
- **Wireless Broadband Data for Public Safety**  
As current radio spectrum allocations are not sufficient to provide citywide wireless broadband data networks for public safety, the District of Columbia founded the Spectrum Coalition for Public Safety. This national coalition of 30 cities, counties, states, and public safety agencies is pushing for an allocation of 10 MHz of additional 700 MHz spectrum to state and local governments. To showcase the potential of this additional spectrum, DC is building a pilot network that integrates and strengthens existing programs such as CAPWIN. The network will also enable wireless police, fire and EMS video applications and deploy wireless chemical and biological agent detection solutions through ten transmission sites that will provide citywide coverage for first responders.  
[www.spectrumcoalition.org](http://www.spectrumcoalition.org).

# Appendix:

## Web Resources

- **American Academy of Pediatrics:** Family planning details and how to build kits and strategies to involve the entire household in preparedness.  
[www.aap.org/family/frk/frkit.htm](http://www.aap.org/family/frk/frkit.htm)
- **American Civil Liberties Union:** Resources on the Patriot Act.  
[www.aclu.org/SafeandFree/SafeandFree.cfm?ID=12126&c=207](http://www.aclu.org/SafeandFree/SafeandFree.cfm?ID=12126&c=207)
- **American Red Cross:** Citizen preparedness information, resources, and guides.  
[www.redcross.org](http://www.redcross.org)
- **U.S. Centers for Disease Control:** Emergency response and preparedness guides, strategies, and information for citizens, business, state and local government, and medical facilities.  
[www.bt.cdc.gov/planning/index.asp](http://www.bt.cdc.gov/planning/index.asp)
- **Century Foundation:** Extensive list of homeland security publications and resources.  
[www.homelandsec.org](http://www.homelandsec.org)
- **Cornell University Law School:** Legal issues on right to publicity and other privacy and personal information laws.  
[www.law.cornell.edu/topics/publicity.html](http://www.law.cornell.edu/topics/publicity.html)
- **U.S. Department of Education:** Information for preparing and responding to emergencies.  
[www.ed.gov/admins/lead/safety/emergencyplan/index.html](http://www.ed.gov/admins/lead/safety/emergencyplan/index.html)
- **U.S. Department of Homeland Security:** Citizen preparedness information, resources, and guides.  
[www.ready.gov](http://www.ready.gov)
- **U.S. Department of Homeland Security:** Links to planning and funding resources for first responders.  
[www.dhs.gov/dhspublic/display?theme=63&content=3547](http://www.dhs.gov/dhspublic/display?theme=63&content=3547)
- **Electronic Privacy Information Center:** Information on the Patriot Act with resources and background material.  
[www.epic.org/privacy/terrorism/usapatriot/](http://www.epic.org/privacy/terrorism/usapatriot/)
- **U.S. Federal Emergency Management Agency:** List of collected smart practices for preparedness.  
[www.fema.gov/preparedness/smartpractices.shtm](http://www.fema.gov/preparedness/smartpractices.shtm)
- **U.S. Federal Emergency Management Agency:** Emergency response and continuity of operations plans for businesses.  
[www.fema.gov](http://www.fema.gov)
- **National Governors Association:** State homeland security organizational structures and links to state strategies and preparedness guides for citizens.  
[www.nga.org/cda/files/homeseccstructures.pdf](http://www.nga.org/cda/files/homeseccstructures.pdf)
- **U.S. Small Business Administration:** Disaster preparedness and disaster recovery information.  
[www.sba.gov](http://www.sba.gov)

# Appendix: Working Groups

So many individuals contributed to the success of this project by putting their time and talent, energy, intelligence and enthusiasm into the expert working groups. This was truly a collaborative effort. We extend our thanks to:

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