



SS464: Homeland Security

Department of Social Sciences, United States Military Academy



Lesson 7



Emergency Preparedness



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Agenda

- ▶ Questions on policy memos?
- ▶ HSPD-8
- ▶ What must we prepare for?
- ▶ Preparedness funding issues
- ▶ Discussion
- ▶ Next lesson: Katrina
- ▶ Kate Frucher's lecture and how we handle the Military Role lesson

Lesson 7 Preparation

Readings:

1. National Commission on Terrorist Attacks upon the United States, *Staff Statement 13: Emergency Preparedness and Response* and *State Statement 14: Crisis Management* from the Eleventh Public Hearing, in [Staff Statements of the 9/11 Commission](#), New York, May 18-19, 2004.
2. Congressional Research Service, [State and Local Homeland Security: Unresolved Issues for the 109th Congress](#) (Washington, DC: Congressional Research Service, June 9, 2005).
3. *Skim*: Homeland Security Council, [Planning Scenarios: Executive Summaries -- Created for Use in National, Federal, State and Local Homeland Security Preparedness Activities](#) (Washington, DC: The White House, July 2004). *Read*: Scenario 2: Biological Attack - Aerosol Anthrax, and Scenario 10: Natural Disaster - Major Hurricane.
4. *Skim*: George W. Bush, [HSPD-8 – National Preparedness](#), (Washington, DC: The White House, December 17, 2003).

Study Questions:

1. What are the key issues that state and local governments must address to ensure their preparedness for emergencies, both natural and manmade?
2. What is the federal government's role in ensuring national preparedness?
3. What are the current issues regarding federal grants for state and local emergency preparedness?
4. What standards or benchmarks should guide preparedness efforts?

HSPD-8 (17 Dec 03): National Preparedness

- ▶ Companion to HSPD-5: Domestic Incident Management (Feb 03)
- ▶ Secretary of Homeland Security is Principal Federal Official for coordinating preparedness
- ▶ Priorities based on threat and consequence
- ▶ Metrics to support standards for preparedness assessments and strategies
- ▶ Grants predicated on adoption of statewide comprehensive strategies consistent with national goals
- ▶ Comprehensive national training program
- ▶ Exercise program (e.g. TOPOFF, etc.) supported by multi-year plan
- ▶ System to capture and share lessons-learned and best-practices
- ▶ Public communication plan

HSC Planning Scenarios (July 2004)

- ▶ 15 all-hazards planning scenarios for use in national, federal, state and local homeland security preparedness activities

- ▶ Scenario 2: Biological Attack – Aerosol Anthrax

Casualties	13,000 fatalities and injuries
Infrastructure Damage	Minimal, other than contamination
Evacuations/Displaced Persons	Possibly
Contamination	Extensive
Economic Impact	Billions of dollars
Potential for Multiple Events	Yes
Recovery Timeline	Months

- ▶ Scenario 10: Natural Disaster – Major Hurricane

Casualties	1,000 fatalities, 5,000 hospitalizations
Infrastructure Damage	Buildings destroyed, large debris
Evacuations/Displaced Persons	1 million evacuated; 100,000 homes seriously damaged
Contamination	From hazardous materials, in some areas
Economic Impact	Millions of dollars
Potential for Multiple Events	Yes, seasonal
Recovery Timeline	Months

- ▶ Similarities? Differences?
- ▶ Implications for federal, state, local preparedness activities?

HSC Planning Scenarios (Jul 04)

- ▶ Intelligence assumptions
- ▶ Ranking assumptions
- ▶ Multiple events
- ▶ Homeland Security Advisory System (HSAS)
- ▶ "Worried well"
- ▶ Infrastructure impact
- ▶ Economic impact
- ▶ Environmental impact
- ▶ International dimensions
- ▶ Media access and support
- ▶ Planning for continuity of operations (COOP)
- ▶ Capability-based planning

Preparedness Funding Issues

- ▶ Hiring/retention of personnel
 - ▶ Should federal government pay for state first responder personnel?
 - ▶ How to determine what new personnel (or overtime expenses) are “homeland security” related?
 - ▶ What are the right federal incentives and disincentives to ensure appropriate state investment?
- ▶ Interoperable communications
 - ▶ What equipment? More importantly, what standards and processes?
 - ▶ Only 22% of states have developed statewide interoperability (as of Jun 05)
 - ▶ Do states have good planning to determine their needs? Is that planning integrated with other states?

Preparedness Funding Issues

- ▶ Federal preparedness grants
 - ▶ How to determine state and local threat and risk assessment factors
 - ▶ “Pork barrel” spending ... mechanisms to appropriate funding based on those assessments
 - ▶ Only for homeland security and/or counterterrorism, or “all hazards?”
- ▶ Equipment standards
 - ▶ HSPD-8: DHS to set standards for first responder equipment
 - ▶ Determining state needs ... Does state have a requirements process that effectively integrates its local needs
 - ▶ Equipment training and maintenance ... often intensive ... requires trainers with expertise

Preparedness Funding Issues

- ▶ State and local strategies

- ▶ Should drive funding requirements
- ▶ Have states developed effective strategies?
- ▶ Do they have the expertise to build good strategies?
- ▶ Have they supported their strategies with plans?
- ▶ Have they exercised those plans?

- ▶ State and local security clearances

- ▶ Not as much a funding issue as a policy and implementation issue
- ▶ But process is constrained by resources (particularly number of people qualified to do the investigations)
- ▶ Federal processes are disjointed

Policy Tools

- ▶ Grants
- ▶ Conditional grants
- ▶ Facilitating coordination, lessons-learned, training
- ▶ Regulation
- ▶ Legislation
- ▶ Certification ... federal, state, private standards
- ▶ Requiring insurance
- ▶ ... and variations or other tools (will discuss more as course proceeds)

Discussion

- ▶ Guarding against complacency
- ▶ Balancing the right level of effort with other civic priorities?
- ▶ Interagency coordination issues not only at the federal level
- ▶ Continuity of operations (e.g. 9-11 vs. Katrina)
- ▶ Private sector preparedness
 - Building and other similar code requirements?
 - Evacuation procedures?
 - Communication?
- ▶ Integrated Command System (ICS)
- ▶ Communications and situational awareness
- ▶ Command and control ... who's on the net? ... procedures?
- ▶ Need to plan for recovery, not just crisis

Next: Lesson 8 - Katrina

Readings:

1. The Brookings Institution, *Event Transcript of [Hurricane Katrina: Where do We Go From Here?](#)* (Washington, DC: The Brookings Institution, September 8, 2005): read the Falkenrath and Nivola sections, pp. 1-22, or watch the video of their statements accessible on the website. The remainder of the transcript is recommended but not required reading.
2. US House of Representatives, Committee on Homeland Security, *[Hearing on "Federalism and Disaster Response: Examining the Roles and Responsibilities of Local, State, and Federal Agencies,"](#)* October 19, 2005. Read the Bush and Samuel testimony.

Study Questions:

1. What are local government responsibilities in responding to major emergencies? State responsibilities? Federal?
2. What Constitutional issues does Katrina highlight?
3. What were the key failures at each level of government?
4. What reforms and actions are required in the wake of Katrina?