



SUMMARY
Portland, OR
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Welcome

Andrew Phelps, Director, Oregon Office of Emergency Management

During some welcoming comments, Phelps discussed the risk landscape in Oregon and how the terrorist threat is not limited to large metropolitan regions. For example, Oregon experienced the largest biological attack in the small town of Antelope during the 1980's. Then in 2010, the Portland Christmas Tree bomber arrest occurred. They also suffer numerous natural hazard risks including earthquakes, flooding, and threat of tsunamis.

Safest School in America

Dr. Paula Maurer, Superintendent, Southwestern Consolidated School District of Shelby County, Indiana

Under Dr. Maurer's leadership, a campus within her district completed more than \$400,000 in upgrades over the past seven years in securing a high school and neighboring elementary school. The small rural district was approached by the Indiana Sheriffs Association about taking some enhanced initiatives. In working with the district, the association provided a list of assets and capabilities necessary to effectively secure the facilities. The list, also recently adopted by the National Sheriffs Association, includes:

1. The Need for Immediate Notification;
2. Real-time and Actionable Intelligence;
3. Protected Spaces for Students and Staff During an Event;
4. Status of Individual Classrooms During an Event, and;
5. Capability to Stop or Delay an Attack While Responders are in Route.

Maurer advocated that school safety become like building and fire codes to become an integrated part of school construction. Based on studies of how people respond psychologically to high-stress situations, including increased heart-rate leading to decreased cognitive ability, she outlined the need for any alert system to be very simple. Many systems currently marketed to school districts involve overly-complex phone/tablet apps or wall panels which will be difficult to navigate during an emergency. Maurer expressed frustration with vendors offering off-the-shelf products to superintendents and administrators who are likely ill-equipped to properly evaluate effectiveness.

The Q&A session focused primarily on balancing the physical building enhancements with ongoing mental health challenges.

DHS Update

Alaina Clark, Deputy Assistant Secretary, Intergovernmental Affairs, Department of Homeland Security

The Department is currently focused on the following key issues of interest to the Consortium:



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- **Election security.** DHS categorized election systems as “critical infrastructure” in 2017, and the upcoming mid-term elections will be the first major test nationally since that time. They continue working with Secretaries of State and election supervisors to ensure the safety and security of the November elections.
- **Cybersecurity.** During the Consortium meeting, the Secretary held a cybersecurity summit in New York City with participation from some of the senior-most cybersecurity officials across government industry, including cabinet officials, CEOs, and representatives from major corporations. A copy of the department’s fact sheet on the event is included with the follow-up package.
- **Office of Academic Engagement.** The department is currently focused on security planning for higher-education facilities but will be expanding to K-12 soon. Currently three plans in development (hurricanes, active shooter, and cybersecurity) are part of DHS’ membership to the School Safety Commission. The next meeting of the Commission is scheduled for August.
- **Human Trafficking.** The Blue Campaign continues in earnest, and DHS remains committed to engaging non-traditional DHS partners to build awareness. If interested, stakeholders can receive Public Service Announcements for use and dissemination.
- **Real ID.** While Real ID has not been at the forefront of recent issues, but many deadlines are approaching. All states are currently either compliant or under an extension. By October 1, 2020, every state must have a compliant card to board commercial airlines. DHS continues offering technical assistance to states currently under an extension. States must continue showing tangible progress.
- **Gubernatorial Elections.** Currently, 17 Governors are guaranteed to change due to retirements or term limits. The Department continues preparations to engage with the National Governors Association and National Emergency Management Association to aid transitions and emphasize homeland security and emergency management issues.

Homeland Security Grant Program Return on Investment Project

Yee San Su, Senior Research Scientist, CNA Institute for Public Research

Last year, the Consortium took on the project of trying to quantify the return on investment of the State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI). To assist with the project, the Consortium contracted with the Center for Naval Analysis to coordinate the survey, analysis, and subsequent report. San Su covered the methodology and findings of the report.

SHSGP and UASI total about 59 percent of grant funding at FEMA. In assessing the impact of these funds, the report identified the creation of more than 800 specialized (HazMat, incident management, and Urban Search and Rescue) – a 124 percent increase – since 2001. The report creates a direct correlation between cuts in funding and capabilities. At this time, the intention is to release the report and ask member associations to assist in distribution. A second iteration will be completed next year with subsequent survey/reports occurring biennially.



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FEMA Update

Dan Kaniewski, Deputy Administrator for Resilience, FEMA

John Allen, Director of the Office of Preparedness Integration and Coordination

Last year, 2017, was a watershed year for FEMA. Hurricane Maria required the largest air and sea response mission in history followed by the largest power restoration effort. The three hurricanes of Harvey, Maria, and Irma resulted in \$265 billion in damages and affected nearly 15 percent of the U.S. population. Kaniewski addressed current efforts to reorganize the agency to highlight resilience. All preparedness, continuity, and mitigation priorities are now organized under a single organization. He also discussed the importance of mitigation and recent findings from the 2017 After-Action Report.

Allen joined in Kaniewski's presentation and provided an overview of the new FEMA Integration Teams (FIT). The goal is 12 operational FITs by the end of the fiscal year, and the agency is attempting to focus deployment based on the likelihood of catastrophic incidents, willingness of state participation, and ability to fully represent the various phases of FEMA.

Lessons Learned from Recent Terrorist Attacks in the United Kingdom

Mike Little, Los Angeles Area Fire Chiefs Association (IAFC)

Susan Bower, Deputy Director, State and Local Partner Engagement, Intelligence & Analysis, DHS

During a working lunch, Bower and Little provided an overview of a recent government-sponsored trip for some to participate in a lessons-learned effort in the United Kingdom. Key documents mentioned during the presentation will be sent to members in the follow-up package.

Utilizing Lessons Learned to Build Next Generation Public Policy

Dr. Thomas Birkland, Professor, North Carolina State University

Author and collegiate professor Tom Birkland addressed the Consortium on trends in how policy and political leadership utilize lessons learned after a significant event to educate changes to public policy. A copy of his presentation is included in the follow-up package, but some of his key points include:

- “Lessons learned” may be an attempt to better understand the politics or arguments for/against an existing policy.
- While emergency managers and homeland security planners work toward preparing for the next big catastrophe, many of those plans are not truly actionable or even able to be implemented. Instead, many of these efforts may be meant to satisfy the political imperative to simply “have a plan.”
- In the wake of a disaster, policymakers tend to take events and couple their “pet solutions” to them.
- “Public Policy” is defined as what the government (at any level) decides to do or not to do.



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Birkland Follow-up: Homeland Security Policy Development Exercise

Glen Woodbury, Director, Center for Homeland Defense and Security

To dovetail Birkland's presentation, Woodbury conducted a policy exercise meant to encourage members to consider seminal events of the past that led to major changes in public policy. Participants split into four different groups to focus on major events involving natural hazards, fire/law enforcement incidents, public health, and major shifts in government policy.

After reconvening, the group reported their findings to the rest of the Consortium. A couple groups mentioned having difficulty in defining "the past," and knowing how to identify the parameters of their analysis. Interestingly, no group considered an event or seminal turning point prior to 1988 (creation of the Stafford Act).

The group assigned to consider major emergency management events highlighted the trends of policy changes from Hurricanes Katrina and Sandy and the 2017 disaster season. Their conclusion showed how Katrina resulted in major changes in pre-positioning federal resources and the requirement that FEMA administrator have at least five years of emergency management experience. Hurricane Sandy prompted FEMA to adopt the "go big/go fast" doctrine and the rise and fall of the "disaster deductible" proposal. Finally, the 2017 disaster season saw a move toward resilience and mitigation, integration across government functions, and an emphasis on de-federalizing disasters.

The law enforcement and fire break-out chose to look at "high profile" events over last 20 years and focused on the few unique that had a true impact on policy.

- The Rodney King incident of 1991 resulted in the first video of police action which is now common. This changed how the public sees policing as police officers were put on trial, and public confidence in law enforcement eroded. In this incident, public outrage drove policy changes within the law enforcement community.
- The shootings at Columbine, Colorado gave us the first major active shooter, brought to light multiple coordination issues among response agencies, and introduced a new tactic in attacking innocent civilians.
- September 11, 2001 impacted nearly every public policy related to police, fire, and emergency management and fundamentally changed the country

The Stafford Act of 1988 represented the central focus of the government policy break-out group. Looking through the lens of how policy is created today in the wake of major events, the group originally saw Hurricane Gilbert as the precipitating event leading to the Stafford Act. The legislation actually came about as a result of the Reagan Administration looking for a way to implement a 50 percent cost-share on local governments for disaster response assistance. Regardless, Stafford set the stage for the requirement of various plans and procedures for disaster response. Furthermore, the group discussed how



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most policies are highly reactionary, and even policies initially seen negatively by stakeholders (ie, FEMA encouraging state managed disasters) could incentivize states to take action to prevent future disasters such as limiting where building can occur.

According to the group considering Public Health events, despite best data, death rates among children from influenza remain staggeringly high in the last decade. Vaccinations depend on everyone participating. The 2009-10 pandemic caused the “opt-in” policy with flu vaccines which should have been reversed to “opt-out” to require an affirmative decision. The most vulnerable kids (ie, those without diligent caregivers) are typical victims, and the flu vaccine not one of the few not required by schools. Ironically, there is only enough vaccine made every year to cover about half the population, so if the messaging on vaccines was truly effective and everyone heeded warnings, the policy would be ineffective.

In conclusion, until recently when FEMA started stronger messaging on flood insurance, Public Health is one of the few subject areas that requires the public to actively do something. Members agreed the Consortium should work to anticipate the major changes prior to the next event. But Birkland cautioned against this as it is hard to determine what will be a watershed event even during let alone shortly after the incident. One of the few exceptions in recent memory would be September 11.

Business Session

Prior to adjourning, a short business session elected two new tri-chairs for the coming year and solicited agenda items for the next meeting. Based on the election results, the tri-chairs for the coming year will be:

- National Emergency Management Association (NEMA)
- Governors Homeland Security Advisors Council (GHSAC)
- Adjutants General Association of the United States (AGAUS)

Topics suggestions for consideration on future agendas included:

- Key elements of the new Pandemic All Hazards Preparedness Act (PAHPA) currently being considered by Congress;
- Citizen engagement, and how the public process potential threats and disasters;
- Election security;
- Cybersecurity as a threat to include a briefing potentially on the previous election;
- Managing neglected infrastructure such as aging water systems, and;
- Nuclear preparedness including the work of the Domestic Nuclear Detection Office (DNDO).
- DHS Briefing on Crisis Event Response, Recovery, and Access (CERRA) Standard



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