

MEMORANDUM FOR THE RECORD

Type of event: Meeting

Date: March 4, 2004

Special Access Issues: None

Prepared by: Emily Walker

Team Number: 8

Location: Homeland Security Industries Association

Participants - Non-Commission: See Attached List

Participants - Commission: Emily Walker, Mark Bittinger

Commission staff participated in a weekly meeting of the Homeland Security Industries Association per an invitation to speak from President Bruce Aitken who participated in the ANSI meetings. This Association has members who are businesses working in the area of Homeland Security.

Emily Walker outlined the Commission's work since the inception on interviewing the private sector companies involved in 9-11 through the hearing in Drew University where the issues of private sector preparedness were discussed. She covered the summary of the meeting that led to working with ANSI on developing National Standards on Emergency Preparedness. She explained the awareness campaign that would ensue from some standards and the fact that the Commission would be considering recommendations in this area in the coming months. Attendees of the meeting asked several questions and were generally very enthusiastic and supportive of such an initiative. (Clearly they saw an interest in their company's products from this event). The organization also offered to host any follow-up meetings, seminars or sessions that the Commission might need after the report was out. Commission staff thanked them for their support and registered their enthusiasm to assist.

GAO representative Dr. Sharon Caudle also spoke at this meeting on the programs that GAO was sponsoring on Homeland Security (listed in the attachment). She said that the Congress had not specifically called for these reviews but that they were internal development and research reviews through her group on National Preparedness. She said they reacted to a number of concerns expressed on the Hill.

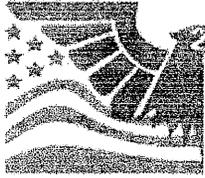
Following the meeting, Alison Abbott, Senior Government Programs Rep at Bechtel asked Emily Walker if she would meet with the Head of Global Security and Communications based in San Francisco to discuss Bechtel's role in 9-11 and their policies of security since that time.

UNCLASSIFIED
Commission Sensitive

Also, Jim Jackman of Washington Group International asked if Emily could meet with his New York colleagues as they lost 13 people at the WTC and wanted to tell their story. She agreed to do so.

Attachments:

List of Homeland Security Industries Association Attendees March 4, 2004 Meeting
GAO Handout



Homeland Security Industries Association

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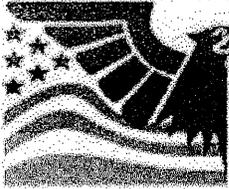
<http://www.hsia.net.org>

HSIA GENERAL MEETING – MARCH 4, 2004

AGENDA

1. Self Introduction of Attendees
2. HSIA Emergency Preparedness Conference and Awards Dinner: March 10, 2004
 - a. Emergency Preparedness: Needs and Funding for First Responders - Panels
 - b. Awards Dinner - Representative Curt Weldon
 - c. Sponsorship Opportunities
3. Homeland Security Standards
 - a. EIC
 - b. ANSI
4. Legislative Priorities
5. Report on Recent RFPs, RFIs, RFQs
6. Communications Report
7. Report on Chapter Activities
8. Calendar of Homeland Security Shows, Training Courses
 - a. HSLA Booths
9. Report on NACFAM Meeting - March 1, 2004
10. Presentations of Emily Walker and Dr. Sharon L. Caudle
11. Publications
12. Other

*Chair: Bruce DeGruze, President, Homeland Security Business Advisors, LLC
Vice Chair: Joseph DeJustino, President, Skyline Management, LLC, Michael Rosenberg, Vice President, E.J. Krause
President: Bruce Aitken, Managing Partner, Aitken Ivan Berlin & Vonnegut, LLP
Executive Director: Yasmin Fakhri-Chuslin, HSLA SE Regional Chapter and PA Chapter
Communications Director: Steve Ellis, Ellis Communications International*



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MARCH 4, 2004 MEETING – ATTENDANCE LIST

1. Alison Abbott, Bechtel
2. Bruce Aitken, HSIA
3. Dr. Yal çyn M. Baran, Silkroad Capital Partners, Via Teleconference
4. Laurence Bory, HDR
5. Julian Burke, Ethixs
6. Dr. Sharon L. Caudle, US General Accounting Office, National Preparedness HLS & Justice Team
7. R. Hank Chase, Ethixs
8. Roseanne Cinnamond, Vion
9. Bruce deGrazia, HSIA
10. Barry deRoze
11. Ken Ducey, Markland Technologies, Via Teleconference
12. Steve Ellis, Ellis Communications, Via Teleconference
13. Richard Greene, AR Challenges
14. James Jackman, WGI
15. Anne McInerney, Rolls Royce North America, Inc.
16. Jeri McLaughlin, WGI
17. Paul C. Palmer, Tex-Shield, Inc.
18. Fred Rose, HP, Via Teleconference
19. Will Rodger, CCIA
20. Michael Rosenberg, E. J. Krause
21. Emily Walker, 9/11 Commission

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Vice Chairs: Joseph D'Agostino, President, Skyline Management, LLC, Michael Rosenberg, Vice President, E.J. Krause
President: Bruce Aitken, Managing Partner, Aitken Irvin Berlin & Vrooman, LLP
Executive Director: Yasmin Tirado-Chiodini, HSIA SE Regional Chapter and Fla. Chapter
Communications Director: Steve Ellis, Ellis Communications International*

HOMELAND SECURITY NATIONAL STANDARDS FOR NATIONAL PREPAREDNESS INVESTMENT AND ASSESSMENT

Summary

Homeland security—national preparedness—involves prevention, vulnerability reduction, and emergency response and recovery. Setting preparedness expectations to guide investment and assessment strategies will be central to homeland security progress. National homeland security standards provide an opportunity to more clearly define expectations and assess preparedness. GAO is pursuing several projects with this end in mind.

Introduction

Homeland security is defined in broad terms a concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. The key mission areas are thus prevention, vulnerability reduction, and response and recovery. Prevention means action at home and abroad to deter, prevent, and eliminate terrorism. Vulnerability reduction means identifying and protecting critical infrastructure and key assets, detecting terrorist threats, and augmenting defenses, while balancing the benefits of mitigating risk against economic costs and infringements on individual liberty. Response and recovery means managing the consequences of attacks, and building and maintaining the financial, legal, and social systems to recover.

Homeland security relies on the integrated national preparedness efforts of many: federal, state, regional, and local governments, not for profit and other non-governmental organizations, private sector entities, international organizations and nation-states, and individuals. Moreover, homeland security involves a huge range of functional and professional disciplines such as law enforcement, public health, emergency management, and intelligence. Responsibilities across these actors and disciplines are layered and overlapping depending on the threat and escalating impact of an event.

Key Decisionmaking Questions

Officials will need to answer several questions as part of homeland security's investment strategy and "after the fact" assessment.

First, what are the preparedness expectations for likely threat and risk scenarios that will have a national impact? Officials will need to determine what may be likely threats and hazards that may have a national impact, such as a major bioterrorism event, the level of acceptable risk, what should be protected, and what are specific preparedness goals and priorities for all major involved parties.

Second, what are viable preparedness options to manage the anticipated national risk? Officials will need to craft national preparedness options in line with addressing unacceptable risk, determine the options' direct and indirect

costs and benefits, select the option(s) producing the highest level of preparedness, analyze the gap between current and needed capabilities and capacities, and manage to close the gap.

Third, how do we leverage interdependent capacity and capabilities? Officials will need to determine who needs to do what, and when, as capacity, capabilities, and related resources and investments are nationally shared, and if agreed-upon responsibilities are being met and sustained.

Fourth, how do we measure national progress and guide future action in achieving preparedness results? Officials will need to know if national preparedness outcomes and specific objectives are being achieved within planned timeframes, if investments and resources are being managed properly, if results are being integrated into ongoing decisionmaking and priority-setting, and what is needed to guide future investment policies and influence behavior in achieving results.

Strategies Through National Standards

The development of targeted strategies to address these questions might be effectively supported through the adoption of national management standards. National standards have been effective in a variety of settings to develop agreements, rules, or characteristics for activities or the results of those activities. National homeland security standards could facilitate the definition of roles and relationships, assign responsibilities, and effectively integrate the interdependent efforts from the federal to local level, including private sector activities.

Planned GAO Implementation Projects

GAO is working on or planning several projects related to national standards consideration.

One project is scenario-based strategic planning. Specific event scenarios can help test national preparedness across and by many actors. For example, detailed threat scenarios are used in exercises and planning for preparedness, most often in responding to an emergency event such as a terrorist attack. GAO is planning to evaluate preparedness in the context of several high-risk terrorist risk possibilities, such as a dirty or conventional bomb in a major seaport, a bioterrorism attack in a major urban area, an agro-terrorism attack on a food chain, and a cyber attack on financial markets' information systems. The project would identify preparedness, prevention, vulnerability assessment, and response and recovery actions common to all scenarios. The results should help a) prioritize key critical actions, b) assess capabilities needed to perform critical actions, c) allocate responsibilities and tasks (shared and individual) to relevant parties, and d) identify legal, regulatory, jurisdictional, or policy barriers for possible resolution through Congressional or executive action.

A second project is developing national standards for homeland security intended to link the capabilities and integrate the tasks of responsible parties. This project would identify ISO-like systems-based standards to define national preparedness goals and necessary tasks and capabilities that must be integrated. Such standards typically reconcile the impact of the adoption of standards upon underlying agency mission or business process. For homeland security, management standards taken or derived from the ISO 9000 (quality management), ISO 14000 (environmental management), and/or NFPA 1600 standards (disaster/emergency management and business continuity) provide opportunities to more effectively develop homeland security strategies. Part of the project would also incorporate outcome-based performance measures into national standards development. One or two of the high-risk scenarios would be used to pilot the development of the outcome-based performance measures.

A third project is to identify approaches to evaluate national preparedness efforts. This project would evaluate approaches such as certification (including self-certification) to national standards or national "readiness" criteria in the form of outcome-based performance measures. It would also evaluate investment requirements and their linkage to standards and measures as part of considering sustainability issues.

A fourth project is developing visualization and enhanced training for national preparedness. This project would utilize a) enhanced GIS (Geospatial Imaging) and digital datasets for asset and capability inventory and develop detailed inventory of assets (physical, human capital, systems) and their capabilities, that may be mobilized for homeland security preparedness and response, b) computer enhanced modeling based upon GIS and digital datasets, and c) advanced computer "gaming" applications to homeland security preparedness simulations for "what-if" modeling and training.

A last project is developing a model of strategic homeland security management. This project would develop a management model to help federal agency leaders and others involved in homeland security better manage homeland security. The model would be designed to identify a) key management elements and steps agencies can take to make progress in managing homeland security strategically across the mission areas of prevention, vulnerability reduction, and emergency response and recovery and b) identify critical success factors in these mission areas, how management maturity can vary across the critical success factors—a "scorecard" view, and steps to improve management within each factor area. For example, critical success factors might include leadership needs, human capital resources and capability-building, risk-based investments, and partnering with other organizations. The model would draw on related strategic planning, system-based standards' expectations, and evaluation projects.