

Homeland Security

What Is The Department of Homeland Security?

“On November 26, 2002, President Bush signed legislation creating a Department of Homeland Security and named Tom Ridge, the former Pennsylvania governor who has been the White House's domestic security coordinator, to run it. Mr. Bush's signature on the bill... set in motion a vast bureaucratic reorganization”¹

“When a nation seeking to protect itself finds diplomacy, war, and foreign intelligence gathering insufficient, it can undertake three other types of activities to defend itself. It can control the movement of potential terrorists entering the country or traveling within it; it can capture or neutralize terrorist plotters within its borders; and when all else fails, it can mitigate damage from terrorist attacks. These three activities... comprise the essentials of homeland security. Congress and the Bush administration have consolidated many federal efforts to accomplish these three tasks in the Department of Homeland Security (DHS)...

DHS carries out an enormous number of duties. At the highest level of its organizational chart, DHS consists of four directorates: Border and Transportation Security (BTS); Emergency Preparedness and Response (EPR); Science and Technology (S & T); Information Analysis and Infrastructure Protection (IAIP); and Management. The Coast Guard, U.S. Citizenship Service and Immigration Service (which issues visas and grants citizenship), the Secret Service, and the new Office of State and Local Coordination (which administers grants) all report directly to the Secretary of Homeland Security...

The Border and Transportation Security Directorate has the biggest budget and the highest public profile. It includes the Transportation Security Administration (TSA) and two border agencies created from pieces of the Border Guard, Customs Service, Agricultural Inspection Service, and Immigration and Naturalization Service. The first, Immigration and Customs Enforcement (ICE), enforces immigration law within the borders of the United States by catching people in the country illegally. Customs and Border Protection is the second; it secures the borders. More than half of all DHS employees work for the Border and Transportation Security Directorate, and over 70 percent of these work as baggage screeners.

The Federal Emergency Management Agency (FEMA), which dominates the Emergency Preparedness and Response Directorate, serves four functions. It funds rebuilding after disasters, offers expert advice on preparing for disasters before they happen, gives operating and capital assistance to local emergency response agencies, and runs some secret facilities designed to help the federal government survive a catastrophic attack. Emergency Preparedness and Response also administers a vaccine stockpile program transferred from the Department of Health and Human Services and programs intended to mitigate nuclear, chemical, and biological attacks formerly belonging to the FBI and Department of Energy.

The Science and Technology Directorate is DHS's smallest: It runs four major labs that mostly concern themselves with developing countermeasures for weapons of mass destruction. It also funds university research.

The Information Analysis and Infrastructure Protection Directorate... attempts to improve our handle on information about terrorist threats, drawing together six separate programs from agencies ranging from the FBI to the Department of Energy. It runs the... color-coded warning system, and produces the daily Homeland Security briefing for the president. It creates the briefing by analyzing information from the nominally independent Terrorist Threat Integration Center (TTIC) created by the president in January 2003. This center--theoretically a joint venture between the FBI, CIA, and DHS--has a staff drawn largely from the CIA and is housed at CIA headquarters. DHS's top officials are not always privy to the sources and methods the center uses to develop the reports they receive from it. With a few minor exceptions, mostly related to the Internet, the directorate's programs do not attempt to gather information itself.”²

Can DHS Protect America?

In a speech given on July 1, 2002, Tom Ridge said, “We can never eliminate the notion of surprise, of terrorist attack, particularly in a society that's as open and as free and as diverse and as large as we are in the United States of America. And I believe we can significantly, significantly reduce the vulnerability to terrorism and terrorist attack over time. We can give Americans greater peace of mind, convenience, and commerce. ... Half a century ago, President Truman saw a need to reorganize the military... [H]e... pushed for the creation of a unified Department of Defense... a Central Intelligence Agency to learn about the threat, and a National Security Council to analyze the threat. He got all three.... And though he didn't live to see it, his vision and his reorganization helped bring down the Berlin Wall and end the Cold War, a goal many, many people... thought impossible. It's time for us to take the lessons learned from 9/11 and from our war on terrorism and apply them to homeland security. We may not see victories in our lifetimes either, but if we build the foundation now, I'm confident America can do the impossible and make history once again.”³

On Nov 3, 2004 the Wall Street Journal ran an editorial which stated, “Americans had many things for which to be thankful as they chose a Congress and President yesterday. Among them... is that the United States still hasn't suffered a major terror attack... since September 11, 2001. This strikes us as a major achievement...[A]l Qaeda ...would dearly have loved to strike here... in hopes of influencing our election... Instead, Osama bin Laden is on the run and had to send a videotape...[T]he empirical evidence so far suggests that going on the antiterror offense works.”⁴

The Color-Coded Threat System

Red: A terrorist attack has occurred or credible and corroborated intelligence indicates that one is imminent. Normally, this threat condition is declared for a specific location or critical facility.

Orange: Credible intelligence indicates that there is a high risk of a local terrorist attack but

a specific target has not been identified.

Yellow: Elevated risk of terrorist attack but a specific region of the USA or target has not been identified.

Blue: General risk with no credible threats to specific targets.

Green: Low risk of terrorism. Routine security is implemented to preclude routine criminal threats.⁵

A “report by the General Accounting Office [GAO], the investigative arm of Congress, cited widespread concern among federal, state and local officials about the quality and timing of threat information they received from the DHS. A survey sent to 84 agencies, states and United States territories found that the warnings were often vague and inadequate, and had “hindered their ability to determine whether they were at risk” and what protective measures to take in response...Domestic security officials defended the threat warning system, saying they had sought to offer more detailed guidance in recent months. “The homeland security system is a good system,” said Brian Roehrkaase, spokesman for the DHS. “Over the past year, it has continued to evolve into more of a risk-based system because we are further along in our assessment of the nation’s critical infrastructure, allowing us to determine the impact an attack would have.”...The department has issued some 80 bulletins in the last 16 months to specific regions, sectors or facilities that may be at particular risk, officials said.”⁶

Philip Bobbit wrote in the New York Times, “There was a time when societies at war were willing to trust their leaders to decide when, from a strategic point of view, information could be safely released. ...Different attitudes prevail today...On the one hand, no official wants to neglect giving a warning to the public that might save lives; on the other, such action awards the terrorists a costless if minor victory by terrorizing the population and using government channels to do it...

[W]e could vastly improve our rules for warning if we stepped back and looked more closely at the strategy of alert systems... First, let's distinguish between informing, alerting and warning. Informing... means simply putting into the public domain as much of what we know as we can without compromising intelligence sources and countermeasures. Alerting means contacting public officials and managers of the infrastructure in the private sector when we have a good reason for them to be on the alert. Warning means cautioning the public at large when we have something specific to warn them about and when we can couple that warning with advice on substantially reducing risks...If we confuse the terms inform, alert and warn, we inadvertently shift the calculus of costs to the terrorists' advantage. For example, if we alert when we should be informing, we unnecessarily increase costs and make the long-term (or the widespread) precautions that are imposed impossible to sustain. ...If we merely inform when we should be warning, we lose the trust of our people... The general approach of empowering millions of persons by putting them on the lookout is a good one. It was, after all, an alert border Patrol guard, not anyone in Washington, who foiled the so-called millennium plot to bomb the Los Angeles airport. But the color-coded system is too broad, too indiscriminate;... The underlying problem is not so easy, but it is amenable to more careful thinking.”⁷

Watch Lists

“The government's need for a unified, accurate and meaningful terrorist list first surfaced after the 1993 bombing of the World Trade Center...[T]wo of the bombers... were on an FBI

watch list but still got visas because the State Department and the old Immigration and Naturalization Service didn't have access to FBI data...[I]n April 2003, ... the General Accounting Office found that efforts to create such a list were going nowhere and said that the lack of a single master list was constraining efforts to protect and control U.S. borders. Part of the problem has been confusion over whose job it is to take the lead....

President Bush called for the creation of the Terrorist Threat Integration Center...to unite the heads of the FBI, Homeland Security, the Central Intelligence Agency and the Department of Defense in developing a single entity for merging, analyzing and disseminating terrorist-threat information. The Threat Center, which answers to the director of the CIA, opened on May 1, 2003, two months after the DHS opened its doors. Less than five months later, Mr. Bush signed a directive calling for the creation of another body, the TSC, to take the work of the Threat Center and other government departments with terrorist information and produce a unified database that could be accessed and shared by all law-enforcement officials...

The inspector general's report states that there has been some progress in the effort, noting that as of March 12, 2004, the database contains more than 100,000 names... However, the report finds there also have been problems in creating a technological system... Some issues revolve around various computer systems being unable to communicate electronically. Other problems arise because of different criteria for placing someone on the list in the first place. The report comes on the heels of several high-profile snafus caused by proliferating watch lists. British singer Yusuf Islam, formerly known as Cat Stevens, recently was stopped from traveling in the U.S. because his name was on one list -- but not the Transport Security Administration's official "No-Fly List." 8

Public Health Concerns/Bioterrorism

“The great majority of U.S. hospitals and state and local public health agencies would be completely overwhelmed trying to carry out mass vaccinations or distribute antidotes after a large biological attack. Hobbled by budget pressures and day-to-day crises, many health agencies say they cannot comply with federal officials' urgent demands that they gear up for bioterrorism...

Because of the scientific complexities, no technology exists to detect a biological attack as it occurs. Under the most advanced current program, called Biowatch, technicians remove filters from air-sniffing units in about 30 cities once a day and carry them to labs for computerized analysis in search of about 10 biological agents. In this way, a biological attack could be discovered within a day. Without Biowatch, no one would know about a smallpox attack, for example, until the first symptoms appeared about 10 days later...

Federal officials have given state health agencies and hospitals \$4.4 billion in the past three years to develop... plans... Local and state health officials say their underfunded agencies, which focus mostly on caring for the poor, have received inadequate federal funds and guidance on what the states should address in their bioterrorism master plans... Most U.S. hospitals also lack the "surge capacity" to respond to a bioattack -- the ability to rapidly bring in hundreds of trained medical professionals to care for a huge influx of very sick people...

The administration's most prominent action in bioterrorism -- the initiative last year to inoculate 500,000 health workers against smallpox -- fizzled... [W]orkers, concerned about

health risks, refused to sign up.... The worries gave way to complacency when U.S. troops failed to find smallpox or other biological weapons in Iraq. In the end, about 40,000 people were inoculated -- 8 percent of the goal. The episode suggests the government continues to have trouble communicating with the health community and the public about bioterrorism dangers...

To counteract the attack that officials are nearly certain will come one day, the nation needs long lists of new biowarfare antidotes and vaccines. But despite intense effort by NIH, the arrival of usable drugs has been slow... [A] top priority is persuading large drug firms to make big investments in biological warfare research -- in essence, creating a biodefense industry from scratch. "Big pharma" is... now not interested... [They] are accustomed to huge profits on their drugs... and foresee returns a fraction of that size for biodefense work. The industry also fears lawsuits against firms developing such drugs, and government temptation to nationalize patents on biodefense drugs in a crisis...

Some believe that Bush should publicly declare the seriousness of the government's bioterrorism concerns, name a bioterrorism "czar" to focus public attention, and initiate vastly expanded research into new drugs. Administration officials said that such steps are unnecessary and that the current arrangement works fine."⁹

Across the Washington Metro region, hospitals are "organizing incident command structures, upgrading communication systems, beefing up drug inventories and using grant money from the DHS and the U.S. Department of Health and Human Services' Health Resources and Services Administration to stockpile equipment and draw up protocol to deal with what officials refer to as "the worst-case scenario." One of the goals, hospital officials say, is to staff and supply each facility in a way that will make it self-sufficient for 48 to 72 hours after an incident, until help can arrive...

Area hospitals have been practicing decontamination drills for nearly two years now, bringing in mock patients, tagging and bagging their clothes while they scrub down in outdoor showers... Disaster preparedness "is still a top-tier priority for hospitals," said Dan Hanfling, director of emergency management and disaster medicine for Inova Health System. "Every day that something doesn't happen allows us to get more prepared . . . for what is coming down the road." At Virginia Hospital Center-Arlington, which was in the process of a major renovation and expansion when terrorists struck the Pentagon, officials stopped to rethink their plans. They revised them to include deployable decontamination showers and more emergency department capacity.

Hospitals are just one piece of the local preparedness puzzle. Last week the Virginia Department of Health announced the receipt of a \$19.9 million federal grant from the federal Centers for Disease Control and Prevention to improve the state's public health infrastructure and health care system in responses to bioterrorism, infectious disease outbreaks and other public health emergencies... It was in the hours and days after Sept. 11 that hospitals learned the hard way that their ability to communicate with fire, police -- even one another -- was not adequate. Since then, 13 hospitals in Northern Virginia -- clinical and administrative decision-makers as well as state and local health departments and the emergency medical service community -- have banded together to map the future, forming the Northern Virginia Emergency Response Coalition. A year later Northern Virginia Hospital Alliance was created to focus specifically on disaster planning... Among the alliance's accomplishments is the

creation of an emergency radio network to share information in the event of a large-scale medical emergency, such as a biological attack. In an emergency, Inova Fairfax Hospital would gather information on the availability of beds and specialty care at each hospital and provide that information to emergency medical system managers.”¹⁰

But in New York City, hospital officials say, “Washington has failed to provide adequate direction and have not come anywhere close to providing the kind of money they say they need...[The] Department of Health and Human Services said it would issue guidelines for what needed to be done and provide the expert advice. It also pledged to provide some of the money to do it.. A number of hospitals have spent about \$5 million apiece since 9/11 to install decontamination showers, buy protective equipment and train staff members... But public health experts ...say there are four key areas where more progress needs to be made.... surge capacity... decontamination facilities. ...burn beds, ...and isolation facilities... Dr. Irwin Redliner, director of the National Center for Disaster Preparedness at the Mailman School of Public Health at Columbia University, said the lack of preparedness was inexcusable. "The fundamental fact is that this country is not ready to handle a significant terrorist event," Dr. Redliner said, referring to the hospital systems... "This should be part of national strategy.”¹¹

Chemical Threats

“GAO is urging EPA and the DHS to jointly develop a comprehensive chemical security strategy that will include vulnerability assessment and increased security preparedness and that is practical and cost effective. Both EPA, DHS and industry have agreed that there is a need for such a strategy, but their efforts to develop one are being overshadowed by debate over which agency should take the lead.

EPA has identified 123 chemical facilities around the country that have accidental toxic release "worst-case" scenarios where more than one million people could be at risk of exposure to toxic gas... Approximately 600 facilities pose a potential threat to 100,000 to one million people and another 2,300 facilities have a "vulnerable zone" of between 10,000 to 100,000 people...

Chemical... industry organizations have made it clear they believe chemical site security legislation should be under the aegis of the DHS, since it's a security, not environmental, issue. Industry also wants to be sure that information about facility vulnerabilities and security programs remains confidential. [T]he GAO report... pointed out that Responsible Care only applies to a small portion of the chemical industry. In the report, an EPA official is quoted as saying that... the largest quantities of the most dangerous chemicals are located at facilities that use chemicals, not those that manufacture chemicals.”¹²

“Since the 2001 attacks, the Bush administration has grappled with how to regulate the transport of such chemicals as chlorine and ammonia, which could produce a toxic cloud capable of killing or injuring thousands if released in downtown Washington. As many as 8,500 rail cars a year carry such freight along a CSX Corp. rail line that runs within four blocks of the Capitol. CSX and the chemical industry say they are working with the government to safeguard the shipments. They say that a ban in the District would trigger similar requests by other cities, disrupting commerce.[D.C. Council Member Kathy] Patterson and other local officials argue that the nation's capital deserves special treatment.

Under Patterson's proposal, the District would ban shipments of certain highly toxic chemicals through the city unless those materials are for local use.”¹³

Nuclear Threats

“Since Sept. 11, critics of the nuclear power industry have warned repeatedly that the nation's 103 atomic generating stations are vulnerable to terrorist attacks using hijacked airliners or smaller planes packed with high explosives...The critics have two concerns: A crashing jetliner might trigger the meltdown of a reactor core, or it could ignite fires in storage ponds for spent nuclear fuel at power plants. The concrete-and-steel pools contain some of the largest concentrations of radioactive material on Earth. Steve Lloyd, vice president of regulatory affairs for the Nuclear Energy Institute, a trade organization and lobbying arm for the industry, countered that ..."Our basic position is that the plants are strong. They have redundant safety systems, and there is plenty of time to prevent the release of radiation,"... "We don't see the need for very expensive actions." The industry contends that environmental groups and critics of atomic power are using the threat of terrorism to further an anti-nuclear agenda. "They are not doing this kind of thing for chemical plants," Lloyd said. "A nuclear power plant can withstand an airliner crash, either deliberate or otherwise," said Ray Golden, a spokesman for Southern California Edison, which conducted its own analysis of the San Onofre plant. "They are a hard and hardened target."...

German researchers, by contrast, concluded that crashes of large jetliners, under a wide range of circumstances, could result in uncontrollable situations and the release of radiation from reactor buildings and storage ponds for spent nuclear fuel...Industry critics in the U.S. point particularly to the part of the German study saying radiation can be released from fires in spent-fuel storage areas... The NRC's most recent study, said agency spokesman Brenner, "took in all aspects of plant operations [including fuel ponds] and found that significant releases of radioactivity are very unlikely." But professor Frank N. von Hippel, who took part in the National Academy of Sciences study, said the NRC and the industry have not taken the spent-fuel problem seriously enough.”¹⁴

Grants and Spending

A November 8, 2004, Washington Post editorial commented “One of President Bush's first tasks in his second term ought to be a thorough overhaul of homeland security spending... [T]he American Enterprise Institute... pins some of the problem on a rigid set of formulas that Congress used to distribute some \$10 billion in federal grant money to fire, police and other emergency first responders. The formulas required a minimum amount of money to be spent in each state, regardless of risk. To worsen the problem, many states then passed the money on to localities through similarly rigid formulas. California, for example, simply gave \$5,000 to each county, an amount too small to make a difference...In...2003, Congress designated a list of seven cities that would be considered "high threats": New York, Washington, Los Angeles, Seattle, Chicago, San Francisco and Houston. But -- under pressure from city officials and members of Congress -- DHS soon began expanding the list, first to 30, then to 50. Each of these "high risk" cities -- among them Columbus, Ohio; Fresno, Calif.; and Louisville -- was due to receive, in 2004, up to \$10 million in extra grants on top of the minimum payments.”¹⁵

C. Suzanne Mencer, Executive Director, State and Local Government Coordination and

Preparedness, DHS responded in the November 22, 2004 edition of the Washington Post, "The... State Homeland Security Grant Program creates a baseline of preparedness across the nation, while the Urban Area Security Initiative allocates funding to areas with greater security needs. Together, these programs enhance preparedness across the country while targeting resources to the areas that need them most...The department, not Congress, designated the original seven high-risk areas that received funding through the urban initiative. Better intelligence and more sophisticated analysis led to the increase in jurisdictions eligible for this funding.... Since fiscal 1999, all 56 states and territories have conducted risk, capability and needs assessments and have developed multi-year homeland security strategies as a condition of getting grants. When DHS took on administration of these grants in 2003, it instituted additional oversight controls."16

"Denver...has a new \$89,000 air vacuum shovel, bought with a federal grant, to suck up debris and reach buried bodies...but... what Denver really needs is basics. Denver... has fewer firefighters than it did Sept. 11, and their main rescue truck for responding to downtown emergencies is 19 years old. Denver also has fewer police officers, who lack a radio system that's sure not to fail.... Homeland Security grants ... cover specialized equipment and training deemed essential to steel the nation against terrorism, but not basic needs such as manpower - traditionally a local responsibility...Hundreds of new biohazard suits hang ready, with fewer first-responders available to wear them. More national workshops address how to handle a public health crisis, while local health directors scramble to register potential volunteers to respond... Around the country, municipal and state officials say that, although they welcome the Homeland Security funds now available, they're increasingly concerned that lack of manpower and basic equipment is setting back overall safety..."We are much better prepared to handle a small-scale event. But we are worse prepared, much worse prepared, to handle a moderate- to large- scale event," said Dr. Rex Archer, president-elect of the National Association of County and City Health Officials. "The fact is, we have so much fewer staff, we will be hard-pressed to deal with a large-scale event."

[Denver's Fire Chief Trujillo says,] "[F]ederal officials... are telling us how we have to spend [the grants]. They're not saying: 'Chief, what do you need?' The air vac will be great if we have a building collapse. I need something that's going to get us there in the first place." The situation here is an example of a growing national problem in which Homeland Security grants arrive "at the expense of programs that really matter," said Gene Voegtlin, legislative counsel for the International Association of Chiefs of Police..."If you don't have the basics, the foundation-level training and equipment, you're really not going to be in a position to take advantage of the grants you're getting for homeland security," he said. In Washington, D.C., DHS officials say manpower and basic equipment should remain local government responsibilities. "Because we have made dramatic increases in funding for equipment and training, we believed that would free up funds available for salaries," said Brian Roehrka, department spokesman. Meanwhile, Denver medical chiefs said the city ought to be able to treat a sudden surge of 500 patients. But they are hampered in this effort because when federal bioterrorism security grants became available, state lawmakers used that as an excuse to cut local health department budgets."17

While Denver grapples with manpower issues, "Fairfax... county is putting the finishing touches on a new, state-of-the-art command center on the first floor of the government building... [T]he Alternative Emergency Operations Center, so named because although it

opens in less than two weeks, the center is expected to be obsolete in 2007, the year a new emergency operations and 911 center are scheduled to be combined in a new building on West Ox Road."What we've created is a virtual emergency operations center," said C. Douglas Bass, the county's emergency management coordinator, hired after the terrorist attacks of Sept 11, 2001. The new command center has 60 workstations that, during an emergency, can post information for responders on road closures, weather conditions, school closings and other circumstances in real time. The computers will be on the same network with regional agencies such as the Virginia Department of Transportation. The renovation... cost approximately \$3 million. About 80 percent was covered by federal and state homeland security grants, Bass said."18

Another Solution?

Stephen Flynn, the Jeanne J. Kirkpatrick senior fellow in security studies at the Council on Foreign Relations and a former Coast Guard commander, has authored *America the Vulnerable: How Our Government Is Failing to Protect Us*. In this critique of the government's homeland-security policies he suggests that the federal government is fighting terrorism in foreign lands while refusing to adequately protect vulnerable infrastructure at home. Flynn envisions an independent national body that would set security standards, and allow the private sector to respond, for example, through the insurance system. The more a company does to protect itself, the lower its premium.

Flynn's solution is a Federal Security Reserve System. The security system is designed to do what the Federal Reserve did for the U.S. banking system: restore public confidence by managing the risk of catastrophic financial failures like the Great Depression. Like the Fed, the security reserve would report to Congress, and be independent of the White House. It would establish semi-autonomous regional boards, and draw heavily on the private sector for its directors. It would set security policy and standards, but with strong business involvement, there would be broad consensus about what those standards should be. Flynn said the Fed works as no government agency can, because the federal government does not have the expertise to solve complex problems.

The security reserve also would manage a "catastrophic-terrorism trust fund" modeled after the Oil Pollution Trust Fund of the Oil Pollution Act of 1990. Importers, carriers, utilities and other vulnerable sectors would support the fund through user fees. Flynn said the terrorism fund would allow the government to act as a reinsurer in the wake of a catastrophic event. "The idea is to mandate insurance as your ticket to get into the reinsurance system. Everybody has to carry some level of insurance if you operate critical infrastructure.

Containing the economic effects of catastrophic acts of terrorism may be what's needed to discourage terrorists from making them. A nation able to withstand the blow may be the best deterrent. "There are manageable solutions out there that don't turn us into a nation of moats and castles. They don't have to cost a lot, and they pay public benefits. What we need is the leadership to move forward."19

What Can I Do? How Can I Help?

Learn first aid: To enroll in a first aid and AED/CPR course, contact your local American Red Cross chapter.

Join Citizen Corps: For further information, contact Fairfax County Citizen Corps Council, (703) 324-2362 or www.fairfaxcountycitizencorps.org. Citizen Corps programs include:²⁰

- The Community Emergency Response Team (CERT) educates people about disaster preparedness and trains them in basic disaster response skills, such as fire safety, light search and rescue, and disaster medical operations. CERT is administered by DHS. One example of CERT activity in our local area: Metro officials are training CERT members to navigate subway tunnels and live tracks, and to avoid passing trains and the 750-volt third rail. They are coaching them on how to use the emergency systems onboard trains, and how to call for help inside the tunnels. The general public can find a guide to evacuating trains, subway tunnels, stations and buses at <http://www.wmata.com/riding/safety/evac.cfm>.²¹
- The Medical Reserve Corps (MRC) Program volunteers help with medical and public health initiatives, such as immunization programs and blood drives throughout the year as well as during local emergencies. MRC is administered by HHS.
- An expanded Neighborhood Watch Program (NWP) incorporates terrorism awareness education, emergency preparedness and emergency response training. Funded by DOJ, NWP is administered by the National Sheriffs' Association.
- Volunteers in Police Service (VIPS) works to enhance the capacity of state and local law enforcement to utilize volunteers, VIPS is funded by DOJ and managed by International Association of Chiefs of Police.”

Be Informed About What Might Happen and Be Prepared: There is an enormous amount of information on disaster preparedness available. DHS's READY America brochure "Preparing Makes Sense. Get Ready Now." can be obtained from their website (www.Ready.gov) or call 1-800-BE-READY. The American Red Cross had myriad brochures available on their website (www.redcross.org) in the Publications section (see especially Community Disaster Education) or from any local American Red Cross Chapter listed in your phone book. The FEMA website is an invaluable source of information (www.fema.gov). Click on Library to view their publications. Printed copies of many of the resources in the FEMA Library are available by calling 1-800-480-2520.

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