Executive Briefing

Special Report

Preparedness Goals
Associated with the Nuclear Threat

2 May 2012
The Down Town Association
New York, N.Y.
(Date and Location of the Briefing)

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Publisher's Message

By Martin (Marty) Masiuk, Publisher

Greetings and Welcome!

On behalf of the entire staff, we are proud to host this DomPrep Executive Briefing. By design, these briefings are structured to be half-day, power-packed, by-invitation-only meetings that promote the exchange of ideas and provide networking opportunities. Your participation and response are greatly appreciated as our distinguished speakers shed light on the gaps discovered by the DomPrep40 surveys and spark discussions for possible solutions.

The important topic of this briefing is ***Preparedness Goals Associated with the Nuclear Threat***. Headed by Vayl Oxford, a panel of experts will discuss gaps and synergies evident from the survey.

Key points to be addressed include:

- The Global Nuclear Detection Architecture's role in preventing radiological & nuclear (R/N) attacks;
- Collaborative efforts between federal, state, and local governments to increase R/N preparedness;
- Integration across disciplines to better react to R/N threats; and
- Exercises and training initiatives to improve preparedness and response capabilities.

Please take a moment to review the agenda, as well as information about presenters and sponsors.

Those who are unable to join us in person will have the opportunity to listen to the proceedings in the Webinar section of DomPrep's website: http://www.domesticpreparedness.com/Webinars/.

Your feedback and input on these briefings are always welcome as DomPrep strives to take preparedness to the next level.

Sincerely yours,

Speaker Biographies

Vayl Oxford

DomPrep40 Advisor, National Security Executive Policy Advisor,
Pacific Northwest National Laboratory

Vayl Oxford assumed the position of National Security Executive Policy Advisor at the Pacific Northwest National Laboratory (PNNL) on 1 May 2012. He is the former Director of the Department of Homeland Security's (DHS) Domestic Nuclear Detection Office (DNDO). Prior to DHS, he was the Special Assistant for Policy Planning in the DHS Science and Technology Directorate and Acting Director of the Homeland Security Advance Research Projects Agency. At the Department of Defense, he was the Deputy Director of technology development at the Defense Threat Reduction Agency (DTRA) and Chief of counter-proliferation programs at the Defense Special Weapons Agency/Defense Nuclear Agency.

Huban A. Gowadia

Deputy Director, Domestic Nuclear Detection Office, U.S. Department of Homeland Security (DHS)

Huban A. Gowadia is the Deputy Director of the Department of Homeland Security's (DHS) Domestic Nuclear Detection Office (DNDO). Prior to this assignment, she served as Assistant Director of DNDO's Mission Management Directorate. She was appointed to the Senior Executive Service in 2006 to serve as DNDO's first Assistant Director for Assessments. Previously, she served as Program Executive for DHS's Science & Technology Countermeasures Test Beds. In 2001, she joined the Technology Integration Division in the Federal Aviation Administration's Office of Civil Aviation Security Policy & Planning in Washington, D.C., which was then transitioned to the Office of Security Technologies in the Transportation Security Administration (TSA).

Major General Timothy J. Lowenberg

The Adjutant General, State of Washington

Major General Timothy J. Lowenberg was appointed Adjutant General of the State of Washington on 13 September 1999. He also serves as Homeland Security Advisor to the Governor of Washington and as the State Administrative Agent. He serves as: Chair of Homeland Defense and Homeland Security of the Adjutants General Association of the United States; Chair of the Governor's Homeland Security Advisors Council (National Governors Association Center for Best Practices); Chair of the Governor's Domestic Security Subcommittee; and Chair of the Governor's 2010 Winter Olympics Task Force Security Committee. He previously served as a founding Tri-Chair of the National Homeland Security Consortium (2005-2008).

Deputy Chief (Ret.) Joseph D. McKeever

New York Police Department (NYPD);
CRA, Vice President Counterterrorism & Private Sector Programs

Deputy Chief Joseph D. McKeever retired from the New York City Police Department (NYPD) in January 2011 after 29 years of distinguished service and joined CRA as Vice President of Counterterrorism & Private Sector Programs. A senior executive with extensive law enforcement experience, over the course of his career, he held positions of Commanding or Executive Officer in 12 NYPD units including: Commanding Officer of the Counterterrorism Division; Commanding Officer of the NYPD's Counterterrorism Maritime Unit; NYPD representative on the Port of New York/New Jersey's Area Maritime Security Committee. He also served as Chair of the "Securing the Cities" Executive Committee, the Department of Homeland Security's (DHS) radiological and nuclear domestic detection and interdiction program.

2 May 2012
AGENDA

The purpose of this briefing is to discuss gaps that were uncovered in a recent DomPrep survey. This survey was created and taken by a panel of experts (DomPrep40 Advisors) as well as the readers of the *DomPrep Journal*, the preliminary results of which were compared to uncover gaps that need to be addressed.

8:00-8:30	Registration & Continental Breakfast
8:30-8:40	Welcome & Introduction of Sponsor Marty Masiuk, Publisher, DomesticPreparedness.com
8:40-9:00	Vayl Oxford, DomPrep40 Advisor, National Security Executive Policy Advisor, Pacific Northwest National Laboratory
9:00-9:20	Huban A. Gowadia, Deputy Director, Domestic Nuclear Detection Office, U.S. Department of Homeland Security (DHS)
9:20-9:30	Questions & Answers, Discussion
9:30-9:50	Break & Networking
9:50-10:10	Major General Timothy J. Lowenberg, The Adjutant General, State of Washington
10:10-10:20	Questions & Answers, Discussion
10:30-10:40	Deputy Chief (Retired) Joseph D. McKeever, New York Police Department (NYPD); CRA, Vice President Counterterrorism & Private Sector Programs
10:40-11:00	Questions & Answers, Discussion
11:00	Adjourn

DomPrep40 Advisors

Elizabeth Armstrong
Chief Executive Officer, International Association of Emergency Managers

Ross Ashley
Executive Director, National Fusion Center Association (NFCA)

James Augustine
Chair, EMS/Emergency Department Physician

William Austin
Former Chief, West Hartford (CT) Fire Department

Ann Beauchesne
Vice President, National Security & Emergency Preparedness, U.S. Chamber of Commerce

Robert Blitzer
Former Chief, Domestic Terrorism/Counterterrorism Planning Section, National Security Division, FBI

H. Steven Blum
Lieutenant General USA (Ret.), Former Deputy Commander, U.S. Northern Command

Marko Bourne
Principal, Booz Allen Hamilton (BAH)

Joseph Cahill
Medicolegal Investigator, Massachusetts Office of the Chief Medical Examiner

Bruce Clements
Public Health Preparedness Director, Texas Department of State Health Services

John Contestabile
Former Director, Engineering & Emergency Services, MDOT

Craig DeAtley
Director, Institute for Public Health Emergency Readiness

Nancy Dragani
Former President, NEMA, Executive Director, Ohio EMA

Warren Edwards
Brigadier General USA (Ret.), Director, CARRI

Ellen Embrey
President & Chief Executive Officer, Stratitia Inc.

Ellen Gordon
Member, Homeland Security Advisory Council & Naval Postgraduate School Center for Defense

Kay Goss
Former Associate Director, National Preparedness Training & Exercises, FEMA

Steven Grainer
Chief, IMS Programs, Virginia Department of Fire Programs

Jack Herrmann
Senior Advisor, Public Health Preparedness, NACCHO

Cathlene Hockert
Continuity of Government Planning Director, State of Minnesota

Dennis Jones
Vice President, IntermedixEMSystems

Robert Kadlec
Former Special Assistant to President for Homeland Security & Senior Director, Biological Defense Policy

Douglas Kinney
Crisis Planning & Management Consultant, Diplomatic Security for U.S. Department of State

Anthony Mangeri, Sr.
Manager, Strategic Relations, Fire Services & Emergency Management, American Public University

Vayl Oxford
Former Director, Department of Homeland Security DNDO

Joseph Picciano
Deputy Director, New Jersey Office of Homeland Security & Preparedness

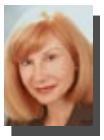
Chad Priest
Chief Executive Officer, MESH Inc.

Stephen Reeves
Major General USA (Ret.), Former Joint Program Executive Officer Chem/Bio Defense, DoD

Albert Romano
Senior Vice President of Homeland Security, Michael Baker Jr. Inc.

Glen Rudner
Former Northern Virginia Regional Hazardous Materials Officer

Jeff Runge
Former Chief Medical Officer, Department of Homeland Security



Paula Scalingi
Executive Director, Bay Area Center for Regional Disaster Resilience

Richard Schoeberl
Former FBI Executive and National Counterterrorism Center Official

Dennis Schrader
Former Deputy Administrator, National Preparedness Directorate, FEMA

Robert Stephan
Former Assistant Secretary of Homeland Security for Infrastructure Protection

Joseph Trindal
Former Director, National Capital Region, Federal Protective Service, ICE

Theodore Tully
Director, Trauma & Emergency Services, Westchester (NY) Medical Center

Craig Vanderwagen
Former Assistant Secretary for Preparedness & Response, HHS

John Morton
Strategic Advisor

DomPrep Survey

Preparedness Goals Associated with the Nuclear Threat

Prepared by Vayl Oxford, DomPrep40 Advisor

A nuclear attack on U.S. soil is possibly the most catastrophic threat facing the nation, which is why it has been at the top of the national security agenda for the last two administrations. President George W. Bush espoused a strategy based on a layered defense involving: increased efforts to secure and reduce nuclear material and stockpiles globally; increased efforts to counter nuclear smuggling through the Proliferation Security Initiative in 2003; enhanced international cooperation by expanding the 1991 Cooperative Threat Reduction Program and announcing the 2006 Global Initiative to Combat Nuclear Terrorism; and, finally, increased focus on domestic measures to protect the United States against a radiological and/or nuclear (R/N) attack.

U.S. Initiatives to Guard Against Nuclear Attacks

In 2005, President Bush issued National Security Presidential Directive-43, and Homeland Security Presidential Directive-14, to establish the Domestic Nuclear Detection Office (DNDO) within the Department of Homeland Security (DHS). DNDO's principal goals are to:

- Develop an enhanced domestic system to detect, and report attempts to import or use, R/N materials/weapons in the United States;
- Enhance and coordinate nuclear detection efforts of federal, state, and local governments;
- Establish procedures needed to ensure that detection leads to effective response;
- Develop an enhanced Global Nuclear Detection Architecture; and
- Support the effective sharing of appropriate information.

President Barack Obama has built upon this strategy, while putting additional emphasis on reducing the threat, through the Global Nuclear Lockdown program and the New STrategic Arms Reduction Treaty (START) with Russia. START further reduces the U.S. and Russian nuclear stockpiles.

Despite these concerted efforts, there are continuing concerns that the nuclear threat is growing. The Commission on the Prevention of WMD (Weapons of Mass Destruction) Proliferation and Terrorism echoed this concern in its "World at Risk" report, which stated the following:

> "The number of states that are armed with nuclear weapons or are seeking to develop them is increasing. Terrorist organizations are intent on acquiring nuclear weapons or the material and expertise needed to build them. Trafficking in nuclear materials and technology is a serious, relentless, and multidimensional problem. ... [T]he Commission was unanimous in concluding that the nuclear aspirations of Iran and North Korea pose immediate and urgent threats to the Nuclear Nonproliferation Treaty. Successful nuclear programs in both countries could trigger a cascade of proliferation."

Since the Commission's report, activities in both of these nations reinforce the need for increased concern about their intentions and capabilities. With respect to Iran, assessments emanating from the International Atom Energy Agency's (IAEA) inspections include:

- Operations at the deep underground enrichment facility near Qom;
- Uranium enrichment at the highest rate ever – i.e., 3.5 percent;
- Quantity of centrifuges operating in Natanz at a new high – with more than 5,000 yet to be installed;
- Production of enriched uranium at the fastest rate ever – i.e., 20 percent;
- Decreased amount of time needed to produce enough fissile material for a nuclear weapon, which could produce enough material for a weapon in 43 days (dropping to 11 days by February 2013 if 20-percent enrichment rate continues).

These revelations, along with Iran's stated objectives and ties to terrorist groups, serve as a clear signal that the United States needs a multi-faceted strategy to prevent Iran from crossing the nuclear threshold, while also recognizing that it may very well reach nuclear weapons state status. Meanwhile, North Korea continues to defy the international community with its missile launches and reported plans to conduct an additional underground nuclear test.

The Commission also cites that Pakistan poses a particular concern because of: (a) its own stockpile of nuclear weapons; and (b) the active presence of al-Qaida within its borders. Insights that came to light following the killing of Osama Bin Laden raise additional concerns about the nexus of terrorism with a nuclear armed state. Moreover, the recent nuclear crisis in Japan provides even more evidence that nuclear-related events require consideration of all-hazard approaches to threat response. Concerns about medical countermeasures arise after an R/N threat is acknowledged, and those concerns will require the public health community to be involved in managing the response even before an attack is officially launched.

Against this backdrop, DomPrep surveyed its readers regarding: (a) the current state of U.S. preparedness to defend against an R/N attack; and (b) steps that might and/or should be taken to improve preparedness.

Key Findings

- More than half of the respondents agreed that developing a domestic layer of the Global Nuclear Detection Architecture serves as an effective tool in preventing an R/N attack. Interestingly, almost one-third were unsure about its effectiveness possibly due to limited exposure to the goals of the architecture or a serious concern about its utility.
- More than three-quarters of the respondents felt that current federal government efforts to increase preparedness of major U.S. cities were not adequate to protect against an R/N attack.
- Regarding the responsibility and means to develop capabilities and capacities to prevent an R/N attack, an overwhelming number of respondents feel that it is a shared responsibility among federal, state, and local governments. On the other hand, less than one-fifth felt the DHS-managed grant process was an effective approach to build capabilities and capacities.

- Nearly all of the respondents felt that integration across the federal government, law enforcement, and emergency response communities to react to a possible R/N threat is minimal or only exists in certain communities.

- More than three-quarters of the respondents agreed that exercises and training were very important to improving preparedness and response capabilities, and they should be routinely conducted at the state and local level with support from the federal government.

Survey Results

The DomPrep survey, originally conducted in 2011, was designed to address each of these issues, to solicit insights from stakeholders across federal, state, local, private sector, academic, and health areas, and to obtain a snapshot of the status of R/N preparedness within the United States. This same survey, was conducted again in 2012 to provide a view of the progress made in R/N preparedness in the 10+ years since the 9/11 attacks.

National-level policy sometimes does not convey to state and local levels despite the establishment of a more structured "homeland security community," as was expected with the creation of DHS. Therefore, the success rate of federal departments and agencies working with state and local governments to build capabilities and capacities to address the broad array of natural events and terrorist threats is mixed. The responses to this survey illustrate this point for R/N domestic preparedness.

More than half of the responses to Question 1 indicate that there is a need for a domestic layer of the Global Nuclear Detection Architecture. However, almost one-third of the responses reflect uncertainty, which could stem from either: (a) a lack of understanding the goals of the domestic layer, or (b) a genuine concern that the domestic layer may not yield useful outcomes. It would be helpful to further analyze this specific result to determine if DHS and DNDO should increase efforts to explain the intent of the domestic layer.

To this point, 76 percent of the responses to Question 2 indicate that the federal government is not doing an adequate job of increasing R/N preparedness in major U.S. cities. However, despite this strong agreement, Question 3 reveals that 91 percent of respondents feel that the responsibility for improving preparedness to prevent a catastrophic attack against a major city is shared between federal, state, and local governments.

In light of these responses, Question 4 addresses the effectiveness of the DHS-managed grant program. Almost 65 percent of respondents feel that the process is not an effective way to build capabilities and capacities at the state and local level.

In Question 5, when queried about the utility of a standalone grant program to address catastrophic threat (e.g., biological, nuclear), responses were very mixed. Slightly less than 50 percent of the responses support a standalone grant program as an effective means to improve preparedness, while the other responses were almost evenly split between disagreement with its utility and uncertainty about its effectiveness. In general, the responses indicate that the current process is not effective. However, there is no real consensus on

an alternative approach. Additional discussion and analysis is needed to determine the most effective mechanism to improve preparedness – especially given the emerging threat environment and the reduction in available grant funding.

The last set of questions addresses the degree to which federal, state, and local governments are integrated – information sharing, integrated response, and exercise and training efforts. In these areas, there was a clear consensus. In response to Question 6, more than 80 percent of respondents agreed the public should be notified of a probable domestic R/N threat in order to enhance awareness and survivability. However, Question 7 reveals that more than 95 percent believe the integration across federal government, law enforcement agencies, and other emergency response elements is minimal or exists only in certain communities. When combined, these responses indicate that the public should be notified of a possible R/N threat, but there is little expectation of an integrated response to such a threat.

Integrated responses and the ability to assess response plans can best be evaluated through exercises and training (Question 8). More than 80 percent of respondents agree that exercises and training are very important to preparedness and should be conducted routinely at the state and local levels with support from the federal government.

Conclusion

Based on these results, several key conclusions can be drawn:

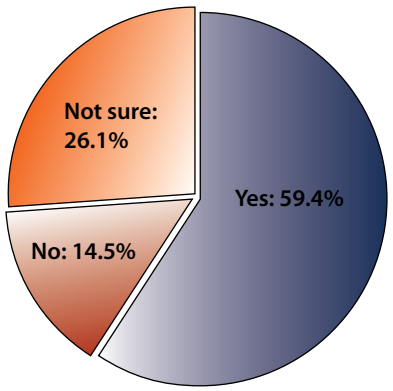
- Increased education and engagement between relevant federal agencies and state/local governments is needed to explain the goals and objectives of the domestic layer of the Global Nuclear Detection Architecture.
- Improved mechanisms leading to increased preparedness at the state and local levels and in major U.S. cities are needed beyond sole reliance on the DHS-managed grant program.
- Better integration is needed across the federal, state, and local levels to enhance preparedness and assess it over time.

Such integration can best be achieved through the development of R/N prevention and response plans that delineate roles and responsibilities across the federal, state, and local levels. Then, it can be supported by a robust exercise and training program that assesses those plans and allows them to evolve.

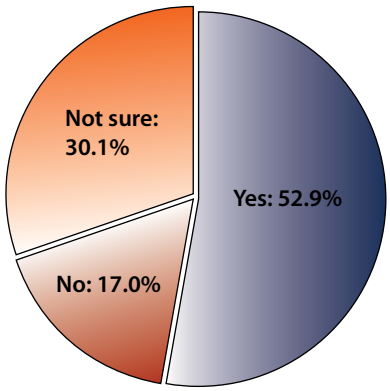
Survey Results

QUESTION ONE

Do you believe that developing a domestic layer of the Global Nuclear Detection Architecture serves as an effective tool in preventing a radiological or nuclear (R/N) attack against the United States?



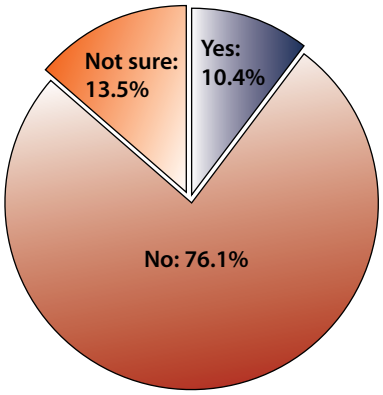
2011 Responses



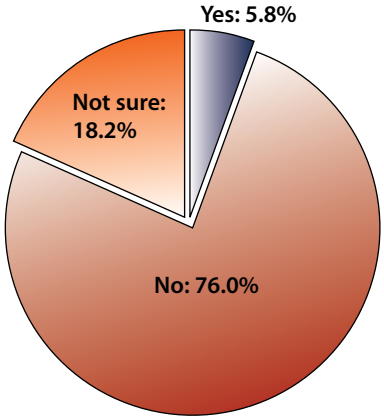
2012 Responses

QUESTION TWO

Are current efforts of the federal government adequate to increase the preparedness of major U.S. cities to protect against an R/N attack?



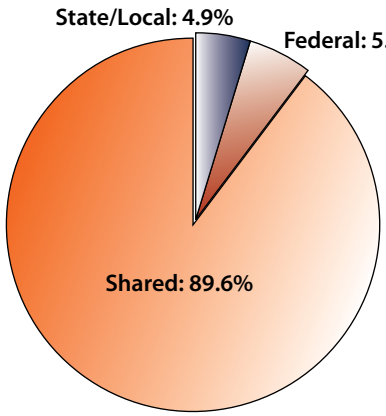
2011 Responses



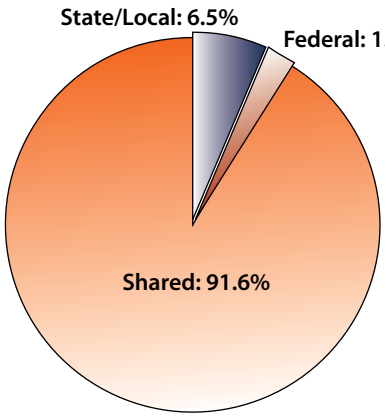
2012 Responses

QUESTION THREE

The Department of Homeland Security (DHS) has stated that "all events are local." Do you believe the responsibility for preventing a catastrophic attack against a major U.S. City rests with state and local governments, the federal government, or both?



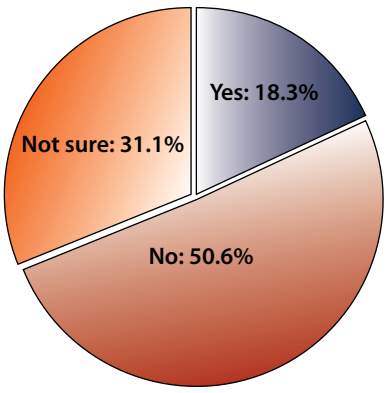
2011 Responses



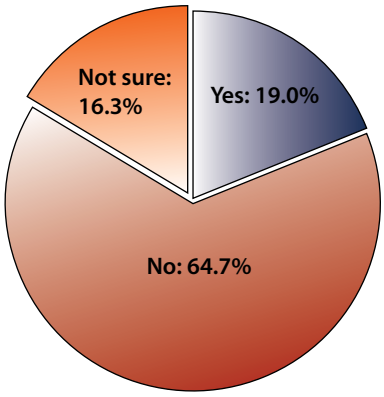
2012 Responses

QUESTION FOUR

The "preferred" method to improve preparedness against terrorist attacks is the DHS-managed grant process. Is this adequate and appropriate for building capabilities and capacities needed, at the state and local levels, to prevent a catastrophic R/N attack?



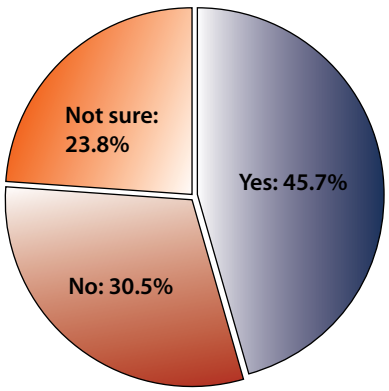
2011 Responses



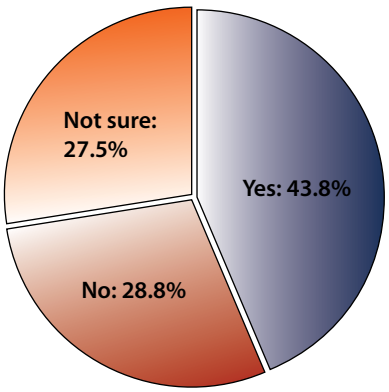
2012 Responses

QUESTION FIVE

Do you believe that state and local governments would be better served by a stand-alone grant program to address catastrophic threats such as R/N or biological attacks?



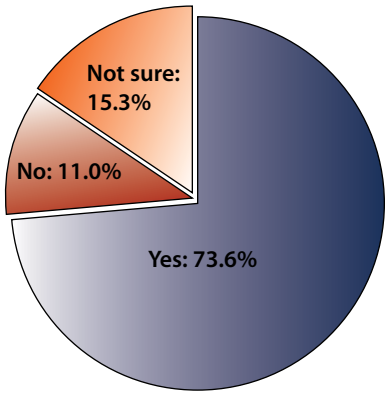
2011 Responses



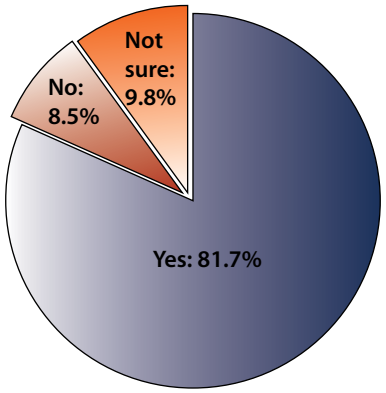
2012 Responses

QUESTION SIX

If and when a domestic R/N threat is identified, do you believe the public should be notified to enhance awareness and survivability?



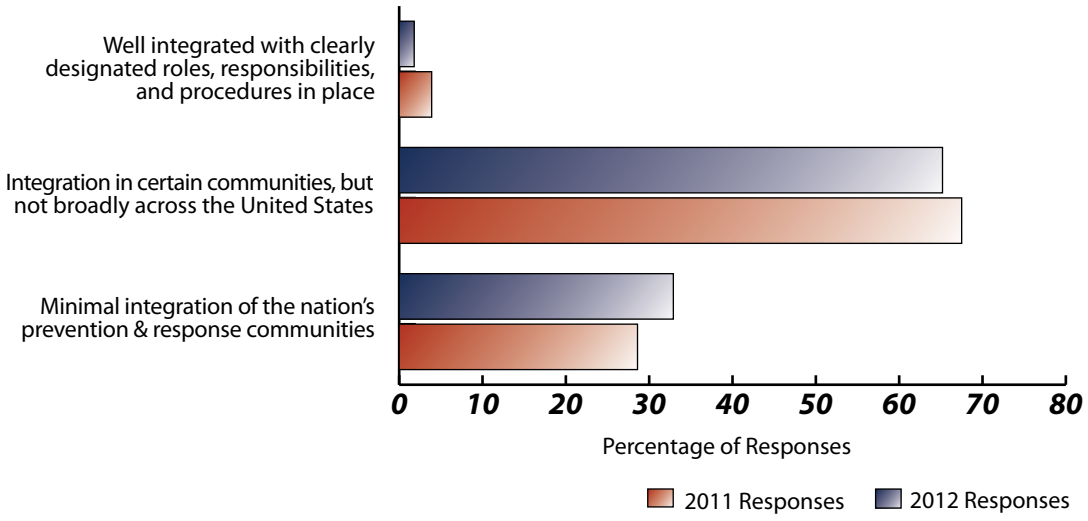
2011 Responses



2012 Responses

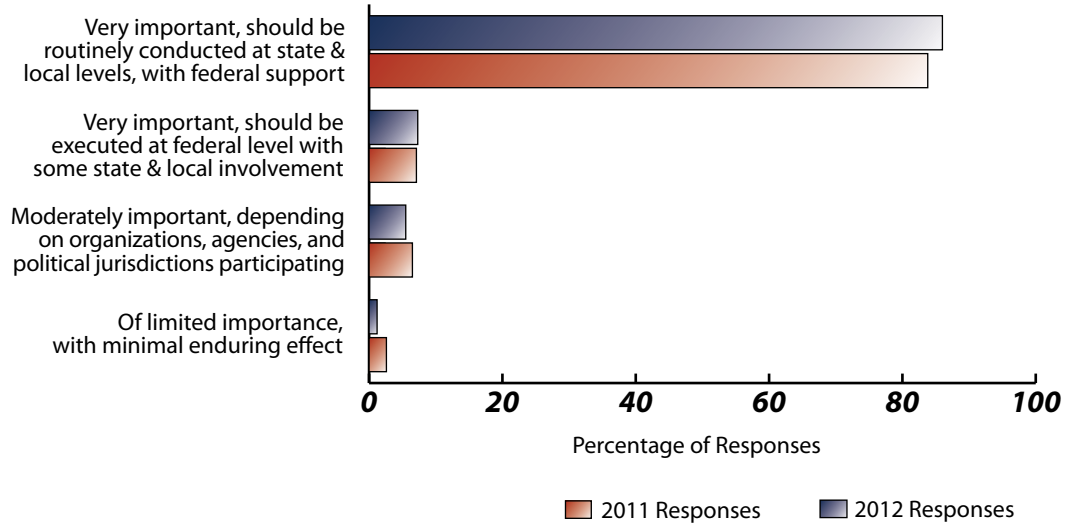
QUESTION SEVEN

To what degree do you believe the federal government, law-enforcement agencies, and other elements of the emergency response community are integrated to react to a probable R/N threat?



QUESTION EIGHT

How important do you think exercises and training are to improving preparedness and potential response capabilities to meet the R/N threats?



Disciplines of Survey Respondents	
Fire Service	7.1%
Law Enforcement	2.6%
EMS	3.8%
Emergency Management	10.3%
Public Health	23.1%
Hospital (including VA)	8.3%
Federal Government	7.1%
Military	2.6%
State/Local Government	8.3%
Non-Government Organizations	3.2%
Privately Owned Company	10.2%
Publicly Traded Company	3.8%
Academic Institution	5.8%
Student	0.0%
Other	3.8%

The Down Town Association
New York, N.Y.

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Vayl Oxford
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