



# The Healing Hand

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## PUBLISHER'S MESSAGE

By Martin (Marty) Masiuk, Publisher



The theme of this issue of *DomPrep Journal* is "military support" – a seemingly straightforward term that actually has at least two meanings: how their fellow citizens can (and should) demonstrate their support for those who serving in the nation's armed forces today; and how those same fine young men and women in uniform frequently serve their country not only in combat but also in many ways that directly support the civilian community. The *DPJ* cover photo, for example, illustrates vividly how Air Force medical and medevac personnel responded to the chaos in New Orleans caused by Hurricane Katrina.

The lead story in the issue is a Special Report (by contributing writers Luke Ritter and J. Michael Barrett) that suggests several ways in which innovative – and literally combat-tested – Department of Defense programs could serve as models that the Department of Homeland Security could use to solve some of the massive logistics and transportation problems that department is likely to encounter in times of disasters affecting the U.S. homeland. Brent Bankus follows a few pages later with an article on today's CAP (the Civil Air Patrol), and how it has expanded its operations to include several homeland-defense missions.

Another major feature, by Editor in Chief James D. Hessman, previews what is likely to happen on Capitol Hill this year when the appropriate committees of Congress come to grips with some of the politically difficult homeland-defense findings of the 9/11 Commission.

The commission members not only did a superlative job in carrying out the mission they had been assigned, but also in publicly campaigning, after issuance of their Final Report, for full and early implementation of their well-considered recommendations. They therefore become, collectively and as individuals, charter members of the first *DPJ* **Honors List**.

Many other worthy citizens, and several organizations as well, also are on the list: the American Red Cross, the Salvation Army, Catholic Charities, and other charitable groups and organizations that responded to Hurricane Katrina; Coast Guard Vice Adm. Thad Allen, who restored order in New Orleans after civilian authorities had failed to do so; the fire and police departments, and emergency medical services units, throughout the United States that immediately deployed to the Gulf area to help their fellow citizens in that time of maximum peril.

Despite their many criticisms (well deserved) of Congress as a whole, the members of the 9/11 Commission singled out a number of individual members for special praise (also well deserved) – Senators Susan Collins, John McCain, and Joseph Lieberman, to name a few, and Representatives Peter King and Bennie Thompson.

The list could go on and on, and still be incomplete. In the end, it is the American people who deserve the highest praise – the strongest criticism as well. No other nation in the world could or would have responded so magnificently or so completely to the needs of its citizens. But no other would have been so improvident in its planning and preparations, either. That is a difficult truth the 9/11 Commission did *not* include in its report – but a fact that must be faced sooner or later by all Americans. ▼

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Cover: Maj. Stacia Blyeu, a flight nurse with the 452nd Air Evacuation Squadron at March Air Reserve Base (Calif.), comforts an elderly patient shortly before takeoff from Louis Armstrong New Orleans International Airport in last year's post-Katrina recovery operations. USAF photo by Master Sgt. Jack Braden.

## Special Report: DOD Solutions for DHS Problems

By Luke Ritter and J. Michael Barret, Guest Viewpoint



The combat challenges facing the Department of Defense (DOD) during U.S. military deployments overseas are, of necessity, heavily dependent on complex and multifaceted logistics and force-sustainment operations carried out far from designated safe areas. To meet these challenges, DOD has over the last four decades created several programs designed to enable the nation's armed forces to rapidly mobilize and employ large quantities of the private-sector transportation assets – transport and airlift aircraft, for example, as well as U.S.-flag merchant ships and the nation's railroad system – that are needed to meet the surge requirements for troops and material resources in time of war.

In creating these programs, the Department of Defense has also, and without intentionally doing so, developed a model for the answer to one of the most significant problems facing the U.S. Department of Homeland Security (DHS) – namely, how to quickly and cost-effectively mobilize emergency-relief assets when responding to what are officially designated as “Incidents of National Significance.”

A quick mobilization is always essential when a disaster occurs. Delays in the response-and-recovery efforts that follow significant natural or manmade catastrophic events can increase the impact of the event in several adverse ways, including a greater economic loss, the loss of additional lives, and prolonged psychological damage. Given the probability of additional threats posed by natural and manmade disasters, particularly those involving large-scale climatic events (hurricanes and earthquakes, for example) and/or the use by terrorist groups of weapons of mass destruction, there is a pressing need for DHS to develop a more modern

delivery mechanism for the consequence-management phase of disasters occurring within the United States itself.

### **CRAF, VISA, and STRACNET**

Fortunately, a true transformation of DHS's disaster-response capabilities can be achieved by leveraging existing DOD processes to mobilize, for domestic purposes, the transportation and logistics assets available from the private sector. Among the programs used by the Department of Defense for many years to meet DOD's own needs on short or no notice are: CRAF (the Civil Reserve Air Fleet, which provides civilian transport aircraft when there are not enough military aircraft available); VISA (Voluntary Intermodal Sealift Agreement, under which U.S. ship owners and/or operators provide cargo space aboard their vessels); and STRACNET (Strategic Rail Corridor Network – which provides funds to maintain critical rail corridors).

To ensure it will have pre-negotiated access to private-sector transportation capacity in times of natural or manmade disasters on the U.S. homeland, DHS could use these DOD models to develop programs that harness the latent capabilities in the U.S. private sector's modern supply-chain systems. These and other corporate assets could quickly, and at reasonable cost, support a carefully coordinated plan for public-sector emergency-response operations that prioritizes, orders, ships, tracks, and delivers guaranteed quantities of relief supplies at prices agreed on beforehand.

It is obvious that a master plan of this magnitude is urgently needed. Most if not all current initiatives to organize and deliver emergency-relief supplies in response to incidents of national significance are fundamentally reactive

in nature, and in many cases rely largely on an unspecified blend of corporate contributions, disparate nonprofit relief agency support, and the not always well-coordinated government efforts led by local, state, and federal officials at various levels of office – and, frequently, possessing varying levels of authority.

The DHS has the ability, though, by rationalizing these fragmented and relatively uncoordinated assets, to optimize their combined impact and lead public and private-sector stakeholders in minimizing disruptions, accelerating the recovery process, mitigating the economic impact of disasters, and – most important of all – reducing the loss of life.

### **An Abundance of Catastrophic Evidence**

Regardless of the nature of the catastrophic event, if *any* disaster rises to the level of “national significance” the federal government can reasonably anticipate the need to rapidly mobilize large quantities of relief supplies and capabilities such as food, water, lumber, tarps, shovels, temporary housing, transportation, medicines and medical equipment, and many other goods and services.

Following Hurricane Katrina (the first officially declared Incident of National Significance), an abundance of anecdotal evidence exposed the existing gap between: (a) the government's (state and local as well as federal) requirement for early, and preferably immediate, access to emergency relief supplies; and (b) the ready availability of those and other resources – most of them built, possessed, and controlled by the private sector.

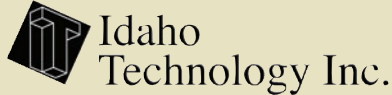
Stories of government purchase cards being used to procure a store's entire inventory on the spot, and of the highly publicized cruise-ship vessel charter agreement

## Interview: Major General Donna F. Barbisch USA (Ret.)



“... Barbisch prioritizes planning ... When it comes to (providing) medical support in catastrophic-incident responses.”

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initiated by FEMA (the Federal Emergency Management Agency) in the aftermath of the hurricane, demonstrated that the federal government had not, at the time that Katrina hit, established beforehand the type of public-private partnerships needed, at the national level, to provide pre-arranged access to major stocks of relief supplies.

Today, the federal response paradigm still seems to be of a relatively ad-hoc nature, which means that in the future many large and exponentially important procurement decisions will still have to be negotiated after an incident occurs, rather than ahead of time.

A government policy mandating the large-scale purchase and stockpiling of emergency relief goods and services would be unduly costly, and the current ad-hoc purchase-and-distribution response system is demonstrably neither efficient nor cost-effective. Indeed, it also might have a long-term negative impact on private-sector business. The solution is to let the private sector deliver the needed material when and where the government directs.

*To illustrate:* When a major home improvement store decides, in an effort to provide immediate support to the area affected by a disaster, to sell its entire inventory on the spot, it simultaneously

forfeits the ability to serve its regular client base, which often enough might not even be in the affected area, and would normally – i.e., absent the government’s requirement for emergency relief supplies – be creating a steady demand for the same goods. The clients that must be turned away by the home improvement store will still be there long after the catastrophic event has been dealt with, so the retailer is left to deal with the longer-term economic impact of the possible loss of goodwill.

### The High Cost Of Poor Planning

Similarly, when the government attempts, as it did post-Katrina, to rapidly charter cruise-ship capacity after an incident, two negative economic consequences are likely: (1) the cruise-ship provider will be forced not only to cancel cruises previously scheduled but also to deal with the operational impact of the lost ship capacity; and (2) because ship capacity is essentially a commodity, the government will be forced to pay (with obvious economic consequences) the current market rate for a commodity that has suddenly increased in demand.

In order to take advantage of the federal government’s huge purchasing power, and combine it with the private sector’s superior ability to rapidly provide massive

quantities of emergency relief supplies, the Department of Homeland Security would have to work in close cooperation, of course, with other government agencies, the appropriate committees of Congress, major corporations, nonprofit organizations, and academia to support the development of a strong public-private partnership, at the national level, that could serve as a force multiplier in dealing with catastrophic all-hazards events within the United States.

*To summarize:* To improve the current U.S. domestic-preparedness posture, DHS should and must develop new solutions – using current DOD programs as a model – for rapidly mobilizing and leveraging the emergency-relief assets controlled by the nation’s private sector. By so doing, the department would be carrying out the mission it has been assigned of coordinating and ensuring an appropriate response – while at the same time empowering the nation’s private-sector businesses to effectively create and have in place the infrastructure needed for the mass mobilization and distribution of goods and services required in the immediate aftermath of an incident of national significance.

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## A Score-Card Agenda for Capitol Hill

By James D. Hessman, Editor in Chief



Specific details of President Bush's fiscal year 2007 budget recommendations to Congress will not be known until late January or early February, but it already seems likely: (1) that no major increases in Department of Defense (DOD) spending will be requested by the president; but (2) that several well-targeted add-ons to various Department of Homeland Security (DHS) appropriations accounts not only will be included in the administration's budget plan but also will be quickly approved by both the House and the Senate – with few dissenting votes from either party. It would not be surprising, in fact, if, on its own initiative, Congress were to add a few billion dollars extra to the president's DHS budget request.

It can be safely assumed at this time that the president will recommend *adequate* funding for DOD, but not much more, and that Congress will be inclined, particularly in an election year, to fully approve the commander in chief's recommendation – but to add little if any additional funding beyond what is requested. Major cutbacks in any of the DOD accounts are unlikely, if only because American troops are still heavily engaged in combat operations against Iraqi (and imported) insurgents, and a strong U.S. presence in Iraq probably will be needed for the foreseeable future.

Nonetheless, the White House and the Pentagon seem increasingly determined to fully implement the president's previously announced plan to make Iraq's new government responsible for Iraqi security just as soon as possible. There is virtually no chance for a total withdrawal of U.S. forces this year, therefore, but there is a strong probability that several incremental withdrawals of perhaps 10,000 troops or so at a time will be approved as a calculated risk.

New insurgent attacks of any significant magnitude, though, would put additional withdrawals on hold.

### A Helpful Increase In Public Awareness

On the U.S. home front, meanwhile, pressures to provide additional funding for homeland defense have been quietly building – partly because of the horrendous loss of lives caused by last year's tsunami in the far western Pacific, and partly because of the devastation caused by Hurricane Katrina and by other natural disasters. Mostly, though, because the American people, and the nation's political leaders, are now somewhat more aware than they were before that the United States itself is extremely vulnerable not only to violent attacks from Mother Nature – earthquakes and forest fires as well as hurricanes and tornadoes – but also to additional terrorist attacks. If they involved dirty bombs or other weapons of mass destruction (WMDs), the latter could cause incalculable economic and psychological damage as well as the loss of thousands, perhaps tens of thousands, of lives.

Much of the credit for the new public awareness of America's homeland insecurity goes to the above-and-beyond efforts of the 9/11 Commission – which, after delivering a meticulously detailed "Final Report" 18 months ago on the 11 September 2001 terrorist attacks against the United States, followed up last month with a second Final Report that graded both the Bush administration and both houses of Congress on their efforts to date to improve the nation's homeland security.

The second Report was not an "authorized" report of the Commission itself but, rather, a report issued by a private organization, "The 9/11 Public Discourse Project"

(PDP) – which the ten members of the 9/11 Commission (five Republicans and five Democrats) had formed on their own: officially, "to educate the American people" about the 41 major recommendations included in the first Final Report; unofficially, to generate the media and public pressure needed to persuade the legislative and executive branches of government to implement the Commission's 41 recommendations as fully as possible and as soon as possible.

### Numerous Failures, and a Major Embarrassment

To their credit, the PDP members did not point the finger of blame at any specific individuals, but they made it clear – by the issuance of 17 failing or near-failing grades – not only that DHS itself and several of the agencies under its jurisdiction had failed to carry out their responsibilities in a satisfactory manner but also that Congress had been equally derelict by failing to "provide for the common defense," as required by the Constitution.

The PDP Final Report, released early last month (5 December) by 9/11 Commission Chairman Thomas H. Kean and Vice Chairman Lee H. Hamilton (who also chaired and co-chaired the PDP), was devastatingly embarrassing to the Bush administration in general and to the DHS leadership hierarchy in particular, but somewhat less embarrassing to Congress – where, as Kean pointed out, so many committees are responsible for various matters related to homeland security that "nobody [specifically] is responsible."

The PDP report, which was front-page news in most of the nation's major newspapers and the lead story on the major U.S. television networks, was the subject of numerous outraged editorials and indignant press releases but very quickly receded from the public consciousness. Nonetheless, the Score-Card grades have been the subject of serious study ever since – at DHS and

in other executive-branch agencies, on Capitol Hill, and in many of the better-known think tanks in the nation's capital – and will undoubtedly be restored to life and used many times this year not only for political advantage but also to justify increases (perhaps a few decreases as well) in DHS funding.

## A Brief List Of Possible Changes

Specific predictions are difficult to quantify, and frequently are invalidated by unforeseeable events and circumstances. Nonetheless, it seems certain, at the start of the second session of the current Congress, that DHS itself, the Bush administration, and the various congressional committees with jurisdiction over homeland defense, will join forces (reluctantly, perhaps, on some issues) to remedy at least some of the worst failings noted on the PDP Score Card. If so, the end result will be a nation that, again quoting Governor Kean, is “safer ... but [still] not as safe as we need to be.”

Following is a short summary of the progress likely – on several of the more important PDP recommendations indicated (in boldface) – and brief excerpts (in italics) of the PDP Score-Card grades and relevant comments:

**Critical infrastructure risks and vulnerability assessment.** (Grade: D) *“No risk and vulnerability assessments actually made; no national priorities established; ... key decisions at least a year away. It is time to stop talking about setting priorities, and actually set some.”* Outlook: A strenuous effort will be made to set some priorities and make some decisions. Congress will provide some additional funding in this area. Improvement likely, therefore, but not a lot.

**Improve airline passenger pre-screening.** (Grade: F). *“Few improvements have been made to the existing passenger screening system. ... Completion of the testing phase of TSA’s [Transportation*

*Security Administration’s] pre-screening program for airline passengers has been delayed.”* Outlook: More funding and strong political pressure will lead to substantive progress and a new grade somewhat above failing.

**Checked bag and cargo screening.** (Grade: D). *“Improvements have not been a priority ...[for] the Congress or the administration. ... The main impediment is inadequate funding.”* Outlook: Substantially more funding will be provided. The result will be a B.

**International collaboration on borders and document security.** (Grade: D) *“There has been no systematic diplomatic effort to share terrorist watchlists, nor has Congress taken a leadership role in passport security.”* Outlook: Congress will take a tougher approach, the State Department will make this a priority issue, and the grade will climb to a C+ or even a B.

**Declassify overall intelligence budget.** (Grade: F) *“No action has been taken. ... Congress cannot do intelligence oversight when funding for intelligence programs is buried within the defense budget.”* Outlook: Some modest changes possible, but a complete change from the previous budget process seems unlikely. Possible improvement to a D grade.

**Maximum effort by U.S. government to secure WMD.** (Grade: D) *“Countering the greatest threat to America’s security is still not the top national-security priority of the president and the Congress [emphasis added].”* Outlook: The administration would deny the accuracy of this statement, as would many members of Congress. But a greater effort will be made to be more visible in this area, raising the Grade to a C+ or a B.

**Coalition standards for terrorist detention.** (Grade: F) *“The United States has not engaged in a common coalition approach to developing standards for detention and prosecution of captured*

*terrorists. Indeed, U.S. treatment of detainees has elicited broad criticism ...and makes it harder to cooperate effectively with partners in a global war on terror.”* Outlook: A more robust effort by the administration, but truly substantive changes will be difficult to achieve, and cooperation from other nations is far from guaranteed, so the criticism will continue. No change anticipated in the Grade.

Future issues of DPJ will focus on the above and other PDP recommendations in greater detail. Additional information on the PDP Score Card is available from the organization’s website: [www.9-11pdp.org](http://www.9-11pdp.org)

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## Angels on High CAP Evolves to Meet Homeland-Security Needs

By Brent Bankus, Military Support



With the United States leading the global war on terrorism at the same time that America's armed forces are heavily engaged in a number of areas around the world, the challenge of defending the U.S. homeland has become an increasing concern, primarily because the size of the nation's naval/military establishment, including the reserve components of each branch, is today much smaller than it has been at any previous time since the start of the Cold War.

In addition, the age-old rivalries and traditional concepts of warfare have not been valid since the breakup of the Warsaw Pact in 1990 and the dissolution of the USSR itself the following year. Instead, there has been a dramatic shift in the nature of warfare itself, which is no longer always, or necessarily, a conflict between nations per se but, in today's world, a clash between civilized societies and dissident groups, frequently international, of fervent believers such as the Islamic extremists who over the past two decades have been responsible for so many of the terrorist attacks throughout the world.

Although in the long sweep of history this is not a new phenomenon, it is new to the United States and its armed forces, which for more than fifty years had the advantage of training for an enemy who was readily identifiable.

Because of the current drain on U.S. military manpower for overseas deployments for a variety of missions ranging from peacekeeping to counterinsurgency operations, Pentagon decision makers have been looking

more diligently at volunteer military organizations to augment the depleted ranks of so-called "regulars" and reserves. These organizations are divided more or less into two major categories: (1) those that are state-sponsored – e.g., state defense forces of various types, and naval militias; and (2) those such as the Coast Guard Auxiliary and the Civil Air Patrol (CAP), which are sponsored by a branch of the U.S. military.

### One Week Before the Storm

Although it is recognized today as the primary civilian auxiliary to the United States Air Force, the CAP has a long and illustrious history of service to the nation that pre-dates the Air Force itself. A "child of its times," the CAP was conceived in the late 1930s by Gill Robb Wilson, a New Jersey aviation advocate who had the vision and foresight to realize the potentially important role that civil aviation might play in times of war in which U.S. forces were involved.

With a major assist from Fiorello La Guardia, then the mayor of New York City, the CAP was established on 1 December 1941 – less than one week, it should be noted, before the 7 December 1941 Japanese surprise attack against Pearl Harbor and the subsequent U.S. entry into World War II.

In much the same way its seagoing counterpart, the Coast Guard Auxiliary – which relied on patriotic yachtsmen to help out in time of need, using their own yachts – started out, the CAP began as an all-volunteer civilian organization that, initially at least, depended on the use of privately owned aircraft to carry out its liaison and reconnaissance missions. However, it did not take long for those missions to expand in scope, with the

most notable new assignment being anti-submarine duty.

### Red and Yellow Over the Deep Blue Sea

This complex and unfamiliar task was of transcendent importance during the dark days of early 1942, when the German Wolfpack fleets (U-boat submarines) stood watch along the East Coast of the United States and devastated the merchant marine supply convoys departing U.S. ports. Many of the scores of U.S. and Allied merchant ships sunk during that grim period were so close to the coast that survivors of the sinkings could almost wade ashore.

During the war, CAP pilots flew more than 500,000 hours, logging a collective total of 24 million miles on patrol – and, of greater importance, detecting 173 submarines, attacking 57 of them, hitting and damaging 10, and sinking two. On the debit side, 64 CAP aviators lost their lives in the line of duty.



By Presidential Executive Order, the CAP became an auxiliary of the Army Air Forces in 1943. In an interview after World War II, a former U-boat captain confirmed what many CAP volunteers had long believed – namely, that the Wolfpack operations in U.S. coastal waters had been suspended "because of those damned little red and yellow airplanes." In 1948, one year after the U.S.

Air Force became a separate service, the CAP was designated its official civilian auxiliary force.

### ***Changing With the Times***

Today's CAP carries on the traditions of volunteer service in much the same manner as its predecessor of the WWII era. This is not surprising. As times and requirements have changed during the organization's six-plus decades of service, the Civil Air Patrol has changed at the same time to remain a force multiplier and valued asset to first the Army Air Force and now the United States Air Force.

While still carrying out many of the same missions as their WWII predecessors, today's CAP aviators have been tasked with a number of additional duties across a broad spectrum of missions, particularly those related to cadet training and aerospace education, and current operations.

The CAP Cadet Program is exceptionally well organized and provides an excellent venue for young people to become involved in service-related activities. By definition, that "service" is not only to the community but also to the nation, and requires being exposed to training that encourages teamwork, moral leadership, and the development of the technical skills needed to support emergency services – with healthy dollops of aerospace education, and military history and customs, also included.

Among several additional opportunities provided through the CAP Cadet Program are a college and flight training scholarship program, an International Air Cadet exchange program, and national encampments. Through these activities the CAP's enthusiastic cadets are provided the opportunity to test and expand their own self confidence by, among other things, assuming increased responsibility through leadership positions,

and the setting and achieving of personal as well as professional goals.

The CAP carries out other aerospace education programs, both internal and external, for both adult and cadet members. These rigorous programs, which are focused on aviation in general and

the scarce airborne surveillance platforms needed to assist local as well as federal law-enforcement agencies in detecting and eradicating crops of illegal drugs.

In addition, since the 9/11 attacks on America and the start of the global war on terrorism, the CAP once again has

## ***CAP - prime asset for local law-enforcement agencies and state homeland-security offices as well as the Department of Homeland Security***


Air Force needs in particular, also are offered to the general public in the form of a special program – "Fly A Teacher" – for teachers and other educational professionals at all levels.

### ***Maintaining the Minuteman Tradition***

Through aerospace education and other programs, the CAP provides an exceptional information campaign through which the private sector can easily become more conversant on the opportunities available. Free classroom materials and lesson plans for aerospace education also are available at all times, and each year the CAP sponsors the premier national conference in the field.

In all likelihood, however, the CAP is today still best known for its work in current operations, particularly those involving search-and-rescue and disaster-relief missions. For its role in the 21st century, however, the CAP has expanded its mission set to include counter-drug reconnaissance missions and homeland-security operations. For two decades, in fact, the CAP has been a valuable, and highly valued, asset in the nation's war against drugs – primarily by providing

demonstrated its versatility by providing similar assets for the protection of critical infrastructures – e.g., nuclear power plants. The organization's ability to provide, at minimal cost, airborne platforms fitted with state-of-the-art technological surveillance equipment makes the CAP a prime asset both for local law-enforcement agencies and for state homeland-security offices as well as the U.S. Department of Homeland Security.

Volunteer U.S. military organizations such as the CAP have served the local community and the nation since the Revolutionary War. The current missions carried out by the CAP – through the training and under the oversight provided by its parent organization, the United States Air Force – once again proves the extra value provided by these quintessentially American types of organizations. From its inception in 1941 to the present day, the Civil Air Patrol's volunteers have demonstrated their ability to remain relevant to changing requirements while carrying on the Militia and Minuteman traditions of defending "home and hearth" as well as answering the call of the nation when needed. 



## Washington, Hawaii, And New York

By Adam McLaughlin, State Homeland News



### Washington North Kitsap Prepares For Large-Scale Emergency

The North Kitsap School District has placed a high priority on all-hazards emergency planning. From preparing an emergency training curriculum for its faculty and students, to conducting several drills and exercises each year, to stockpiling key supplies, the school district has been continually improving its emergency-management system.

"We are always improving, especially the little things," said North Kitsap emergency coordinator James Noeldner. "You cannot train for every type of event or scenario, so we focus on the basics and ... [on developing] a mentality on what to do."

North Kitsap's emergency-management system relies primarily on the use of response teams, with faculty and staff divided into eight teams, each with a different response focus. Incident management, damage assessment, evacuation, disaster first aid, search and

rescue, fire and utilities, student/parent reunion, student/staff supervision, and site security and food support teams are always in place throughout the district, therefore, with the roles of each team already defined in the schools' emergency-response plans.

All schools in the district are required to annually rehearse what to do in the event of an emergency. State requirements call for three earthquake drills and two intruder drills per year, and one fire drill each month. "One thing that is very critical," Noeldner said, "is the ability to evacuate quickly." All drills are executed during school hours, and are continually improved upon, he added.

The school district also has installed a new phone system in the schools through which any phone in a school can access that school's PA system. In the event that there is an unknown (and possibly dangerous) intruder roaming the school, anyone who knows the intruder's location will be able to alert the rest of the students and faculty in the building.

Each school in the district also has its own stock of supplies that could be used in the event of a shut-in or natural disaster. From generators to flashlights to food and water, reasonably foreseeable caches of necessary supplies are in place.

### Hawaii Drafts Influenza Preparedness And Response Plan

Of all the hazards that could confront Hawaii's hospitals, none is likely to be greater than an influenza pandemic, according to an analysis by the state's Department of Health. The state's plan to cope with an influenza pandemic paints a grim picture of overwhelmed hospitals, 1,000 influenza deaths statewide in eight weeks, and hospital workers who become sick themselves trying to cope with the outbreak.

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The model the state used to estimate the impact of an influenza pandemic assumes that one in four people statewide would become ill, and 5,000 would have to be hospitalized in an eight-week outbreak.

Hawaii's draft "Pandemic Influenza Preparedness and Response Plan" warns that the state's relative "isolation" from its sister states may mean that outside help will be slow to arrive, especially if the pandemic is sweeping the mainland states just as Hawaii begins to suffer its effects. The draft plan describes in detail: how various agencies would coordinate their efforts during an outbreak; how

the effectiveness of the drugs during a pandemic. The pandemic plan calls for public-health campaigns in the early phases of an alert to teach people about hygiene (and, if necessary, the use of masks), and to encourage the public to plan for the possibility of quarantine.

## New York **NYC Hospitals Set to Receive Radiation Detection Devices**

The New York City health department plans to spend nearly \$1.4 million equipping the city's hospitals with radiation-detection devices that might become essential if

The program is scheduled to be initiated within the next few months, and is part of a nationwide effort to prepare for possible terrorist attacks in which nuclear materials are used. As part of the program, Columbia University is leading a consortium of researchers developing new technologies that would allow doctors to rapidly screen large numbers of people for radiation exposure. ▼

*We are always improving,  
especially the little things ...  
Can't train for every scenario ...  
Focus on the basics ...*

the disease would be tracked; and how vaccines and medicine would be distributed.

The plan, which is pending final approval from state Health Director Chiyome Fukino, calls for Hawaii's Health Department to stockpile and assume control over all antiviral medicines when an alert is issued and/or when the influenza virus is first detected in animals. A state Health Department Operations Center would be activated when the first cases appear in humans, at which time hospitals and laboratories would be expected to prepare for a surge-capacity inflow of additional patients.

Hawaii Governor Linda Lingle announced plans last month to ask the state legislature for \$15 million to stockpile antiviral drugs for 300,000 people, and for the creation of data-management systems to track

terrorists were to detonate a radiological dispersion device, or "dirty bomb," somewhere in the city. The equipment, largely paid for with federal grants, could help medical centers diagnose the thousands of people who, according to a health department official, probably would be flowing into NYC hospitals after such an attack.

The detection equipment is expected to be distributed to both public and private hospitals – the staffs of which would be trained on how to recognize and treat radiation injuries, and how to protect and decontaminate themselves while dealing with patients who may have been exposed. "In the event of an incident in New York City involving radioactive contamination," according to the health department official, "the city's hospitals "will be on the front lines of receiving potentially contaminated persons with and without injuries."

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