

Notes and Bibliography

NOTES

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- 35. Federal Emergency Management Agency, National Preparedness System: Current Prototype & Proposed Implementation Approach, report, undated, 12.
- 36. U.S. Department of Homeland Security, Comprehensive List, 3.
- 37. Ibid.
- 38. Ibid.
- 39. Ibid.
- 40. Ibid., 4.
- 41. Ibid., 1.
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- 44. Ibid.
- 45. Ibid.
- 46. Ibid., 2.
- 47. For example, New York City clearly needs a Search and Rescue capability resourced for a large urban city, while Des Moines may only need a Search and Rescue capability with a quarter of the resources possessed by New York City. Conversely, as a large urban city, New York City likely does not need a heavily-resourced Food and Agriculture Safety and Defense capability, whereas Des Moines likely should have a heavily-resourced Food and Agriculture Safety and Defense capability given the large presence of animals and agriculture that enter our food supply from Iowa. The key is to create a robust, flexible system that can accommodate the particular needs of each jurisdiction.
- 48. For example, the Interim vision statement stated:

To engage Federal, State, local, and tribal entities, their private sector and non-governmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events in order to minimize the impact on lives, property, and the economy.

—U.S. Department of Homeland Security, Interim National Preparedness Goal, report, March 2005, 3.

The Guidelines vision statement stated:

A NATION PREPARED with capabilities to prevent, protect against, respond to, and recover from all hazards in a way that balances risk with resources and need.

—U.S. Department of Homeland Security, Guidelines, 1.

Other than shortening the various entities listed in the Interim vision by using the word "Nation" in the Guidelines vision and restating "risk-based" as "balances risk with resources and need," the Guidelines vision is largely identical.

49. The TCL has three types of critics. The first type, and the one with the fewest critics, is the group of individuals who sincerely see flaws in the TCL. These critics tend to participate in the process to improve the TCL. The second type is the group of individuals who resist anything they did not create. The final type is the group of individuals who see the TCL for exactly what it is; namely, a strategic document that will drive accountability and transparency. The TCL is not the panacea, but it is as close to a consensus and objective blueprint on what capabilities are needed to secure the homeland as has been developed yet. As with any endeavor, it is far easier to serve as a problem-citer than it is to be a problem-solver. For those who criticize the TCL,

- when asked what they would replace it with (and if there is a better way then critics should articulate it), the silence is deafening.
- 50. U.S. Government Accountability Office, All-Hazards Capabilities, 14.
- 51. Bush, Homeland Security Presidential Directive 8, §§17, 18.
- 52. Federal Emergency Management Agency, Training Overview, report, March 10, 2008. 1.
- 53. The consortium includes the Center for Domestic Preparedness in Anniston, Alabama; the Academy of Counter-Terrorist Education in Baton Rouge, Louisiana; the National Emergency Response and Rescue Training Center in College Station, Texas; the Energetic Materials Research and Testing Center in Socorro, New Mexico; and the National Center for Exercise Excellence in Las Vegas, Nevada.
- 54. U.S. Department of Homeland Security, Homeland Security Exercise and Evaluation Program (HSEEP) (Washington, DC: GPO, February 2007), v.
- 55. U.S. House Subcommittee on Emergency Communications, Preparedness, and Response, National Exercise Program, 110th Cong., 1st sess., 2007, 4.
- 56. Bush, Homeland Security Presidential Directive 8, § 19.
- 57. George W. Bush, Homeland Security Presidential 8 Annex 1, "National Planning," December 3, 2007.
- 58. Ibid., § 31.
- 59. Each Federal Preparedness Coordinator has the following functions: integration of preparedness missions; contingency planning modernization; preparedness review and monitoring; preparedness planning; exercise coordination and review; information sharing; strengthen local relationships; situational awareness; public communications; and special event planning. U.S. Department of Homeland Security, Preparedness Integration with the Regions, report, August 9, 2007, 9.
- 60. Michael Chertoff, Press Availability on 2008 Homeland Security Grant Guidance, speech, February 1, 2008.
- 61. U.S. Government Accountability Office, All-Hazards Capabilities, 39.
- 62. The most recent example of this squandering involves the FY 2008 UASI allocations where DHS failed to use either risk or capability needs to allocate funds to the higher-risk jurisdiction. Instead, DHS simply cut all but four urban areas by 3 percent from the allocations they had received in FY 2007.
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- 64. Bush, Homeland Security Presidential Directive 8, § 9.
- 65. U.S. Government Accountability Office, DHS Risk-Based Grant, 47.
- 66. Joey Nowak, "Hazmat Vehicle Just Sitting in Garage," Columbus Dispatch, July 13, 2008, B3
- 67. Rexford B. Sherman, Seaport Governance in the United States and Canada, report by the American Association of Port Authorities, undated, 3.
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- 69. U.S. Department of Homeland Security, Analysis of Federal Requirements Final Report, report on the requirements forced on states and localities (Washington, DC: DHS, October 2007), MATRIX-1 to MATRIX-48.
- 70. Ibid., EX-6.
- 71. Ibid., SOIR-8.
- 72. U.S. Government Accountability Office, Management of First Responder Grant Programs and Efforts to Improve Accountability Continue to Evolve, audit on federal homeland security grants (Washington, DC: GAO, April 12, 2005), 14.
- 73. U.S. Department of Homeland Security, Analysis of Federal Requirements, EX-4.

- 74. Ibid., MATRIX-23 to MATRIX-29.
- 75. National Governors Association, 2007 State Homeland Security Directors Survey, report on views of state homeland security advisors, December 18, 2007, 1.
- 76. U.S. Department of Homeland Security, Analysis of Federal Requirements, SOIR-7. 77. Ibid.
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- 81. Inspector General, Major Management Challenges, 15.
- 82. Otto Nelson, Non-Military Defense in the Shadow of Nuclear Attack, speech to the Industrial College of the Armed Forces, May 15, 1956.
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- 84. Ibid.
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- 92. Ibid.
- 93. Ibid.
- 94. Seattle/King County and United Way of King County Katrina's Lessons: Reach Our Vulnerable Residents Now, report on the lessons of Hurricane Katrina (Seattle: Seattle/King County, December 15, 2006), 1.
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- 97. Ibid., 3.
- 98. Ibid.
- 99. Seattle/King County Public Health, VPAT, 6. 100. Ibid., 7, 9.
- 101. King County Healthcare Coalition, Involuntary Isolation or Quarantine Legal Team Protocol, report on procedures for mass care (Seattle: Seattle/King County Healthcare Coalition, April 12, 2006), 1.
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- 105. Ibid., 7-13.

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- 94. While simplistic, this population per disaster ratio is derived by dividing a state's total population by the number of disaster declarations. By normalizing large and small states and disaster declarations, comparisons can be made that show that a state like California may have a lot of disaster declarations, but, because of its large population, it has a fairly high population to disaster ratio. Arguably, this means that California residents are paying more in federal taxes for federal disaster assistance than they receive due to disaster declarations. Similarly, a large state like Michigan that has few disaster declarations, but lots of people also will pay more in federal taxes for the disaster assistance that it receives. In contrast, a state like North Dakota with a moderate level of disaster declarations, but few people will underpay in federal taxes for the disaster assistance it receives.
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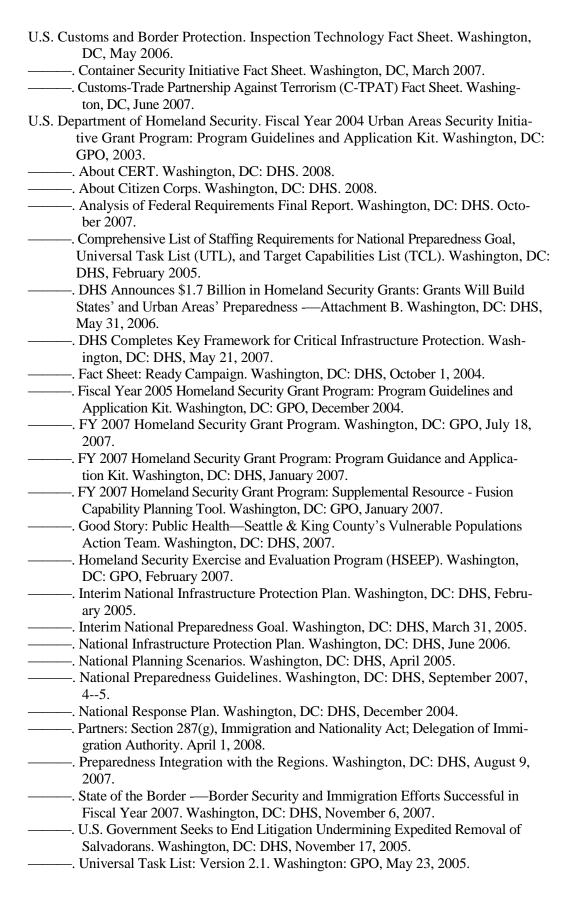
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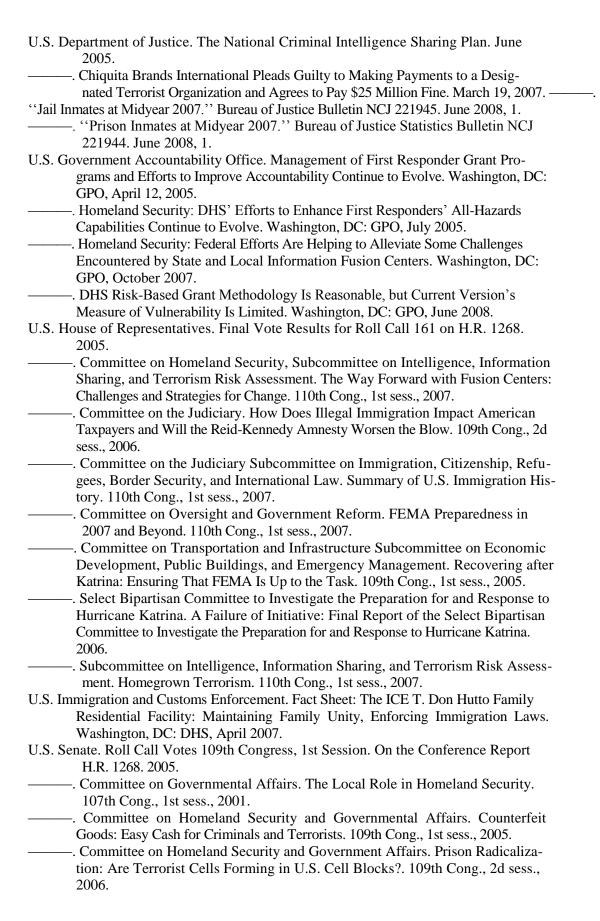
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HOMELAND SECURITY AND FEDERALISM

Protecting America from Outside the Beltway

MATT A. MAYER

Foreword by the Honorable Edwin Meese III

In this most timely book, Mayer uses the principle of federalism to present a compelling case that the best way to protect America from terrorists is to get the power out of Washington and into the hands of governors, mayors, and the countless men and women serving on the front lines in our communities.

His book takes the reader from the streets of Ismailia, Egypt, in 1921 to New York City on September 11, 2001, and from America's Colonial period to the inner workings of the U.S. Department of Homeland Security to show what worked historically and why the approach taken after September 11 failed to heed the bright lessons of history on how best to protect our nation against this new threat.

After asking where today's federalists are—those who will push back on Washington's power grab—Mayer develops a rational risk model to guide where our limited resources should be allocated so that they will lead to less pork and more protection. The book then systematically builds the case that states and localities are uniquely suited to lead efforts on terrorism preparedness, disaster management, illegal immigration, counterterrorism, and community resiliency. Case studies throughout the book highlight best practices from outside the Beltway that, once again, vindicate the role of federalism in solving America's complex challenges.

100% of the net proceeds from the sale of this book will be donated to charity.



Notes and Bibliography