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# THE COST OF HEIGHTENED SECURITY IN AMERICA'S CITIES

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*A 192-City Survey*

January 2002



**The United States Conference of Mayors**  
**Marc H. Morial, Mayor of New Orleans, President**

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# **The United States Conference of Mayors**

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## EXECUTIVE SUMMARY

With deliberations underway within the Congress and the administration on the federal response to homeland security needs, Conference of Mayors leadership recognized the need to provide an accurate national perspective on heightened security costs at the local level – that is, detailed information on the magnitude of the higher security costs that cities throughout the country have incurred since September 11, the functions and activities that have accounted for these costs, the additional costs officials are projecting for the year ahead, and the areas in which these additional costs will be incurred. A request for this information was sent to the mayors of the nation's principal cities – with very few exceptions, those with populations of 30,000 and above – on November 29; by mid-January, information had been submitted by 192 cities in 42 states and the Commonwealth of Puerto Rico. The cities range in population from 3,694,820 to 5,770. As a group, the cities' average population is 82,107; the median population is 196,533.

### 2001 COSTS

Officials in the 192 cities responding to the Conference of Mayors request for unanticipated, additional security and readiness costs incurred between September 11 and December 31 reported total costs of **\$87,653,363**. As a group, the cities reported that overtime, at 43 percent of total spending, and equipment, at 31 percent, accounted for the bulk of their costs. They spent 10 percent for additional personnel, three percent for training, and 13 percent for other needs. Examined by function, the cities' total spending was concentrated on police, at 45 percent of the total, and other functions – including a wide range of public utilities and services – at 39 percent. The cities spent 12 percent on firefighting and two percent each on emergency medical services and public health activities. It should be noted that some cities include, and so report, EMS activities as part of their firefighting function. The other needs and functions which had required city government spending included a variety of contract security services and security equipment for water and electric utilities, airports, and public buildings; expansion of hazardous materials handling capability; and activation and upgrading of emergency operations centers and emergency management agencies.

### 2002 COSTS

Officials in the 192 survey cities estimated that total costs of **\$353,853,121** will be incurred in meeting their unanticipated, additional costs of heightened security in 2002. As a group, the cities reported that equipment, at 50 percent of total spending, would be the largest cost category by far. They expect to spend an average of 23 percent of the total on overtime, 13 percent for additional personnel, three percent for training, and 11 percent for other needs. Examined by function, the cities as a group anticipate that spending on police will account for 31 percent of their total additional costs, spending on firefighters will account for 16 percent, and EMS and public health spending will account for three percent each. It is expected that other functions they provide will require, on average, 47 percent of their total spending in the year ahead. Officials indicate that the other needs and functions that will require spending in 2002 are generally the same as those for which costs have already been incurred. Examples given include upgrading security for water and electric utilities and public buildings; upgrading Emergency Operations Centers and Emergency Management Agencies; and upgrading biohazard materials handling capabilities.

### COSTS FOR ALL PRINCIPAL CITIES

From September 11 through December 31, 2001, the average additional cost of heightened security for the 192 cities included in the survey is \$456,526. This places the estimated total 2001 cost of heightened security for all U.S. cities over 30,000 population – approximately 1,150 cities – at **\$525 million**. The average additional 2002 cost of heightened security for the 192 cities in the survey is \$1.84 million. This places the estimated total cost of heightened security this year for all U.S. cities over 30,000 population at **\$2.1 billion**.

# INTRODUCTION

## BACKGROUND

The cost to cities of maintaining the higher level of security required following the September 11 terrorist attack and subsequent anthrax mailings was a dominant issue during the Mayors Emergency, Safety and Security Summit convened in Washington in October by The U.S. Conference of Mayors. More than 200 mayors, police and fire chiefs, emergency managers and public health officials from cities throughout the nation spoke of the extraordinary costs they had already incurred and of the projections of even greater costs in areas such as overtime for public safety personnel, emergency preparedness training for public safety and public health workers, and special equipment needed to protect workers responding to biological and chemical attacks and to detect the presence of biological and chemical agents.

Several recommendations for actions to be taken to better secure the nation's cities were drafted during the Summit, documented in "A National Action Plan for Safety and Security in America's Cities," and presented to Congress and the administration in December by the Conference of Mayors President, Mayor Marc H. Morial of New Orleans. Leading the list of recommendations was a call for a new flexible local security block grant, one similar to the Homeland Security Block Grant bill introduced by New York Senator Hillary Rodham Clinton and several others late in November. This block grant would provide funds directly to cities to meet such needs as police and fire overtime, additional training, communications and rescue equipment, and security measures to protect airports, waterways, utilities, public transit and other public infrastructure.

In their Action Plan, the mayors stressed that meeting the nation's basic, essential needs for transportation security, emergency preparedness and coordinated law enforcement must be viewed as a prerequisite to achieving the goal of national economic security, and that the costs associated with doing this must be considered part of the ultimate cost of that economic security.

## SECURITY SURVEY

With deliberations underway within the Congress and the administration on the federal response to homeland security needs, Conference of Mayors leadership recognized the need to provide an accurate national perspective on heightened security costs at the local level – that is, detailed information on the magnitude of the higher security costs that cities throughout the country have incurred since September 11, the functions and activities that have accounted for these costs, the additional costs officials are projecting for the year ahead, and the areas in which these additional costs will be incurred.

A request for this information was sent to the mayors of the nation's principal cities – with very few exceptions, those with populations of 30,000 and above – on November 29; by mid-January, information had been submitted by 192 cities in 42 states and the Commonwealth of Puerto Rico. The cities range in population from 3,694,820 to 5,770. As a group, the cities' average population is 82,107; the median population is 196,533. In response to the Conference of Mayors request, the information submitted included:

- Officials' best estimates of unanticipated, additional security and readiness costs that have been

incurred by the city government between September 11 and December 31. Cost categories were 1) additional personnel, 2) overtime, 3) training, 4) equipment, and 5) any others. Costs in these categories were reported for 1) police, 2) fire, 3) EMS , 4) public health, and 5) other agencies.

- Based on experience since September 11, officials' best estimates of unanticipated, additional costs associated with heightened security and readiness that will be incurred by the city government in 2002, using the same cost and personnel categories.
- A description of the focus of heightened security and preparedness in the city – how most additional personnel, overtime hours and other resources have been directed – since the September 11 attacks and the anthrax mailings.
- A description of any changes in the focus of the city's emergency response plans or procedures as a result of the events on and after September 11.

Only five of the cities reported no added costs in 2001 and 2002. With one exception, these were cities with populations under 60,000. Explanations provided by two of these cities put their reports in perspective:

- All expenditures for heightened security were made under current or 2001 budget appropriations. Some routine services were temporarily halted in order to respond to increased calls to police and fire related to the anthrax scares.
- No additional funds for emergency preparations had to be allocated; needed funding had already been programmed as part of the city's plan.

Tabulations and analyses of all of the costs submitted by the survey cities and descriptions of their security plans follow in this document.

## **ADDITIONAL SECURITY COSTS**

### **2001 COSTS**

Officials in the 192 cities responding to the Conference of Mayors request for unanticipated, additional security and readiness costs incurred between September 11 and December 31 reported total costs of \$87,653,363. As a group, the cities reported that overtime, at 43 percent of total spending, and equipment, at 31 percent, accounted for the bulk of their costs. They spent 10 percent for additional personnel, three percent for training, and 13 percent for other needs.

Examined by function, the cities' total spending was concentrated on police, at 45 percent of the total, and other functions – including a wide range of public utilities and services – at 39 percent. The cities spent 12 percent on firefighting and two percent each on emergency medical services and public health activities. It should be noted that some cities include, and so report, EMS activities as part of their firefighting function.

The other needs and functions which had required city government spending included a variety of contract security services and security equipment for water and electric utilities, airports, and public buildings; expansion of hazardous materials handling capability; and activation and upgrading of emergency operations centers and emergency management agencies.

The information provided by the survey cities reflected spending in the following areas:

### **Additional Personnel**

For additional personnel hired to meet increased security and readiness needs, all cities' costs total \$9,053,503. Totals by functional category are:

Police	\$4,860,955
Firefighters	1,125,765
Emergency Medical Services	202,602
Public Health	327,640
Other	2,536,541

### **Overtime**

Overtime costs reported by the cities total \$37,715,566. Totals by functional category are:

Police	\$21,710,005
Firefighters	3,022,737
Emergency Medical Services	579,748
Public Health	242,209
Other	12,160,867

### **Training**

Survey cities' additional training costs for personnel total \$2,307,251. Totals by functional category are:





Police	\$1,023,724
Firefighters	645,717
Emergency Medical Services	177,900
Public Health	44,616
Other	415,294

## **Equipment**

Survey cities' additional equipment costs total \$27,003,548. Totals by functional category are:

Police	\$8,611,488
Firefighters	4,072,579
Emergency Medical Services	943,774
Public Health	1,135,193
Other	12,240,514

## **Other Activities**

Survey cities' costs in other areas of activity total \$11,573,495. Totals by functional category are:

Police	\$2,955,702
Firefighters	1,606,323
Emergency Medical Services	63,450
Public Health	188,414
Other	6,759,606

## **2002 COSTS**

Officials in the 192 survey cities estimated that total costs of \$353,853,121 will be incurred in meeting their unanticipated, additional costs of heightened security in 2002. (This may be regarded as a conservative estimate, as some of the large cities surveyed could provide projected costs for only part of 2002.) As a group, the cities reported that equipment, at 50 percent of total spending, would be the largest cost category by far. They expect to spend an average of 23 percent of the total on overtime, 13 percent for additional personnel, three percent for training, and 11 percent for other needs.

Examined by function, the cities as a group anticipate that spending on police will account for 31 percent of their total additional costs, spending on firefighters will account for 16 percent, and EMS and public health spending will account for three percent each. It is expected that other functions they provide will require, on average, 47 percent of their total spending in the year ahead.

Officials indicate that the other needs and functions that will require spending in 2002 are generally the same as those for which costs have already been incurred. Examples given include upgrading security for water and electric utilities and public buildings; upgrading Emergency Operations Centers and Emergency Management Agencies; and upgrading biohazard materials handling capabilities.

The survey cities estimate that costs will be incurred in the following areas:

## **Additional Personnel**

For additional personnel to be hired to meet increased security and readiness needs, all cities' projected costs total \$46,511,373. Totals by functional category are:

Police	\$16,126,947
Firefighters	9,233,475
Emergency Medical Services	1,757,344
Public Health	3,433,516
Other	15,960,091

Among a wide range of functions included in the Other category are utilities, airports, public works, hospitals and emergency management.

### **Overtime**

Overtime costs projected by the cities total \$80,587,077. Totals by functional category are:

Police	\$48,223,724
Firefighters	5,249,193
Emergency Medical Services	833,000
Public Health	385,476
Other	25,895,684

### **Training**

Survey cities' estimates of additional training costs to be incurred total \$10,863,451. Totals by functional category are:

Police	\$4,226,235
Firefighters	4,480,403
Emergency Medical Services	582,300
Public Health	549,653
Other	1,024,860

### **Equipment**

Survey cities project additional equipment costs totaling \$176,838,615. Totals by functional category are:

Police	\$36,479,754
Firefighters	36,543,934
Emergency Medical Services	2,959,846
Public Health	4,136,009
Other	96,719,072

### **Other Activities**

Survey cities' costs in other areas of activity are expected to total \$39,052,605. Totals by functional category are:

Police	\$4,508,441
Firefighters	2,718,200
Emergency Medical Services	3,071,300

Public Health  
Other

1,188,486  
27,566,178

## **COSTS FOR ALL PRINCIPAL CITIES**

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The average additional 2002 cost of heightened security for the 192 cities in the survey is \$1.84 million. This places the estimated total cost of heightened security this year for all U.S. cities over 30,000 population at \$2.1 billion.

## **FOCUS OF HEIGHTENED SECURITY**

Officials surveyed were asked to describe the focus of heightened security and preparedness in their cities – how most additional personnel, overtime hours and other resources have been directed – since the September 11 attacks and the anthrax mailings. The majority of all survey cities responded to this request with descriptions of areas in which costs have been incurred; some indicate that additional costs have not been incurred, but that personnel and equipment have been shifted from normal public safety responsibilities in order to heighten security in the city.

As can be seen in the section which follows, the responses varied greatly in the scope of activity they described – often commensurate with city size – and in detail. Among most frequently described were efforts to:

- increase security and control access to city hall, police and fire facilities, schools, public utilities, water supply sources, and other public buildings and facilities through the addition of guards, gates, locks, access control systems and surveillance equipment;
- increase security at airports and port facilities;
- increase security at public events;
- improve communications within the city and with other jurisdictions;
- enhance emergency operations centers and emergency management agencies, and create and/or activate special emergency response teams;
- enhance hazmat response capabilities;
- respond to reports of suspicious packages and mail;
- train city staff in safe handling of mail;
- provide better equipment to first responders; and
- expand training in responding to weapons of mass destruction and nuclear, biological and chemical threats.

The officials' responses include the following:

### **Anchorage, AK:**

#### Health and Human Services:

Department of Health and Human Services personnel have been assigned to: staff the municipality's emergency operations center and the emergency shelter housing airline passengers; respond to anthrax hoaxes and investigations; provide research, communication and coordination among community and state entities; and be responsible for arranging for satellite down-link broadcasts on bioterrorism and weapons of mass destruction.

#### Fire Department:

- All stations/facilities within the Anchorage Fire Department have been re-keyed and the cipher lock codes have been changed.
- Updated field operations guides have been distributed to all fire department officers as well as senior staff.
- AFD's Metropolitan Medical Response System trailer will be fully operational by the first week of January 2002.

- AFD has conducted a “train the trainer” program for the Anchorage Police Department on the use of the respiratory protection fit-tester so that all APD personnel may be fitted with respiratory protective equipment.
- Terrorism updates were presented as part of the fourth quarter training. AFD has scheduled second quarter training on the use of pharmaceuticals for terrorism events and on hazmat bioterrorism.

Police Department:

- The Anchorage Police Department focused on educating people on what individual organizations can do to help themselves, and on improving security.
- APD produced written evaluations on how to improve physical security.
- Overtime was initially required to respond to suspicious packages and letters and has dropped off as suspicions have been calmed. A procedure has been put in place with the Fire Department, FBI and the State Epidemiology Division to deal with anthrax issues.

**Gilbert, AZ:** The Gilbert Police Department has focused additional security and personnel on public buildings, schools, power plants, well sites and public events. During heightened security response periods two additional officers are given the mission of checking the high security areas exclusively. These officers play a security role and do not respond to radio traffic. Since September 11 our department has taken 111 calls for service regarding suspicious packages or mail; from these calls, 43 reports were taken. The packages that were deemed suspicious required a response from the fire department. The fire department decontaminates the mail and packages it for transport to the Arizona Department of Health Services. The responses to these calls can be time consuming.

**Scottsdale, AZ:** Security has been increased at all special event, sports and entertainment venues. Water and utility sites also have increased security, including additional guard services for the water supply. The general aviation airport has additional police assigned to it for special events, and receives other increased physical security when deemed appropriate.

**Fayetteville, AR:** The City of Fayetteville’s heightened focus has been on (1) extra training for personnel in emergency and terrorist topics, (2) reviews of internal emergency procedures including the handling of internal mail, (3) increased participation in regional emergency planning efforts, (4) heightened awareness in city buildings regarding abandoned parcels and other potential threats, and (5) increased police patrols in the city.

**Jonesboro, AR:** The attacks of September 11 and the threats that have been directed against American culture and society in general since those attacks have caused the Jonesboro Police Department to become more security conscious. The Department has concentrated personnel and resources in areas that have traditionally received less attention. Examples include:

- Security checks of athletic facilities before athletic events, including the football stadium at Arkansas State University and the Convocation Center before home basketball games;
- Security checks of the Convocation Center before other events, such as concerts, rodeos and graduation ceremonies;
- Directed patrols at malls and shopping centers, especially during the Christmas season;
- Directed patrols for communication towers, water storage and treatment facilities, the regional airport, and the local mosque, and to inspect and collect suspicious mail as a result of the anthrax threat.

The Jonesboro Police Department has initiated these additional security measures without increasing the number of police officers employed by the department. Officers still perform the same tasks they have been responsible for in the past, such as patrol, criminal investigation, accident investigation, traffic control and answering calls for service. The additional duties have caused an increase in the number of overtime hours accumulated by the Department.

**Little Rock, AR:** Security has been increased at several locations including water sources, mass gatherings and public events, and an anthrax response team has been developed.

**North Little Rock, AR:** Efforts were focused on the postal facility, arena, wastewater treatment plants, airport, hydroelectric plant, public works complex, city buildings, hospital, and Union Pacific rail yards. The health department tested packages.

**Bakersfield, CA:**

Police Department:

- One overtime position was created to staff the police headquarters building 24 hours/day and conduct security checks of other city buildings.
- Security has been increased at the Bakersfield Business Conference and other major public events since September 11. These were overtime positions.
- Specific patrol units were assigned to handle anthrax calls; this decreased officers' availability for other assignments. The Department has handled 214 anthrax calls since October 9.

**Berkeley, CA:** Security was increased in city offices and extra shifts were added in both fire and police departments.

**Buena Park, CA:** Police officer overtime was authorized for functions at Knotts Berry Farm and other major events. Security has been increased at City Hall and Police Department mail security and protective efforts have also been instituted.

**Carson, CA:** The number of security personnel will be increased to provide security for all city facilities, parks and sport venues from opening to closing. Purchasing and the mandatory wearing of identification badges for all personnel working and/or visiting city facilities has been initiated and will be maintained. The current security camera system will be upgraded and expanded to view and videotape all entryways, exits and potential problem and high security areas. Non-essential access and exit points have been secured and monitored.

**Concord, CA:** At this time we are attempting to make ourselves more aware of the potential targets within our community, working closely with these stakeholders to better their emergency preparedness while collecting site information for first responders. We have purchased improved personal protective equipment for first responders.

**Covina, CA:** The primary focal points for security enhancement have been two annual events: a festival known as "Bluesapalooza - Thunderfest" and our annual Christmas Parade. Sworn police personnel have been used in security positions that have been staffed by civilian volunteers in the past.

**Culver City, CA:** Overtime hours and resources have been directed to anti-terrorist investigations conducted in conjunction with the Los Angeles Police Department, Los Angeles Sheriff's Department and the Federal Bureau of Investigation. In addition, personnel have been involved in meetings with city officials as well as the business community to increase awareness. Paramedics and first line fire apparatus are given additional drug supplies, Mark-I Nerve Kits and filter masks. Paramedics are certified in weapons of mass destruction training.

City Hall and other public buildings are being evaluated for increased security controls, e.g., elevators are reprogrammed for employee access to be separate from public access. The city emergency operations center located inside Fire Station One was upgraded with key pads for city employee access only. The police department's building security was evaluated.

**Cupertino, CA:** There are several areas in Cupertino that have been identified as possible locations which may be of interest to persons wishing to carry out terrorist activities. The first concern is a post office which handles mail for computer and electronics industry companies. Most, if not all, of these companies have an inspection system to reduce the risk of exposure and the Santa Clara County Fire Protection District has a protocol for handling these cases. Also of concern are any areas where there might be large gatherings of people, such as the local community colleges and the three high schools. All patrol deputies have been briefed on the possible locations of attack and have been ordered to increase their patrol presence as a deterrent to would-be "copycats."

**Escondido, CA:**

Police Department:

The department has identified and prioritized facilities and venues within the Escondido area that have the greatest potential for disrupting the area's quality of life if targeted by terrorist activities. The facilities include key infrastructure locations, public water and power supplies and emergency resource locations including the police department, fire stations, public works yards and medical centers. These facilities have been identified, contacted and scrutinized concerning their physical security features, including locks, lighting, fences and surveillance equipment. Additionally, security policies and screening procedures have been reviewed, including access control for each facility, and there have been on-site evaluations, contingency plans and site surveys for all recognized potential terrorism targets. To date, locations recognized include Escondido's regional shopping mall, the area transit center and all schools. Police staff are currently contacting all of the potential target locations, establishing site surveys, conducting training for both the public and private sectors concerning safe mail handling procedures, monitoring intelligence sources and assisting federal agencies in the investigation of terrorist activities. Additional police for security purposes have been assigned to the regional shopping mall during the Christmas holidays, the police department lobby, city hall and large community events. Physical security around the police department has been enhanced with the addition of gated entrances, security pylons and additional surveillance equipment for parking areas.

Fire Department:

The department participates in the San Diego Urban Search and Rescue Team (USAR), which was activated in September and sent to Ground Zero at the World Trade Center. One Escondido firefighter/paramedic served on this team. The cost of his time and the overtime to fill his position was \$12,776.



The Escondido Fire Department participates in two regional programs, USAR and the Metropolitan Medical Strike Team System. Each year we include on-going training costs in our budget, so these costs would not be considered new. Both teams use a regional approach for training and sharing resources. The MMST was specifically formed to respond to incidents of nuclear, biological and chemical terrorism. The costs are minimal and, in the case of the MMST, we are reimbursed for our training costs each year. As a result of September 11, we may anticipate additional training time this coming year, but to date we have not received any information related to additional training.

**Fairfield, CA:** Since September 11 the Fairfield Police Department has responded in a number of ways:

- Suspected anthrax threats resulted in 15-20 calls for service by police personnel.
- City employees were provided training in the proper handling of mail and suspicious packages.
- One administration staff person participated in a city-wide security measures committee.
- Patrol personnel participated in a number of safety/security meetings to discuss potential threats within the community (e.g., water treatment plants, transportation and power generation plants).
- Shortly after the September 11 attacks, President Bush visited Travis Air Force Base. Under normal circumstances our agency would have had dedicated one sworn supervisor to coordinate security between the base and our agency. Due to heightened security, four sworn supervisors participated in planning, briefing and providing security for his visit.
- Due to increased security needs, thorough vehicle searches were conducted at the main gate of Travis Air Force Base. As a result of these exhaustive searches, traffic backed up on Airbase Parkway. Traffic officers were deployed to the area in an effort to counter the effect and add enforcement personnel to the area.
- We recognized that our police facility was vulnerable to attack and hope to secure the police department parking parameter in addition to strategically placing barriers in the city hall complex to prevent individuals driving up to and through city buildings.

**Fremont, CA:** On September 11 fire and police staffing levels were doubled by holding over off-going shifts. On October 31 two additional fire department hazmat team members were assigned to respond to potential chemical/biological hazards. The police department incurred overtime costs for increased security at the FAA facility and at local mosques. Increased patrol services were provided in areas of the community where local Afghan businesses are located, at memorial services for victims of the September 11 attack, and at high profile events in the local Afghan community.

**Fresno, CA:** The Fresno Police Department has implemented and staffed an anti-terrorism unit comprised of a lieutenant, sergeant, six detectives and explosive ordinance disposal teams. This unit conducted a survey of city buildings and security readiness and determined it would cost approximately \$250,000 for FY 2002/03 to install fencing, cameras, bullet-proof glass, an anthrax-proof air system, an alternative mail distribution location and other needed improvements.

**Irvine, CA:** The city has been on a heightened state of alert since September 11. This includes special precautions such as searches with metal detectors at the Verizon Amphitheater. The city also conducted an emergency drill responding to a terrorist threat within the city.

**La Mesa, CA:** The majority of our security/preparedness has focused on training for all city personnel. Training has varied depending on the individual job responsibilities. Security has been increased in our police department foyer to limit access to secure areas.

**Long Beach, CA:** Security was immediately increased in the city's civic center complex and the public safety building, including the garage and building entrances, by increasing use of security and police officers and monitoring with surveillance cameras. In addition, there is increased security and police protection at the municipal airport. The city's water utility immediately undertook initiatives to improve security, fencing, access restrictions, and surveillance cameras at the water treatment plant, water storage tanks and other support buildings and facilities. The city's gas utility also implemented improved security access protocols and improved its fencing.

**Merced, CA:** Security was temporarily increased for all public buildings and water and wastewater facilities through more frequent patrols by shift officers. Airport security was permanently increased by installing concrete barricades. Training was provided by public safety personnel to all mailroom personnel.

**Monterey, CA:**Fire Department:

We have higher station security. Our military base closed its gates before September 11, but security on base has tightened. As a result we have to go through additional steps to service the Presidio of Monterey.

Police Department:

- Additional security at special events and holiday festivities;
- Response to suspicious mail and related incidents;
- Training related to chemical/biological and other weapons of mass destruction threats.

**Moreno Valley, CA:** The Police Department formed a four-officer anti-terrorism task force. The initial objective was to create an initial threat assessment and resource list for the watch commanders and to write standard operating procedures for handling biological and chemical threats. Overtime has been spent on follow-up investigations. The city provided overtime for city security guards on September 11 and 12 for city hall, the animal shelter and the library and private security guard coverage for two weeks following September 11 for both city hall and the animal shelter.

**Morgan Hill, CA:** We have spent a small amount of money better securing our water supply system and are checking water quality more frequently.

**Redondo Beach, CA:** The heightened security and preparedness measures have been focused on regional and national collaboration as well as on bio-terrorism.

**Riverside, CA:** We have taken steps to heighten security and preparedness in three areas:

- The airport recently acquired security cameras and an electronic gate for \$170,000.
- The police department has already spent \$46,000 and will spend an additional \$14,000 for equipment and training in intelligence gathering.
- The fire department has already spent \$776,192 to assist New York City with its Urban Search and Rescue Team. The fire department expects to spend an additional \$100,000 replenishing equipment and supplies used in supporting search and rescue at the World Trade Center.

**San Jose, CA:** In lieu of hiring police personnel who require a one-year training cycle before becoming “street-ready,” the San Jose Police Department addressed security issues through the use of overtime. The main focus is the Norman J. Mineta San Jose International Airport, with continued staffing to fulfill FAA mandates. In a few instances police presence has been increased in some public buildings (e.g., city hall, the police compound). The police department has restricted public access at the police compound with additional fencing (no additional cost). There has been an exploration of capital improvements, such as employee badges, increased lighting, closed circuit cameras, etc. Outfitting all sworn personnel with new gas respirators has occurred as well. In addition, staff from a variety of departments formed a “virtual security department” to review the security of city-owned facilities thoroughly. Enhancements to security were approved, including ensuring that every city employee has a city-issued photo identification card, that uniformed security is provided at city hall during weekday evenings and as needed, and that a telephone-based computer-aided notification system is installed for city hall. Changes to the design of the new city hall and the new airport terminal were undertaken in response to post-September 11 concerns.

**San Leandro, CA:** The fire department and EMS have directed the majority of their additional resources during this period to support and strengthen their hazmat response capability.

The police department has provided additional patrol and security to essential facilities and areas of the community that are identified as vulnerable to terrorist activity. The emergency services department has increased its community training tempo throughout the community, focusing on preparedness issues, potential terrorist threats, and the city's planning and response as related to the events of September 11.

**San Rafael, CA:** Police and fire have responded to over 100 calls regarding suspicious activity or substances. Public transit has been the most frequent source of such calls.

**Santa Ana, CA:** We are spending a significant amount of overtime on security for a museum in which valuable Middle Eastern artifacts are being exhibited. In addition, we have assigned one sergeant and one investigator full time to work on terrorism investigations, and will be setting up a county-wide task force in our building. We anticipate significant expenditures in overtime for investigations related to terrorism. In addition, we expect equipment costs for these activities (computers, software, tactical equipment, etc.) to increase as well. We developed a team of officers and firefighters to respond to anthrax-related calls. Our security efforts aimed at likely terrorism targets have also dramatically increased.

**Santa Clara, CA:**

Fire Department:

The city provided extra training to various city employees, specifically covering the extra precautions to take while handling mail. This was a one-hour course taught by a combined fire and police instructional staff and attended by city employees who open mail for their respective departments.

Police Department:

Since September 11 we have incorporated numerous heightened security measures. The police department has hardened the security of its building by placing concrete planters in front of the building, decreasing the number of hours that the front lobby is open to the public (for several weeks following the incident, the front door was locked and an officer placed at the entrance) and increasing vigilance at other entrances. Immediately following the incident, we dramatically increased security around our local mosque, including 24-hour security by two officers for approximately two weeks and continued increased security since then. The department also has conducted numerous security surveys for a variety of city buildings and businesses, offering recommendations for improvement. Various meetings have occurred with other city departments and county agencies regarding a number of terrorism-related issues including biological and chemical terrorism. A number of employees have been sent to a variety of terrorism-related training classes. The crime analysis unit developed a map of potential terrorism targets in the city.

**Santa Clarita, CA:** No personnel and overtime hours have been directed within city departments because throughout community agencies and special districts, heightened awareness and preparedness are in constant implementation. On the anthrax mailings, the local California Highway Patrol Office and local postal distribution facility have conducted training on how to handle the mail. In addition, the city has developed new mail handling procedures.

**Stockton, CA:** During the week following September 11, City of Stockton on-duty police personnel were pulled from other assignments and directed to specifically patrol critical utility sites, government buildings, railways and events with large gatherings. The City of Stockton handled approximately 100 anthrax calls, which required officers to work overtime to guard the suspected contaminated areas until tests proved

there was no danger. One officer was hospitalized overnight and received treatment as a precaution to possible exposure.

**Vista, CA:** The City of Vista contracts with the San Diego County Sheriff's Department for law enforcement services and has its own fire department. Both departments are striving to use as much on-duty time as possible, without requiring overtime. The focus so far has primarily been on training and providing staff at potentially "hot" public meetings.

**Denver, CO:** Most of the increased police costs are being generated by increased security at the airport. Fire overtime costs are going toward incident planning and readiness, and sheriff overtime costs are going for increased security at the Treasury Department and the combined communication center.

**Fort Collins, CO:**

- Increased security at the Islamic Center during the week of September 11, 2001;
- Training for all officers on anthrax;
- Personal protective equipment ordered for all responders.

**Thornton, CO:** Overtime hours have been directed to building up a presence at the city's water storage and treatment facilities. Equipment has been purchased to increase security at these same facilities. In 2002, additional security upgrades will be made at some of our other main facilities (city hall, police building, senior center, recreation center). These will include lighting enhancements, cameras, fencing, controlled access equipment and other items.

**New Haven, CT:**

Police Department:

Security was added or increased at potential targets, including religious buildings, Middle Eastern restaurants and other businesses, the railroad station, airport, harbor, etc. Police headquarters security measures were upgraded. Emergency services personnel equipment was purchased, including riot gear, face shields and helmets, body armor, a bomb suit, etc. A mobile command post was made operational. An explosive detection canine was obtained. Supervisors and district managers attended crisis intervention and response training. One officer was assigned to the FBI anti-terrorist task force. The police department met with Coast Guard, airport railroad and U.S. Postal Service officials and sponsored city-wide forums with community agencies and religious groups.

Fire Department:

The department redefined the response to hazardous materials incidents, including an upgrade in the level of hazmat certification of personnel, from hazmat operations to hazmat technicians. This process required 40 hours of instructional and practice work per firefighter. A special training group was assembled for the supervisory and staff level ranks to facilitate this process. Overtime was accrued for the five instructors as well as in the training of other individuals. Technician-level response enables the city to provide a more hands-on approach to mitigate hazmat incidents and anthrax threats, thereby giving a greater level of comfort to those the department serves.

Health Department:

The health department responds with the fire department to all reported suspicious materials incidents. Planning and educational meetings have been held and continue to be held with medical providers and

hospitals located in the city. Assistance has been extended to the U.S. Postal Service and nearby municipalities.

**Dover, DE:** The focus has been on securing electric facilities (substations) and water facilities (wellheads, water tanks, treatment plant) with monitoring devices and alarms. The areas have been added to routine police patrol.

**Wilmington, DE:** As a result of the terrorist incidents of September 11, 2001 the City of Wilmington began an immediate assessment of its facilities, response forces and capabilities. That assessment led to the realization that there are several areas within the city which require improved physical security and an evaluation of our availability to respond to and recover from a terrorist incident. Preparing for such an event is unprecedented and required a complete rewrite of the Emergency Operations Plan, determination of critical sites, and changes in first responders' training priorities. We increased security at those facilities which service the public. This enhanced security was short term and not sustainable for an extended period of time because of limited resources.

**Boca Raton, FL:** Heightened security was implemented immediately at all city buildings and utility plants. Police officers were posted at every entrance, verifying photo IDs for entrance. Buildings with multiple entrances were shifted to single entry for observation purposes. Additional security cameras were installed in all buildings. Religious buildings received additional patrols. Boca Raton experienced anthrax and anthrax mailings firsthand. Police and fire personnel responded immediately and all normal functions were shuffled to accommodate the demands of the emergency situations.

**Lauderhill, FL:** Heightened awareness is in effect at all city facilities. New security measures are now in place at water plants, the city hall main lobby and the police department, limiting access, checking packages and bags, and restricting movement within each facility. Overtime details, using police officers, have been instituted in the lobby of city hall throughout regular workday hours. Upgrades to the lighting at the police building will be completed during 2002.

**Miami, FL:** Immediately after September 11 the initial emphasis was prevention, through tightened security, and rapid response with the correct resources. This required increased staffing within the police department and fire department. We also increased general funds for acquisition of needed resources to deal with terrorist issues. Since then, the focus is on preparedness: Police and fire have dedicated more resources to these types of situations. Anthrax mailings also required additional expenditures. High profile targets have been identified and security beefed up.

**Ocala, FL:**

Police Department:

After hearing of the attacks on September 11, the police department immediately deployed personnel to the airport; provided additional personnel at the federal courthouse, the county courthouse and city hall; and provided police officers at all of the elementary schools. Other critical infrastructure sites were also the target of heightened security. For weeks following September 11, vulnerability studies were conducted and prioritized. Public events that could be the target of a terrorist attack were provided extra security. With the first anthrax incident, the local first responding agencies (police, fire, sheriff's department, health department) worked cooperatively to develop a standardized response protocol. This protocol is still in place and is still being utilized. Ongoing assessments of threats are occurring and will continue to occur. Protocols are being prepared for response to other types of incidents as well as for

training. Public education classes have also been developed by the department and are provided free of charge to business and housing communities and governmental entities. The police department has provided training with accompanying materials and brochures to more than 900 individuals. Equipment assessments and purchases are also being made.

Fire Department:

All fire stations now operate with the bay doors closed for security purposes. Special operations personnel have been assigned to Station #1 to facilitate quicker deployment.

**Pembroke Pines, FL:** The following security measures have been developed and are currently being implemented by the department of public services:

City Hall:

- Armed guards (one guard/shift; 24/7 coverage);
- Police (one off-duty, Monday-Friday shift coverage);
- Four public service employees (Monday-Friday shift coverage);
- Hardware upgrade/revisions (card swipe entry system, metal detectors, detection wands, and additional camera systems);
- Secure entrance gate.

Mail Operations (city hall, police, fire and public services):

- 2000 square-foot satellite office established;
- Employees (four contract workers, Monday-Friday day shift) with disposable hazmat protective clothing;
- Armed guard (one guard, Monday-Friday shift coverage);
- Security camera system;
- Upgraded alarm system.

Public Services Compound:

- Armed guards (one guard each shift, 24/7 coverage);
- Entrance traffic control (barricades, arrow boards and lighting, 24/7 coverage);
- All gates locked down or guarded with 24/7 coverage;
- Caller ID hardware.

Water Plant:

- Armed guards (one guard each shift, 24/7 coverage);
- Perimeter fence/gate with barbed wire;
- Site lighting upgrade;
- Video camera system upgrade;
- Concrete barriers (chlorine building and remote well-field at 72<sup>nd</sup> Avenue. and Johnson Street);
- Storage tank hatch reinforcement with steel plate;
- Security survey completed by city police department and U.S. Secret Service.

Water Booster Station/Academic Village:

- Armed guard (one guard for two shifts, 16/7 coverage);
- Remote video camera system;
- Perimeter fence with barbed wire;
- Storage tank hatch reinforcement with steel plate;
- Security survey with city police department and U.S. Secret Service.

Booster Station/Hollylakes:

- Remote video camera system;
- Site lighting improvements;

- Storage tank hatch reinforcement with steel plate;
- Security survey by city police department and U.S. Secret Service.

**Port St. Lucie, FL:**

- Security inspections have been conducted at all major facilities and schools in the city, with recommendations for corrections made.
- Security patrols of potential terrorism targets have been increased by police and location employees.
- Special suspicious package handling protocols have been enacted based on federal guidelines.

**Tampa, FL:** The Tampa Police Department has provided security for MacDill Air Force Base/Central Command/Special Operations. We also have one of the top 10 ports (in terms of size and hazardous materials) in the U.S. We have provided marine/air and uniform patrol of this port since September 11. In addition, we have an international airport, NFL and NHL teams, major cruise port, Busch Gardens, major convention activity, etc. We have posted security at a number of government buildings, water and electrical supply facilities. Our tactical response team, marine patrol, bomb team and canine units have been on directed duty since September 11.

**Wellington, FL:**

Water Treatment Plant:

- Motion detection wire on perimeter fencing or infrared sensors;
- Additional digital motion cameras and monitors;
- Offsite recording;
- Motion detectors at remote locations (wells and storage reservoir #1);
- Enclosures for open process reservoirs (softener and filters);
- Covered vents on all ground storage reservoirs open and remote;
- Concrete walls around chlorine storage and ammonia tanks;
- Armed guard 16/7 with radio communication;
- Vehicle traffic reduced to one entrance and registration with guard;
- All visitors, consultants, contractors, outside services and other departments must register (in and out) and display approved pass at all times;
- Additional signage (no trespassing, authorized personnel only);
- Security alarms installed on all external doors and windows, armed 24/7;
- Removal of "Heavy Holly" (Brazilian Pepper) in open areas on facility grounds;
- Additional lighting around facility;
- Electronic monitoring and camera system at every building;
- All employees required to have magnetic ID cards.

Waste Water Treatment Plant:

- Digital motion camera in chlorine storage area monitored;
- Motion detectors;
- Front gate closed at all times;
- All visitors, consultants, contractors, outside services and other departments must register (in and out);
- Back gates (plant to ponds) remain closed after sludge hauling;
- Removal of gate on east side of facility;
- Temporary employee to monitor entrance gate 7:00 AM to 3:00 PM, Monday through Friday;
- Electronic monitoring and camera system at every building;
- All employees required to have magnetic ID cards.

Governmental:



- Purchased air cleaning machines and gloves for all departments that handle incoming mail;
- Unarmed guard 14/7 at public works facility where above-ground fuel storage is located;
- Locked gates with limited access to authorized personnel;
- Equipped doors with keypad security systems, allowing only authorized personnel access;
- Electronic monitoring and camera system at every building;
- All employees required to have magnetic ID cards.

**West Palm Beach, FL:** The police department has dedicated resources to secure numerous high risk sites within the city such as the federal courthouse, health department, federal office buildings (FBI, DEA, Customs, etc.), water facility which supplies water for our city as well as adjacent city. Due to anthrax threats, the department had to assign a full time officer to a hazmat team with the fire department to train and develop protocols for handling hazardous materials, in addition to responding to a large volume of anthrax-related calls for service and suspect packages. In addition to the hazmat equipment needed for the department, overtime to staff the extra security and hazmat call-outs has expanded.

**Augusta, GA:** Additional security has been instituted at municipal buildings and the Augusta Regional Airport, malls and the sheriff's building. There is additional traffic control outside the military installation. Firefighters/EMS have developed a response protocol for anthrax incidents. There is additional security fencing and chemical components for water protection in facilities. Additional lighting and additional personnel have been requested for the airport and emergency management.

**Honolulu, HI:** The city increased protection of critical infrastructure. Initially there were 18 sites that the Honolulu Police Department guarded 24/7 since September 11; currently HPD is securing 16 sites. The city:

- Increased the security at water supply facilities, including 24/7 police protection at various sites;
- Provided additional 24/7 security to sites known to store explosives;
- Increased the building security levels for HPD's Alapai Headquarters and other police stations;
- Extended the training on the use of "sniffer" equipment to test for possible anthrax-contaminated areas;
- Created the emergency command center office to assess, develop, coordinate and prepare the department for critical incidents;
- Reassessed all critical infrastructure within the City and County of Honolulu.

**Pocatello, ID:**

- \$176,936 was spent for additional police officers. We were required by the FAA to provide law enforcement presence during all commercial flight operations at Pocatello's airport. Due to security concerns with our schools, water wells and Idaho State University, we reasoned that we could not safely divert existing officers.
- \$30,000 was needed for security equipment and the refurbishing of an over-mileage police car.

**Chicago, IL:**

Fire Department:

All of the fire department expenditures in 2001 are directly related to reports of possible anthrax sightings. The fire department's hazardous materials truck was being utilized for every call related to possible anthrax. (To date the city has not had a positive identification of the substance.) Two support hazmat teams were set up to reduce the case load on the original truck. In addition, two Ruggedized Advanced Pathogen Identification Devices (RAPIDs) were purchased with four uniformed personnel traveling to

Utah for training on the equipment. The 2002 proposed equipment expenditures include additional fire response units, additional submersible equipment, new bunker gear, specialized masks and helmets, and additional computer equipment and software.

Office of Emergency Communications:

The OEC is the single point of entry for all requests for services relating to police, fire and EMS runs for the City of Chicago. The OEC is also utilized as the city's primary situation command center in emergency circumstances. The increase in overtime at OEC is directly related to the increased call volume from anthrax and bomb threats. The increased expenditure for training of call takers and dispatchers will convey enhanced protocols and general knowledge in regard to anthrax, bomb threats, and other terrorism-based incident scenarios. The 2002 proposed equipment expenditures include additional electronic readers, improved perimeter security, and an update and expansion of situational capacity for the situation command room.

Police Department:

The police department was responsible for expanded security coverage, subsequent to September 11, that included enhanced numbers and locations of downtown foot patrols, shared responsibility of parking ban enforcement and increased posts and responsibilities at airports. Resources and existing personnel have been allocated to enhance capacity to deal with terrorist situations: A command level position has been created to provide leadership and oversight in police preparation, more personnel will be trained and reassigned as canine handlers to expand the department's capacity to deal with bomb threats, and funding for individual and departmental anti-terrorism training is being prioritized. The 2002 proposed equipment expenditures include additional personal data terminals (PDTs) for all vehicles, a secured data communication network, and purchase of a command center vehicle.

Water:

In 2001 the overtime costs at water were due to the security personnel staffing at the two water purification plants and the unmanned pumping stations, and shuttling the personnel out to the water intake cribs in Lake Michigan. In 2002, the safety of the water supply will be further ensured with the full-time contracting of a private security firm to continue the duties performed in 2001. The 2002 proposed equipment expenditures include additional cameras and improved video surveillance technology at filtration plants, pumping stations and water intake cribs and improved lighting and fencing at water facilities.

Department of General Services:

The additional personnel expenditures for DGS are private security personnel hired to guard the fleet and transportation campus at 31<sup>st</sup> and Sacramento that houses the ambulance repair shop, light duty repair shop and vehicular patrol services for the division of bridges and transit. These additional security services will be retained in 2002. The 2002 proposed equipment expenditures include public facility alarm systems and exterior renovations of city-owned facilities.

Department of Fleet Management:

Overtime was incurred by fleet due to the need to rehire drivers to operate redeployed critical vehicles. The training and equipment costs are related to a vehicle tracking system that the department will install in City of Chicago vehicles.

Department of Health:

In 2002 seven positions are being added for rapid epidemiological investigation and emergency response required to accurately identify, assess and control a biological agent. The 2002 proposed equipment expenditure includes investment in communications equipment.

Department of Transportation:

The overtime costs in both years will be utilized to secure bridges around the City of Chicago. The 2002 proposed equipment expenditures include security fencing around bridges, improved signage/markings at fire stations, and additional cameras for traffic control.

Aviation:

All aviation overtime costs are directly related to enhanced police and security presence and requirements at O'Hare and Midway airports. The 2002 proposed equipment expenditures include enhanced perimeter security, including gates and electronic readers; additional cameras in secured and unsecured areas; additional security vehicles; and improved perimeter lighting.

**Hanover Park, IL:** Security/preparedness has been heightened by beginning a review of critical infrastructure and buildings. Additional hazmat equipment has been ordered but not yet received.

**Highland Park, IL:**

Fire Department:

Fire stations are on lock-down. Personnel training is more focused on related matters, and personnel are more aware and watchful. Most overtime costs are related to personnel attending the training.

Police Department:

We have developed a security plan for the water plant, increased patrols of off-site storage, and updated security system/cameras. We have developed a mobile command center, implemented an emergency operations plan, acquired an anthrax testing device, and acquired safety equipment and particle masks for officer. We attend weekly meetings with the state police and test all potential anthrax cases.

**Niles, IL:**

Fire Department:

- Provided additional training for possible terrorist events;
- Familiarized personnel with anthrax protocols, participated in MABAS Division III purchase of two anthrax testing devices, and provided additional training for MABAS Division III hazmat team;
- Purchase of additional hazmat containers and over-pac drums, Tyvek class B and A suits;
- Next budget to request additional self-contained breathing equipment, additional training, additional joint purchases of equipment and vehicles with MABAS Division III;
- Currently conducting a review of the Village's Emergency Services and Disaster Plan as approved by IEMA with all Village departments, and preparing to conduct a tabletop incident early next year;
- Conducting meetings with multi-story condominium associations to update evacuation plans and conduct emergency evacuation exercises;
- Touching base with local post office to insure that they have been contacted by the postal inspection department regarding preparedness.

Police Department:

- Postal buildings, local water reservoirs, schools, government buildings including police facility, and financial institutions receive additional patrols 24 hours a day.

- Resources have been expended on numerous calls for service regarding suspicious packages and mail. Evidence collection of suspect materials takes time. Transportation to labs and detective follow-up are provided.
- There are increased public education awareness and training programs, and increased officer training.
- Preliminary planning is occurring on disaster response, emergency response, hazmat conditions and response.

#### Public Services:

Resources have been primarily directed at reviewing current facilities and operations to determine areas which are more exposed to terrorist attack. Based upon this analysis, new operating procedures were determined and implemented and proposals from security contractors were obtained. Personnel also received training regarding suspect mail.

**Oak Brook, IL:** There was additional fire department staffing for three days following September 11, as well as bioterrorism training and overtime.

**Orland Park, IL:** The police department provided short-term security at numerous schools, public utilities, public offices and shopping malls for several weeks following September 11. We purchased approximately \$18,000 in equipment for protection of personnel and detection equipment for anthrax and other biological agents. We responded to approximately 60 suspected substances. Approximately 100 hours of overtime were spent on security-related protection and training of personnel in the use of new equipment.

**Palatine, IL:** Security at the village municipal building has been increased with the installation of added locking devices. Police and fire have responded to over 30 anthrax-related calls, all of which were negative. Over 25 citizens have brought suspicious mail to the police department, and police handled the items as possible anthrax. We have changed locks at our water storage facilities. Our postal facility (a sorting station) has been tested for anthrax.

**Park Ridge, IL:** The primary focus in our city has been to review our existing plans and make revisions and additions as needed. As these changes are being made, the appropriate resources have been purchased or budgeted for. In addition, employee orientation and training have been completed or scheduled. Our current plan is very comprehensive but does not include a section on weapons of mass destruction and urban terrorism. A committee with representatives of all City of Park Ridge departments has been formed to create and implement this section. In addition, police, fire and public works departments have created standard operating guidelines for managing anthrax and suspicious mail incidents. The public works department, as a component of the WMD plan, has undertaken advanced security measures to prevent contamination of the city's water supply. Police protection was provided to the two water supply tanks, some requiring overtime, until the access hatches could be better secured. There was a small amount of overtime required for police officers to respond to suspicious mail.

**Rockford, IL:** There has been short-term additional security at city hall. We have purchased a bomb-detecting dog and paired a police officer from the bomb unit with a fireman from the hazmat unit to respond to all potential anthrax cases. We have provided training to other city employees on how to handle mail. We are in the process of obtaining quotes for gas masks for all police officers and special respirators for the bomb unit.

**Schaumburg, IL:** The focus of our heightened security was our municipal airport, regional shopping mall and the municipal water supply. The majority of the overtime was for additional training in weapons of mass destruction for all personnel. Activities include:

- improved security in government buildings;
- vulnerability assessments of high profile occupancies;
- improved security for all utility infrastructure;
- modifications/improvements to the emergency operations plan;
- enhanced training for employees, especially fire and police;
- equipment purchases for personnel assigned to first responder responsibilities;
- increased public education programs.

**Waukegan, IL:**

Police Department:

The city increased security at the municipal airport and water filtration plant and at the county building (Waukegan is the county seat). Officers were assigned security duties at the airport when it was closed. Our officers patrolled the entrance and exits of the airport and maintained overall security responsibilities, all with the cooperation of the Waukegan Port Authority. Our officers had to work some overtime to meet the needs, and various work schedules, including days off, were changed.

Fire Department:

We increased our request for a budget allocation for our hazardous devices (bomb) team and for the fire department special operations team, purchased additional security features for our main fire station and specialized equipment (five new air-gas monitors), and trained civilian employees on safe mail handling.

**Fort Wayne, IN:** Security costs for the 17 days after September 11 consisted primarily of overtime for police and fire personnel. Extra security measures were taken at five locations throughout the city to protect infrastructure critical points. The other center for heightened security was the Fort Wayne International Airport, until it was assisted by the Indiana National Guard. Several cases of suspected anthrax were reported and investigated, but none were positive. As of December 17, the airport remains under increased security.

**Gary, IN:** Security staff who protect the sanitary district facility's perimeter have been asked to impose tighter admission standards. Access to the facility has been limited to employees and escorted visitors.

**Olathe, KS:** Following September 11, security was initially increased by the Olathe Police Department at an FAA air traffic control facility in Olathe. This function has now been assumed by the FAA. Fire department overtime mainly represents investigation of hazardous materials reports. The city has also spent money on additional security alarms and cameras at its water treatment facilities.

**Topeka, KS:**

- Additional patrol officers (overtime status) assigned to guard City of Topeka infrastructure;
- Officers (on-duty status) directed to increase patrol of infrastructure within Topeka;
- Increased security at city hall;
- Upgraded incident response equipment for officers: filtering system particulate masks and riot control/gas masks.
- Heightened security and awareness at all fire department facilities, with access restricted, mail handling procedures initiated and security lighting improved.

**Alexandria, LA:**Police Department:

All officers now have a set of uniforms in their lockers should they be called in for emergency duty. Ongoing roll-call training deals with biohazard situations. To date there have been no requests for these services.

Utilities:

The City of Alexandria Gas Department has directed no additional personnel, overtime hours or other resources since the September 11 attacks and the anthrax mailings. The department maintains a 24-hour-a-day, seven-day-a-week SCADA monitoring system which is part of our everyday operation. Regular work crews were used during the regular working day to monitor our natural gas stations and any “after hours” security was provided by the Alexandria Police Department. We have increased police patrols at electric substations and the electric district office, added remote-controlled electric gates at the district office and security cameras at each gate, and motion-activated security cameras at each major substation.

**New Orleans, LA:**Police Department:

Since September 11 special event security for the Bayou Classic was increased in expectation of possible threats due to the large number of attendees. The event required that 400 additional patrol and ranking officers were assigned to traffic control and crowd security within the CBD (including the periphery of the Superdome) and the French Quarter. The cost to the police department for the additional overtime was \$350,000. Heightened security was also provided for holiday shoppers and visitors throughout the month of December, but was accommodated through enhanced patrolling on normal schedule working hours. The New Year’s Eve celebration and Sugar Bowl game’s overtime costs were estimated to cost the department an additional \$100,000 in overtime. We have not yet received the actual expenditures for these events, but are confident that our estimates are accurate based on the assignment of 60 additional officers to the activities. The upcoming Mardi Gras and Super Bowl events are estimated to cost the Department an additional \$3.2 million in overtime for the 21-day period of scheduled parade and Super Bowl activities. We have purchased an additional bomb/narcotics detection dog (\$7,500) to be used during these events. Also, we are in the process of purchasing additional ammunition and weapons (\$50,000) for the SWAT and tactical divisions of the department.

Fire Department:

Since September 11 we have raised our response levels for anthrax and other hazmat calls. Manpower and equipment have been elevated for all major sporting events. For the Super Bowl we will have an increase of approximately 10 times the normal force.

Health Department:

Top administrative and EMS staff have received training on bioterrorism response for health care. The clerical staff participated in mail-handling training.

**Baltimore, MD:**

- Increased security at vulnerable locations, stadiums, Port of Baltimore, chemical facilities and rail lines;

- Updated and retrofitted old bunker with cable lines, phone lines, cameras, various communication devices;
- Health department assisted with anthrax testing and Cipro distribution at city's federal buildings, per the Governor;
- Increased security at city buildings;
- Increased response by fire department to chemical alarms (which turned out to be false, and which have reduced in number dramatically);
- Recruited Richard Hunt, retired Chief of Criminal Intelligence for the FBI;
- Created and formalized a statewide security intelligence network, working with other law enforcement agencies;
- Engaged in ongoing dialogue with the FBI and Department of Justice to improve intelligence-sharing;
- Met daily with federal authorities to obtain intelligence;
- Created a web-based surveillance system to provide real time reporting from hospitals, ambulances, animal control, school attendance and over-the-counter medicine sales to track common symptoms in uncommon amounts, as well as hospital bed availability;
- Tested reservoirs and the water system several times daily;
- Completed a citywide assessment of infrastructure vulnerabilities;
- Completed deployment plan to secure and protect city's vulnerabilities, such as major buildings, water system, stadiums, major rail and interstate highway bridges and tunnels;
- Called daily (now weekly) security briefings with police, health, fire, public works, transportation and IT departments and state officials;
- Bolstered police and security presence at city buildings;
- Arrested and charged people who make bomb threats;
- Recruited a civil preparedness expert, former NYPD Chief Louis Anemone, to update our emergency preparedness blueprint, with graduated levels of response;
- Recruited experts like the U.S. Army Soldier and Biological Chemical Command (SBCCOM) in Aberdeen and the Center for Civilian Biodefense at Johns Hopkins University to advise the security council;
- Implemented a bio-terrorism plan with hospital CEOs;
- Met with local news directors to discuss city's ongoing preparedness and dissemination of information in the event of an emergency;
- Completed an assessment of personal protective equipment requirements for all emergency responders and submitted unified request for said additional equipment to MEMA.

**Amesbury, MA:** There has been an increase in calls regarding suspicious mail from residents, schools, and city agencies; and an increase in security checks of public facilities such as the water treatment facility and storage tanks. The 11:00 PM to 7:00 AM late shift at the water treatment plant was previously not planned, due to a recent upgrade of a two million gallon storage tank. Due to security concerns this position has remained funded and in place causing a shortfall in the salary account.

**Boston, MA:**

- Increased security for municipal facilities;
- Increased training for first responders
- Increased security during "credible threat" periods determined by the Attorney General;
- Increased security for energy infrastructure;
- Increased training for various city employees;
- Purchasing of personal protective equipment for first responders.

**Brockton, MA:**

- Increased security for city hall, the water plant and schools;
- Special training for mail handling;
- Implementation of an employee identification system;
- Increased staff to the Brockton Emergency Management Team (BEMA);
- Increased supplies for BEMA, fire, mail rooms, etc.

**Eastham, MA:** The city increased training of emergency personnel and improved equipment for emergency response.

**Medford, MA:** We have begun revamping our emergency management plan with greater involvement from health providers (hospital) and regional emergency management personnel.

**Somerville, MA:**Police Department:

The primary focus of heightened security for the police department since September 11 has been on the various public buildings in the city. An additional police officer has been assigned to city hall during normal business hours. Additional efforts have been made to protect our high school. Somerville also is the home of a women's health clinic that was the focus of an anthrax scare which required the mobilization of our hazmat team, resulting in overtime charges. Additional patrols have been ordered for elderly centers and other public housing centers to provide security as well as a sense of security, to residents. There has been increased monitoring of electrical, telephone and other public utility sites that could be the targets of terrorists hoping to disable communications.

Fire Department:

The fire department on-duty manning was increased on the evening of September 11 as well as on the day shift on September 12 until the threats implied in the initial acts of terrorism could be evaluated. Over half the overtime costs incurred to date are directly related to the hazmat response to the anthrax scare at the women's health clinic or hazmat vehicle manning.

EMS:

An additional field operations supervisor has been added to respond to the numerous anthrax reports and required EMS on-scene stand-by operations. Additional security/surveillance cameras have been installed at bases of operations and corporate headquarters in Somerville to protect emergency resources. Caller ID has been installed on all lines coming into the emergency dispatch center. Additional hazmat biological emergency and disaster response training has been conducted for all EMS staff and operations managers.

Public Health:

Overtime has been expended for the senior sanitary inspector who has attended emergency management meetings in the evenings, as well as for expenses incurred as a result of having responded to the anthrax scare at the women's health clinic.

Other:

The environmental coordinator is a member of the local emergency planning committee and is involved in preparation for and responses to credible threats posed to the city due to biological and chemical acts of terrorism. In addition, he has been coordinating the regional emergency response of neighboring city



officials primarily in the health field, as well as developing educational materials for the public. The communications coordinator has attended numerous meetings to improve our ability to communicate within the city and with our neighboring communities should an attack occur. The primary focus is on rapid response and alternative methods of communication.

**Taunton, MA:** Following the events of September 11, the board of health has drafted and implemented department response plans, worked with city departments in developing and implementing citywide plans, and attended state and local updates, meetings, and training sessions. The board of health performs duties required by the department in response to, and related to the prevention of, acts of terrorism and biological threats. The department acts as an essential resource to the public. Board of health staff are responsible for responding to, logging and tracking, following, and reporting communicable disease (reportable) information. The department responds to resident calls, concerns and complaints; investigates and inspects issues as required and needed; tracks information; participates in the response system; logs results and holds data (e.g., anthrax scares); manages current and future vaccination and immunization plans; and manages, implements and performs additional duties related to the recent events as required by the state and other agencies. Numerous staff hours have been dedicated to these duties.

**Ann Arbor, MI:** Since the September 11 attack on the World Trade Center, the city has been on heightened security. The fire department staffed two hazardous materials team members for a brief period of time to respond to suspicious package incidents. Certain departments and buildings within the city have taken precautionary measures by locking their gates and limiting access to their facilities.

**Dearborn Heights, MI:** Materials needed to handle potential anthrax letters/packages have been purchased, and the finishing touches are being put on a mobile command post. The city hopes to obtain a grant to equip it.

**Farmington Hills, MI:** The fire department has changed its policy pertaining to the locking of exterior doors at fire stations. Some additional costs are associated with the response to anthrax scares, which have been minimal in our community. Personnel have responded to four incidents in the city and 11 with the hazmat teams in other communities.

**Kentwood, MI:** We increased police presence on September 11 and shortly thereafter. We are acquiring surveillance camera equipment for the police building under construction and plan additional acquisitions in 2002 for other city facilities. The fire department has incurred no unanticipated additional costs related to security and readiness, but has had to reassign fire prevention personnel from conducting fire inspections to conducting security surveys. Other personnel have taken time from their regular duties to do research on anthrax and other potential chemical/biological agents.

**Livonia, MI:** Although our awareness level is considerably higher and public events are reviewed more carefully, there have not been any significant changes in operations and personnel with the exception of training regarding public health threats.

**Southfield, MI:**

Police Department:

The emergency operations plan was put into place and an emergency operations command center was activated. The emergency operations plan was continuously updated and distributed. Command briefings were held several times each day and operations were continuously evaluated. Officers were brought in on overtime to inspect potential target areas, high profile areas, government buildings, schools and private residences and businesses. Intelligence information was gathered and evaluated. Officers attended

training to address issues such as bio-terrorism, general terrorism and other issues. Officers were directed to patrol and inspect high profile and potential target areas on a daily basis. Meetings and conferences with federal, state and local agencies were attended. Equipment to help the department respond to future incidents if they occur was purchased. Evaluations of community events were conducted and staffing was made available for potential target events. Resources have been deployed on an overtime basis and an on-duty basis.

**Troy, MI:** The City of Troy Police Department and Fire Department have increased security in and around city hall and have provided extra security and response capabilities to several area businesses and churches during specific events. We canceled the week-long City of Troy Festival, which was to occur the week of September 11. The City's Regional Response Hazardous Material Team is made up of members of both the police and fire departments. Our response area covers a large part of Oakland County and includes world headquarters of companies such as Daimler Chrysler, K-Mart, EDS, Arvin Meritor and many others. We cover entertainment centers such as the Palace of Auburn Hills, Meadowbrook Music Theater, and many large shopping complexes. Much of the overtime was paid to our members of the hazmat team, who are now also part of the threat assessment team. We also worked closely with the U.S. Postal Service, which has many large mail processing facilities in Troy.

**Burnsville, MN:**

- Increased security for natural gas, chemical and electric generation plants;
- Conducted full, comprehensive assessment of city facilities;
- Increased electronic security and monitoring of city water facilities.

**Minneapolis, MN:**

- Increased security at all city and government buildings;
- Heightened security at all large sporting and civic events;
- Increased police profile in the city.

**Hattiesburg, MS:** Regarding security preparedness within the police department, overtime was expended on September 11 as on-duty officers were held over to provide additional manpower until an emergency plan was activated. Since that time we have increased patrols and visibility at Amtrak and bus stations according to arrival and departure schedules. Police presence has been increased at University of Southern Mississippi sporting events, with the University absorbing the cost. We have increased random patrols in and around city buildings and federal facilities.

**Independence, MO:**

Police Department:

- Increased patrol of public buildings (state, local and federal) and utility plants;
- Increased responses to calls related to suspicious substances;
- Ordered additional equipment for handling and storage of hazardous materials.

Fire Department:

- Hired personnel with hazardous material technician training;
- Purchased additional equipment to evaluate biological threat of recovered materials;
- Scheduled additional training regarding hazardous materials.

**St. Charles, MO:**

- Increased security at Boeing;

- Occasional increased police department security at I-70 bridge;
- Partial hazmat team activation to handle mail scare;
- Addition of security camera at water plant.

**Carson City, NV:** Our focus has been on assessment of nuclear, biological and chemical risks, review of our emergency plan, training personnel, responding to numerous anthrax threats and increasing security of our water system.

**Reno, NV:**

- Increased security for government facilities and utilities;
- Increased intelligence function;
- Established “futures group” in police department for analysis of potential organizational change.

**Farmington, NM:**

- Overtime was expended at the regional airport for security measures mandated by the FAA.
- There is heightened awareness at all utility operations (water, electricity, natural gas), but no permanent allocation of manpower at this time.
- Training needs are focused on response to weapons of mass destruction. No equipment needs have been identified at this time, but equipment may be required at a later time.

**Clifton, NJ:** Redeployment of existing personnel satisfied heightened security needs.

**Elizabeth, NJ:** The mayor assembled a cabinet-level task force which met on a weekly basis. The task force items identified and implemented were:

- Increasing security for all public buildings;
- Checking of ID cards and subsequent issuance of new state-of-the-art photo IDs with scanner-read bar codes;
- Dissemination of important local, county, state and federal officials’ contact numbers – beepers, cellular, office and home;
- Placement of no parking signs around natural gas distribution tank, increased security of gas company personnel, electrified gate openers and restricted visitations;
- Identification of crude oil refinery products, increased refinery security and ID checks;
- With local postal officials, establishment of “fire drills” to practice evacuation procedures and to seek alternate sites for an operations center to maintain postal services;
- Establishment of shelter building for feeding and housing hundreds of residents should the need arise;
- Development of personnel policy manuals containing procedures for handling mail and opening of mail; issuance of protective gloves and face masks to employees opening mail;
- Community awareness through publicity, lectures and neighborhood presentations;
- With a local hospital, practicing use of emergency procedures, and inclusion of them in municipal plans;
- Designation of emergency transportation buses for evacuation purposes;
- Working with county hazmat and bomb squads on opening suspicious packages during the anthrax crisis;
- Designation of key municipal employees as crisis contact coordinators;
- Reviewing of all local fire fighting capabilities and equipment maintenance, including training of more hazmat fire officials;

- Development of special task force of police, fire and health personnel to respond to anthrax investigations.

#### Police Department:

Overtime costs have been incurred through the heightened security at the Goethal's Bridge, Newark Airport and Port Elizabeth/Port Newark. Checks of numerous suspected anthrax calls and the transport of suspected materials for testing has added to the overtime costs. Increased security at police headquarters in the form of security gates and doors has added to our equipment costs.

**Irvington, NJ:** Fortunately, security has been maintained at a stable level due to the fact that there were security measures already in place to protect government officials and the infrastructure that houses them. Because any hazmat incident which includes anthrax is managed by the county office of emergency management which provides hazmat services for every municipality, the county would incur those expenses.

**Long Branch, NJ:** Following the initial police response on September 11, which for this jurisdiction involved officers on overtime dedicated to traffic posts and decontamination of victims, most of our efforts have been directed to increased patrols in districts in which portions of our population appear to be or perceive themselves to be particularly vulnerable. Police were, for example, doubled in districts having large Jewish populations and houses of worship. Significant resources, in terms of hours and equipment, have also been dedicated to the anthrax threat.

**Prospect Park, NJ:** Because the Borough of Prospect Park has a high concentration of people of the Muslim faith, safeguards and extra patrols were implemented to increase security for both Muslim citizens and the general public. We also have a private Muslim school with pupils from surrounding areas which also needed, and still requires, extra attention.

**Wayne, NJ:** A police officer is assigned to the municipal complex during business hours. Two police officers normally assigned to communications are assigned to road duty. Exterior doors with a computer/code entry have been installed on the municipal complex.

**Albany, NY:** In addition to outside-funded details, police officers have been used to provide continued coverage of high risk targets at various buildings/venues. Immediately after September 11 we went to 24-hour guard coverage at reservoirs and the water plant; in October we went to 24-hour police security at these sites. We have installed a new gate and fences at the water plant and video cameras at the plant and dam. New guardhouses and other security upgrades have also been installed at various locations.

#### **Buffalo, NY:**

- Implemented refresher course for weapons of mass destruction;
- Increased training for hazardous materials response;
- Reviewed and updated response protocols for hazardous materials;
- Planned to expand weapons of mass destruction, hazmat response capability;
- Added second hazmat entry team.

**Freeport, NY:** The police department has heightened security, particularly in 17 high-risk areas and buildings including but not limited to the village hall, utilities, transportation facilities, water supply and reservoir, and main vehicle transportation arteries. Additional personnel have not been hired. Overtimes

monies have been expended in response to alleged bioterrorism attacks. Resources are being redirected to equipment and supplies relative to bioterrorism. Officer safety training on anthrax is being prepared.

**Hempstead, NY:** We added patrols of the water works, transportation facilities, the mosque and planned parenthood locations.

**New Rochelle, NY:** We have taken measures to increase the security of city hall, which is our major public building.

**Niagara Falls, NY:** The city activated its emergency response team on September 11. Almost immediately we took steps to coordinate with appropriate agencies to secure the international bridges and routes leading to the Robert Moses Hydroelectric Plant. Unfortunately, the Whirlpool Rapids Bridge to Canada – which serves the city’s north end business district – was closed in the aftermath of September 11. This resulted from a shortage of customs personnel, and was done so that other area bridges could remain open with increased security. The bridge remains closed, but must still be the subject of frequent security checks to prevent unauthorized use. We hope it will be reopened May 1.

We stepped up patrols around the water treatment and wastewater treatment plants and transportation facilities. The latter included a large freight yard only a few hundred yards from the border containing dozens of tank cars full of hazardous materials. The city’s wastewater treatment plant is a special concern. As a unique facility that can treat hazardous industrial waste, it features prominently in the city’s plans to deal with hazardous material incidents, including possible terrorist activities.

The City assigned a detective to the U.S. Attorney’s Joint Terrorism Task Force and participated with the City of Buffalo, the bridge authorities and the state department of transportation in plans to deal with traffic delays and diversions resulting from heightened border security. Unfortunately, the city lost seven members of its police department, including the Superintendent of Police, to active duty military service for an indefinite period. The Superintendent, who has a background in military intelligence, continues to play a role in planning through email communications.

**Rochester, NY:**

- Expanded security at all city facilities, including additional security personnel, expanded video surveillance and building security modifications;
- Expanded security at city water reservoirs, including additional security personnel and new video surveillance system;
- Managed significant police and fire response to security threats such as bomb threats and suspicious substance reports.

**Utica, NY:** The majority of additional personnel, overtime, etc. has been directed to anthrax and hazardous material scenes. Additional measures are periodically taken to ease community concerns about safety issues in general.

**Charlotte, NC:** Security for numerous facilities and locations continues to fluctuate, depending on when federal security alerts are released. The Charlotte-Douglas International Airport, as well as the city government district, continues to have a higher level of security staffing and patrols than before September 11. Local utility companies have increased their own security staffing, as has the local NFL organization on game days.

**Concord, NC:** Security was at an all-time high at the Concord Regional Airport after the terrorist attacks. The airport was closed for several days and secured using the land, air and water team of the Concord Police Department. Security remains at a higher level, with only police, fire, and airport personnel allowed in the tarmac area. Security was also tightened at the Charlotte Motor Speedway (located in our city) during the October 2001 race. We are in the process of upgrading security measures such as cameras, etc.

**Gastonia, NC:** We have increased awareness and security levels citywide. In particular, increases in assigned personnel have been directed to security for the airport, water supply and water treatment areas. Hazmat responses and police responses increased initially but leveled off later on.

**Jacksonville, NC:**

- Remote security equipment (security cameras/fence sensors/motion detectors) was installed at various locations throughout the city, specifically where the city's water supply could be tampered with and at locations where contaminants are stored.
- The fire department has received training from the Department of Justice for Weapons of Mass Destruction Awareness Level and Weapons of Mass Destruction Operations Level. The department experienced an increase in bomb threat hoaxes and reports of suspicious packages/letters. The fire department's hazmat team assists the police department with evidence collection of credible suspicious items as evidence.
- The police department had to increase traffic control due to restricted access procedures at the Camp Lejeune Marine Corps Base. It is also responsible for visual water well checks and pumps. Detectives responded to 40 incidents involving the possible presence of anthrax; none resulted in finding anthrax.
- Police provided anthrax awareness training to all city employees.
- The streets department supported traffic control for Camp Lejeune Marine Corps Base and set up controlled security access to mosquito spraying vehicles.

**Winston Salem, NC:** Security has been added at city hall (armed guard and employee/visitor badge system). Security cameras are being installed at the police station. The fire department has increased personnel response for possible anthrax mailings. Extensive security measures have been installed at water and sewer plants.

**Fargo, ND:** A great portion of the police department's overtime incurred since September 11 is a result of being short-staffed due to personnel being summoned for military duty. For a short period of time immediately after September 11, some police officers were allocated to provide security at the airport. Personnel have also been dedicated to reviewing and amending the police department's emergency response plans.

**Akron, OH:** All city employees are on heightened alert and all employees have received or are in the process of receiving awareness training; all safety personnel and supervisors in public service have been trained in weapons of mass destruction chemical and biological table top exercises. Security has been increased at the city's 911 center, airport, convention center and water distribution sites.

**Canton, OH:** Security levels have significantly increased in and around Canton's city hall building which also houses the Canton Police Department. A number of internal security cameras have been installed to monitor and record activity in the police department. New, more secure doors and locks have been

installed in conjunction with increasing use of security access cards and adding card readers. Security at the city hall garage entry has also been increased by upgrading access doors.

Canton's city services and streets and sewers agencies implemented a security policy in and around their buildings. Canton's water division began locking all gates and doors in their areas of responsibility; visitors must be escorted by an employee. If next year's budget permits, the water division will place cameras and alarm systems at all wells, water fields and remote access points. Although Canton has not significantly increased security with respect to manpower, police and fire retraining topics and bulletins now include terrorist-related issues.

Various news articles, communications and bulletins have increased public awareness resulting in an increase in related calls for safety services. It would be difficult to accurately determine the cost of the increased workload by police, fire and hazmat teams. In brief, the City is shuffling around an already tight budget in an attempt to accommodate changes in security and safety since September 11.

**Bedford Heights, OH:** In response to the events of September 11, the City of Bedford Heights safety director and members of the safety forces convened a meeting to assess security and disaster preparedness plans. Subsequently, perceived deficiencies and vulnerabilities were identified and steps were taken to heighten our awareness and strengthen our ability to deal effectively with any anticipated terrorist threats.

**Euclid, OH:** Two police officers who are in the reserves were activated. As a result, a large amount of overtime was incurred in replacing them. Security was increased at the police station, fire department, all city hall buildings and the water treatment plant. Postal facilities were contacted for resources available for anthrax mailings. In addition, a forum was made available to the public so that they could voice their concerns and ask any questions they had.

**Chillicothe, OH:**

- Security was increased at the water treatment plant.
- Terrorism training was attended by senior police department members.
- Terrorism training in biological hazards was conducted by the fire department for city employees.
- Additional protective over-garments, filters and detection kits were purchased.

**Gahanna, OH:** The City of Gahanna is located adjacent to the Port Columbus International Airport. The City has working agreements with the airport for security and emergency services support. On September 11 a total of 26 loaded aircraft were forced to land at the airport creating a situation that demanded an alert by the city. The city is also in very close proximity to the Defense Supply Center Columbus and the Defense Finance and Accounting Agency facilities. These potential targets were also cause for increased awareness by our safety forces. Since September 11 the following actions have occurred:

- The city hall and government administration buildings located less than one mile from the airport have been locked and security access has been conducted.
- The Gahanna Police Department's SWAT unit has gone to Fort Bragg, NC for special training.
- The high school complex adjacent to the city administration complex has heightened security, both for regular school sessions and extracurricular events.
- The U.S. Postal Service has two facilities in the city and both have undergone the standard postal security increases.

- The Mifflin Township Division of Fire which is located in the city and provides fire and EMS has been answering an average of 4-6 calls per week for suspicious packages, and there are numerous daily telephone calls relative to suspicious packages which must be answered. Also, due to automatic response and mutual aid agreements, responses have been made with other communities on suspicious packages. This has resulted in an over-expenditure for protective overgarments and gloves.
- The Mifflin Township Division of Fire, in order to be more rapidly responsive, has changed its dispatching service and has incurred significant overtime costs for dispatchers to handle calls within the city and in the surrounding area.
- The city is in the process of obtaining the services of a security consultant to assess the need for a heightened security posture for city facilities; this will include ID cards/badges, electronic door locks and a redesigned access system.

**Xenia, OH:** Security was increased at water and wastewater treatment plants.

**Lawton, OK:** The city provided additional police security at the city airport and water system and assisted the local military base with traffic control at the various entrances to the base. The additional cost of providing this security was in overtime pay.

**Eugene, OR:** Since September 11 police have assumed airport security duties – initially 24/7, now 12/7. Additional police personnel were added for the University of Oregon football games, including on-site explosives disposal unit officers. Investigative resources were used to investigate hate crimes and assist state and federal investigators on follow-up to the nationwide investigations.

**Harrisburg, PA:** In the days immediately following September 11, and for several weeks thereafter, police were placed on 12-hour shifts. Major public buildings were protected around-the-clock. Security assessments were updated for sensitive facilities. Special protocols were used around Jewish and Muslim sites. The downtown bus/rail center was assigned 24-hour police coverage. Further, Harrisburg is the statewide administrator of the Pennsylvania Task Force (a federally-designated urban search and rescue team) which was dispatched to New York City and was first on-scene at the World Trade Center site. Various city employees have been activated for military service. Personnel from Harrisburg have been called to multiple locations outside the city, including the Three Mile Island nuclear plant. (The cost estimates included in this survey are conservative; real numbers for this year and next are likely to be higher.)

**Penn Hills, PA:** Our officers have responded to numerous anthrax calls and taken the steps necessary to retrieve the suspected material and have it analyzed. One of our officers, who is in the military reserve, was activated in September and may not return to police duty until later in 2002; this officer has been replaced with other officers working overtime. Officers have been assigned to patrol our water towers and reservoirs, as well as our schools and government buildings.

**Philadelphia, PA:** Police presence in the center city and in public buildings has been increased. The Philadelphia airport has increased security and parking restrictions. The water department has increased security patrols at its facilities and the police department has stepped up its patrols at those facilities, as well as around key electric substations and telephone exchanges. The anthrax episodes necessitated the establishment of rapid assessment teams to quickly assess the credibility of each incident reported. Each



rapid assessment team consists of a police officer, two hazmat technicians and a health department representative. There were six rapid assessment teams serving 24-hours-a-day at the height of activity.

**San Juan, PR:** Since the terrorist attacks of September 11 and the anthrax mailings, we have activated our emergency/contingency plans. Our supervisory personnel have increased their shifts from eight to 12 hours of service. Some EMS personnel have been activated at our on-call bases to cover for those employees that need to be absent from their shifts. In this way we are able to have no less than four ambulances available 24 hours a day, seven days a week; these ambulances are responsible for responding to any emergency situations, and those that may occur during all major sports and entertainment events, including professional baseball, volleyball and basketball games.

**Pawtucket, RI:** The added expenses for the city have been as a result of calls about letters containing a powdery substance. We have received two such letters at city hall, others have been received by residents, and one was received at Congressman Kennedy's office.

**Providence, RI:** Shortly after September 11, the mayor created a full-time task force drawn from the top ranks of the police, fire, communications and water departments. The four-person task force identified several points of vulnerability, including hazardous materials at the Port of Providence; the water system; high-rise structures; electric, gas and telephone utilities; hospitals; and college dormitories. The task force has concentrated on improving security and diminishing risk at these facilities, meeting extensively with executive and security personnel. The task force has also upgraded emergency response and evacuation plans for numerous city facilities and has designed new security systems for city hall, the city's department of communications, and the city's water system, which serves about 60 percent of Rhode Island's population. With the task force's involvement, security details have also been increased at the Providence Civic Center and at other major places of assembly in the city.

**Sioux Falls, SD:** The police department is providing two officers at the airport to provide additional security indefinitely. Nine city employees have been called to active military duty. The health department is responding to possible anthrax calls. All of these activities have caused the city to expend overtime dollars. In addition, the city is assessing the physical security needs of all its facilities.

**Chattanooga, TN:** City employees were required to attend a security alertness session. During this time emphasis was placed on how to handle the mail, what abnormalities to look for and how to report any incidents. Reminders were also given about strangers in the building, alertness when walking to and from the building to the parking lot, locking doors after normal business hours, and other safety tips.

**Knoxville, TN:** Since the September 11 terrorist incidents the city has been on heightened alert status. This has resulted in increased patrols and staffing around our jurisdiction's utility facilities (both electric and water purification); churches, synagogues and mosques; federal and local offices; government and court buildings; specialized sporting events (University of Tennessee football and basketball games and semi-pro hockey games); and identified potential targets (abortion clinics, military installations, airports, fuel depots, hospitals, chemical plants and storage facilities, schools and convention centers). The police department also has been heavily involved in responses to suspicious packages and mail that may contain anthrax spores or other biological or chemical agents. This involves response, assessment and evaluation, collection and transportation, examination, and notification of intended victims and appropriate agencies. Members also have had to respond to increased concerns about suspicious individuals that may be linked to terrorist events or acts, and have continued with follow-up investigations into previous acts, history and

potential harm. This information is then forwarded to the appropriate federal and state agencies and is shared with adjacent jurisdictions.

### **Memphis, TN:**

#### Police Department:

The Memphis Police Department detailed 12 experienced officers from other assignments to the Memphis Fire Department's biohazard response team. Eight hours of hazardous materials training was needed to insure their safety and to meet all OSHA requirements. SWAT attended 80 hours of advanced hazardous materials technician training; special operations and traffic were the most impacted. The tactical squad and bomb units were kept very busy and their call load has increased. Fuel and maintenance costs of the aviation unit were very high due to the additional patrols of terrorist-targeted locations. The total cost of training and daily operations since September 11 is \$38,675. Next year's projected budget will include more biohazard training for all ranks. A remote-controlled bomb handling robot (\$160,000) will be needed to insure officer safety, plus additional biohazard support equipment and bomb-sniffing dogs. Additional fuel and maintenance costs for the stepped-up patrols will be a factor. An approximate projected cost of \$568,584 will be incurred if we are to stay ahead of the times, protect officers and keep citizens safe.

#### Fire Department:

The department detailed hazardous materials-trained officers and firefighters to the biohazard response team vehicles; the special operations section was most impacted. Replacement chemical protective clothing and decontamination equipment was purchased. Vehicle fuel and maintenance cost \$3,000; the total cost for the MFD was \$142,486. Additional hazmat equipment and two vehicles will be needed to provide the response level needed for 2002 and beyond. The MFD has a projected a need of \$755,000 to maintain a proper and citizen-safe level of response.

#### Schools:

As a result of the September 11 event, the Memphis City Schools have added six additional security officers, additional metal detectors, and door entry buzzers which allow each school to be locked down quicker.

#### Health:

The Level B Bioterrorism Lab will be on line in January. It will be able to test and diagnose anthrax, plague, hemorrhagic fever and tularemia. The new laboratory will be processing highly pathogenic biological agents of national security concern. Projected costs will include greater security to protect the lab and its deadly contents for the year 2002 and beyond. The total project cost to protect and enhance the operation of the Health Department is \$697,670.

#### Emergency Management:

EMA purchased evidence-collecting equipment, hazmat suits and communications equipment and replacement items. It also called in off-duty communicators and full-time staff to handle the overload of bio/hazmat responses and calls from the concerned public. Hazardous materials and bioterrorism-related training classes will be needed for staff; security, communications and detection equipment will be needed to handle EMA needs in the year ahead.

### **Murfreesboro, TN:**

#### Fire Department:

Prior to September 11 the fire department had hazardous material personnel trained and in place. Because of the number of anthrax incidents since that date, the fire department did not have enough Level B suits to handle the number of calls received. We had to order extra suits and the items that were needed to take care of an incident. All suits, gloves, etc. had to be triple bagged and not used until a negative result came back from the Health Department.

Police Department:

Although no overtime hours have been expended since September 11, we have placed personnel on a heightened security status and put particular emphasis on increased patrols of parking facilities, the airport, Middle Tennessee Medical Center, all public schools within the city, all electric sub-stations, all water/sewer treatment facilities, bridges and overpasses, railroad facilities, all gas and chemical storage facilities, the Tennessee National Guard Armory, public events with large crowds (such as college athletic events), the Rutherford County Courthouse and other government buildings, the Greyhound bus station, shopping centers and malls, the Rutherford County Co-Op (due to large quantities of chemicals stored at this facility), the TVA substation on Bridge Avenue, Van Waters & Rogers (chemical storage), Heritage Farms Dairy, the Pillsbury Company, D&D Oil Company, and the United Cities Gas junction on Highway 99.

**Nashville, TN:** The Metropolitan Government of Nashville-Davidson County General Services Department has heightened security at public buildings since the September 11 attacks. These public buildings house local government agencies that interact with the community on a daily basis. Armed security guards from a contracted security company patrol each public building site from 6:00 AM to 6:00 PM, Monday through Friday. In addition to contracted services, a bi-directional antenna is being purchased to provide radio contact for police officers located in the basement of the city's arena.

**Austin, TX:** The police department focused on two areas: First, security was heightened at key city locations. Police officers were given overtime assignments to guard important water supply, utility and communications sites. Security was also increased at governmental offices and facilities of and for the Islamic faith. Measures taken range from having a 24-hour police officer on duty at the location, to improving and adding security alarm systems, to increasing the frequency of police patrols. The second area of police department focus was mass disaster response preparation. New disaster plans were written for police, fire, emergency medical services and utility departments to deal with the magnitude of disasters now conceivable. Coupled with these new plans was the purchase of new disaster response protective equipment and training for police officers, firefighters and paramedics. Additional capabilities have been added in the areas of police intelligence, explosives handling and counter offensive weapons. Significant use of overtime was needed to achieve this heightened level of security, develop the new plans, and provide the needed training within the short time frame.

As a result of the events of September 11th and the subsequent bio-terrorism attacks, the emergency medical services, health department, fire department and police department developed a bioterror tracking system. This system is used by departments to input and then track possible cases of bioterrorism. Detailed patient, incident and medical information allows health care professionals to monitor possible victims of bioterrorism, identify any infectious disease trends and provide law enforcement officials with needed information to begin investigating the incident.

**Conroe, TX:**

- Increased security for buildings/facilities such as city hall, police headquarters, county airport and adjacent U.S. Army Reserve air facility, water wells and CPD/FBI regional training center was accomplished with extra patrols by on-duty personnel.
- Special events such as downtown festivals, fairs, etc. require a 10-30 percent increase in overtime funding. Responding to special threats, such as those to the U.S. Army facilities in the area, require using unanticipated funding exclusively. (The commander of the Army facilities in Conroe requested assistance from the police chief to guard aircraft.)

#### **Corpus Christi, TX:**

- Provide additional security at essential public buildings, water distribution systems, Choke Canyon Dam, Seale Dam, O. N. Stevens Water Treatment Plant, waste water treatment facilities, and water pumping stations;
- Staff control points at governmental buildings and assist federal and state agencies with security at the federal courthouse, government buildings, military installations, Port of Corpus Christi and the industrial corridor;
- Support Coast Guard enforcement of safety and security zones in port and at other facilities along waterways;
- Establish regional communication systems to coordinate operations, provide additional site assessment and contingency planning, and conduct vulnerability assessment of vital national security facilities;
- Improve readiness capabilities by conducting drills and exercises, evaluating disaster plans, and conducting public education programs.

#### Airport:

Public safety personnel resources have been reallocated to provide an increased level of patrols, with one officer patrolling inside the terminal and one officer patrolling the aircraft aprons and outside the terminal constantly during the hours of operation. Maintenance personnel perform inspections inside the terminal hourly. National Guard personnel are stationed at the security checkpoint and are patrolling inside the terminal. A 300-foot zone has been established around the terminal building; only authorized vehicles which have been searched (such as aviation department vehicles, government vehicles, law enforcement vehicles and emergency vehicles) are permitted to park unattended. There are increased patrols of perimeter fencing. The use of all public lockers was discontinued. A total of three uniformed security guards are employed. One is posted at the passenger drop-off area in front of the terminal to ensure no unattended parking; two are stationed at gates which access the aircraft operations area, performing ID checks and searching vehicles. Access points for restricted areas have been reduced; all gates and doors have had new locks installed (with the exception of those using electronic access control). There is a monthly audit of concessionaires in the sterile area to ensure restricted items are not for sale or displayed. Public service announcements regarding control of baggage and unauthorized parking have been increased.

**Dallas, TX:** Most of the focus of heightened security has been on providing additional security at city facilities, including water treatment plants and the Love Field Airport. For several weeks following September 11 an additional police presence was deployed on downtown streets, particularly along drive approaches to the tallest buildings. The use of security badges at all city facilities was increased: Where badges had been generally employed previously, they are now mandated. In addition to the increased costs for police and other security personnel (including overtime), some of the other major costs that were realized as a result of September 11 include:

- Encumbrance of funds for three additional K-9 bomb detection teams for the airport;

- Purchase and installation of anti-virus licenses and hardware for computer systems; and
- Purchase of a tow truck for use at Love Field Airport.

#### **Fort Worth, TX:**

- Existing resources have been used to perform target assessments, capability assessments, and resource assessments.
- Security has been increased at water treatment facilities and at the city hall complex.
- Increased internal security procedures, such as mandatory and approved visual display of identification at city facilities, have been instituted.
- Several new public/private emergency planning groups have been developed. Existing emergency planning groups/teams have met regularly and continue to do so to discuss current issues and to coordinate responses.
- Tracking of numbers of calls and resources used has been taking place since the attacks.
- Debriefing and counseling has been made available to city employees and families of reservists called to duty.
- Protocols have been developed for dispatch call takers and for first responders going to anthrax or other weapons of mass destruction calls. WMD awareness classes have been provided to key city employees other than public safety employees.
- Mail handlers have received training from the public health director and the arson/bomb squad battalion chief.
- Emergency plans are being updated.

#### **Garland, TX:**

- Police, fire, and health departments have coordinated with the city emergency management team.
- A regular coordination meeting is held with the police, fire, health and emergency management departments.
- The health department has had several meetings/planning sessions with the Dallas County Health Department to organize our regional response. We have five people trained to conduct epidemiological investigations and are on a call-down list to be used in any location within the county.
- Emergency management increased training with the revised emergency management plan; included were weapons of mass destruction, the metropolitan medical response system, incident command system, hazard mitigation, and disaster recovery.

#### **Grand Prairie, TX:**

City buildings have increased security. Overtime has been directed to the 100-plus anthrax scares, with the majority of the calls dispatched after hours and on weekends. There have been no personnel additions to the fire department.

**Harlingen, TX:** In the police department, additional personnel were assigned to process and test evidence associated with suspected anthrax letters/parcels. Overtime hours were for increased security at municipal buildings, city-sponsored municipal events and functions, the international airport, public school campuses and sponsored events.

#### **Killeen, TX:**

- A permanent police presence was established at the municipal airport.
- Police patrols and checks of municipal buildings were increased, as was threat awareness training for all city employees.

- Response preparedness action plans were reviewed and rehearsals conducted to insure sufficiency.

**Lewisville, TX:**

- Reviewed and currently revising city's emergency response plans in light of the events of September 11;
- Communicating with neighboring cities on a regular basis regarding emergency management issues;
- Contacting the local hospital on a regular basis for information on types of diseases/illnesses they are treating;
- Reviewed and currently revising standard operating procedures dealing with response and operations of weapons of mass destruction incidents.

**Lubbock, TX:** Increased security measures are being taken at critical facilities. They include:

- Emergency phone intercom system;
- Metal detector wands;
- More secure foyers/entrances;
- Protective glass coating;
- Bollards located at building entrances;
- Parking gates for entrances to selected parking areas;
- Security alarm for chlorine storage areas;
- Air filtration monitoring systems;
- Security cameras;
- Card access systems.

**Mesquite, TX:** Physical security and personnel changes were the primary responses to the September 11 attacks. Personnel adjustments include schedule changes, personnel additions and increased worker hours/overtime. First, all contracted janitorial services were re-scheduled for hours when city employees are present. When this is not possible, city employees are paid overtime to monitor the activities of the janitorial contractor. Second, employees were brought in to monitor security cameras and provide security at the airport. Finally, an annual operation to increase the police department presence in the city's largest retail district was started a week early to be on watch for suspicious activity and to help residents feel comfortable while in large public areas such as shopping malls.

**Nacogdoches, TX:** Utilizing existing employees, water treatment and wastewater treatment facilities are now manned 24/7/365. Entrance gates at all facilities are locked. Civilian access is restricted to many government buildings that were formerly "open." Electronic gates and doors will be installed in the next year along with video monitoring of certain areas. The fire department will be establishing a hazardous materials team and joint training will be conducted with other departments of the city. A new communication system will be installed by the summer of 2002.

**Texas City, TX:** Security was increased in the port area and around the heavy industrial section of the city. We are a large port in terms of tonnage of heavy crude oil and other products associated with crude oil. We produce gasoline, diesel and jet fuel.

**Waco, TX:** Prior to September 11 there was no police presence at the Waco Regional Airport. As a Category 3 airport, the police had to respond within fifteen minutes. Today there are five policemen and three Army National Guard personnel on duty during flight operations. Between approximately midnight and 5:00 a.m. we go down to two policemen and no National Guard personnel. Due to manning issues, all police are paid at time-and-a-half while they are at the airport. To offset somewhat the close-in parking

capabilities that were lost (we are not authorized to have any vehicles within 300 feet of the terminal), we have a mini-van, operated by a parks and recreation driver, which provides transportation to the terminal. This service runs during all scheduled flight operations.

### **Salt Lake City, UT:**

#### Airport:

The Salt Lake City International Airport has met and exceeded all increased security measures required by the Federal Aviation Administration and the Department of Transportation as a result of the terrorist attacks on September 11. These measures include the requirement to re-validate all security identification badges, conduct fingerprint-based criminal history records checks on all new employees with access to secure areas, discontinue the practice of vehicles parking/waiting at the commercial transportation curb and bus plazas, and staff perimeter gates leading to secure areas for access control purposes. In addition to these requirements, the airport has added one K-9 explosive dog team and hired four additional police officers.

#### Police Department:

The department had increased security because of the 2002 Olympics. Those measures included card access to buildings (\$20,000); an updated emergency operations center (\$20,000); gates and fencing around parking areas (\$3,000); and reassignment of retired hourly officers to increase presence at the front desk. All costs are proposed to be reimbursed by Olympic funding. The department participated in multiple emergency response scenarios with other city, state, federal and military agencies, all in preparation for the 2002 Olympics. Intelligence monitoring of the Internet, publications, etc. was increased

**Chesapeake, VA:** The focus of heightened security has been in the area of training. All city personnel are required to attend a two-hour training class designed to increase awareness of the potential threats of terrorist attacks. City departments that handle mail have received gloves and masks, and have received special instructions on handling mail. Additional security has been added at certain city buildings. Special response teams have been organized to respond to reports of suspicious packages. Options for increased staffing to handle emergency responses are currently under review.

### **Norfolk, VA:**

#### Health Department:

The focus for public health has included building security issues related to access and after-hours security, assuring pharmaceutical readiness, and assuring appropriate mail handling procedures. In addition, public health has provided on-site support for hazmat response during anthrax attacks, daily emergency room active syndromic and lab support for testing specimens retrieved on calls. Readiness training for bio-events has been performed for in-house staff, including fitting and training them for use of personal protective equipment. There has also been extensive demand from the public for information; this has been provided by staff through presentations and prepared materials.

#### Utilities:

The department of utilities recently sent senior staff members to terrorist response training and utility system security training.

#### Police Department:

Based on informed threat assessments, security has been increased and response plans have been developed for over 30 locations in the City of Norfolk.

**Bellevue, WA:** Following the September 11 attacks, the City of Bellevue established a citywide security task force to review current procedures, assess internal risk, compile suggested mitigation and develop an implementation plan for improving security in city facilities. Security was increased in police and general administrative buildings as well as at water system sites. Utilities completed a recent consultant review of the water infrastructure and a report on suggested mitigation is forthcoming.

A number of interim actions, such as hiring building monitor/security staff, limiting hours of operations, expanding keycard access systems, adding employee identification systems and increasing employee training, have been completed or are in progress. A portion of these projects were in future planned major maintenance plans. Budgeted capital projects are also being delayed to help cover the cost of the high priority security improvements and the city may seek grant funding for a major portion of these proposed projects. Security projects will be evaluated and weighed against other future budget requests, so a percentage of the projects may not be completed by the end of 2002.

The police and fire departments have been on heightened awareness and alert. They have worked cooperatively to develop procedures for response protocols related to suspicious mail or packages. This has been shared with other municipalities in the region so that response will be as consistent as possible. The fire department has also reassigned a staff member to act as the anti-terrorism coordinator for the city. Overtime has been required to backfill for this position and for police officers and dispatchers when they were called to duty in the military or national guard.

Training related to preparing and responding to a biological or chemical attack has been increased and additional supplies/equipment for biohazard protection have been purchased. Community forums have been conducted by our emergency preparedness staff to help ease fears and educate the public about being alert and preparing for an emergency.

**Bothell, WA:** The police department has been routinely having a one-hour overlap in all shifts of police to ensure that there is no lack of coverage during shift changes. Each shift stays an extra hour each day. Additional radio equipment was purchased by the fire and police departments to use in the emergency operations center.

**Yakima, WA:**

Police Department:

Almost all expenditures are airport-related, per FAA requirements after the September 11 attack. Requirements have since been rescinded.

Fire Department:

- Improve station and apparatus security to include new locks and alarm systems;
- Provide basic and advanced training in terrorism, bioterrorism, weapons of mass destruction, and provide a review of incident command system for all personnel;
- Identify and purchase specialized personnel protective equipment as needed.

**Charleston, WV:** Extensive training has been directed to awareness and recognition of potential problems and how to deal with the problems. More training has been devoted to multi-agency (police, fire,



and EMS) preparation in the areas of incident command and resulting problems associated with weapons of mass destruction, domestic and international terrorism, and NBC (nuclear, biological and chemical) threats. Resources have also been devoted to the handling of suspected anthrax mailings and bomb threats. Training has also been used to certify and re-certify more members in responding to hazardous materials incidents (recognition, mitigation, and decontamination), and additional time has been spent on gauging preparedness at all levels of response.

**Madison, WI:** A threat assessment of public and private assets was completed. Appropriate increases in security have been made at public and private facilities that were rated high on the threat assessment.

**New Berlin, WI:** The mayor formed a security committee to address the attacks of September 11. In addition to the mayor, the security committee was composed of members of various city departments and the president of the common council. The committee covered the security of government buildings and employees; water reservoirs and the water utility; electric and natural gas substations and pipelines; the business community and high risk targets; and public schools. It also covered mail and package safety and the safety of the citizens and updated the city emergency operation plan to include terrorism. Security surveys were done at government buildings, water utilities, and public schools, and increased security is being implemented at these locations. This service also is being offered to the business community. A list of targets was given to the police department for extra security. Meetings were conducted with high target businesses to encourage their cooperation in an increased security environment. Employees were given security awareness training and mail and package handling training. Public education programs stressing vigilance and community policing are being implemented.



## EMERGENCY PLANS

Officials in survey cities were asked to describe any changes in the focus of their emergency response plans or procedures as a result of the events on and after September 11. Most stated that their plans and procedures were refocused, altered and expanded following September 11, or clearly illustrated this in their detailed descriptions of their activities. Very few said that plans already in place were judged adequate in the wake of September 11.

Here again, responses varied greatly in terms of the scope of activity they described and the detail given. Frequently described were efforts to:

- develop security plans for police, fire and other services that are coordinated across city agencies and with other jurisdictions in the metropolitan area and the region;
- expand training for city staff in emergency preparedness and disaster response, including evacuation and sheltering-in-place;
- develop communication plans and systems that enable personnel in various agencies and area jurisdictions to maintain contact in the event of an alert or actual incident;
- involve public health agencies more closely in overall security planning and training;
- implement plans and procedures to better detect the presence of harmful chemical and biological agents, and to quickly analyze suspicious substances; and
- plan and conduct emergency response exercises and drills at city, metropolitan and regional levels.

The officials' responses included the following:

### **Anchorage, AK:**

#### Health and Human Services:

- There is an increased awareness of public health and the need to involve the public health system in emergency preparedness and exercises.
- The first in a series of "no notice" exercises has been conducted for all municipal departments.
- An evacuation exercise for all municipal buildings has been conducted.
- New mail handling procedures were developed and implemented through the municipal government.

#### Fire Department:

- The department is in the process of refining the current operational plan dealing with terrorism incidents. Upon completion of that plan the department will schedule an exercise.
- Presently under discussion are the revisions to the department's dispatch protocols for hazardous materials and terrorism incidents, and approaches to familiarizing dispatchers with the overall operational plan when it is completed.
- Discussions are taking place with local hospitals, the department of health and human services, the Alaska Department of Health and Social Services and the joint medical emergency planning group on preparing an appropriate response to public fears of anthrax or other biological events that could overwhelm EMS services in the municipality.

**Scottsdale, AZ:** The city is focusing on emergency preparedness and business interruption and continuity issues. We are updating not only our city plans but also the individual departmental plans so that any emergency or interruption can be dealt with both in the response and recovery phases. We work with the other cities in our county to achieve a coordinated response to emergency incidents in fire, police and

other standard city services, should it become necessary. Mutual aid agreements are being updated between cities, and we train our responders together to make sure good communication is achieved.

**Fayetteville, AR:** Prior to September 11, the City of Fayetteville participated in regional emergency planning, with both police and fire represented on the emergency planning committee. The city has appointed the director of administrative services, who is responsible for city finances, to participate on this committee. Also, the city is just now completing a project to build redundancy into its communication system, and has designated the police department as the first responder on terrorist threat calls.

**Jonesboro, AR:** The Jonesboro Police Department has participated in emergency planning sessions with other agencies concerning threats to the community. The department has worked closely with the Jonesboro Fire Department to develop a protocol concerning responses to suspicious mail and material. Officers have met with and conducted training sessions with members of the Craighead County Sheriff's Department, the Arkansas State Police, the FBI, the Arkansas Highway Police and the Office of Emergency Management. The purpose was to develop action plans in the event of chemical or biological attacks that might be initiated by terrorist groups. Jonesboro police officers have received training on the effects of anthrax and other biological agents and on mail and other articles that may have been contaminated with biological agents. The city is currently drafting an emergency plan of action to be used in the event of a terrorist attack on the city.

**Little Rock, AR:** We have held several intra- and interagency meetings as well as increased our collaboration with adjoining cities and other jurisdictions. We held a drill specific to downtown high-rise disasters and have developed a video to inform all city employees about the terrorism and anthrax issues.

**North Little Rock, AR:** Emergency planning efforts have addressed metro/regional coordination (Metroplan) including Pine Bluff Arsenal facilities, hospitals, schools and three jurisdictions which are sharing information and developing memoranda of understanding.

**Bakersfield, CA:**

Police Department:

- The police department will participate in training with city, county, state and federal officials to review and update emergency response plans and procedures. These meetings and exercises are currently under way and will continue.
- The department has conducted risk assessments and site surveys of approximately 25 locations throughout the city. These will continue as needed.
- The department is in the process of instituting new building security procedures, including a more thorough visitor screening process.
- The police and fire departments and other city agencies have had and are continuing training on the incident command system, and EMS staff has begun weapons of mass destruction training.

Fire Department:

- The Fire Department is proposing the addition of a disaster coordinator position and of a heavy rescue vehicle. It will be conducting two emergency/disaster drills.

**Berkeley, CA:** We updated emergency standard operating procedures for all city departments and city emergency operators. There is greater emphasis on man-made (biological, chemical) disaster response, and we increased public health system involvement in the response efforts.

**Buena Park, CA:** We have developed a comprehensive first response plan to be implemented immediately. We have worked with Knotts Berry Farm and developed a response plan. We have also set up the mechanism to begin a joint agency task force, led by the Orange County office of the FBI, and are having top secret clearances and team members identified.

**Carson, CA:** Increased training for all city employees in the areas of anti-terrorism, biohazards, personal safety, evacuation and sheltering-in-place has been conducted and will be maintained quarterly. Communications among city, county and state emergency/disaster response agencies have been upgraded. Telephone, radio and computer communication with the emergency management information system (EMIS) has been secured and will be maintained.

**Covina, CA:** The need for more training of police and city staff in disaster preparedness has been identified. An increase in this training is anticipated for 2002. In addition, related equipment purchases (gas masks, protective clothing, etc.) are also anticipated.

**Culver City, CA:**

- There are on-going meetings and regional mock-exercises with the Los Angeles County Sheriff's Emergency Operations Center, and anti-terrorist meetings with the Federal Bureau of Investigation.
- The city's multi-function emergency plan is being updated with new emphasis on weapons of mass destruction.
- Training for first responders also is focusing on terrorist threats.
- The fire department has updated emergency response plans for targeted hazards such as movie studios, mosques, hazmat businesses, etc.
- Twenty policy-level city staff members attended state terrorism response training.
- The city participated in the Los Angeles County emergency training exercise on November 15 in response to a mock bioterrorism threat.

**Cupertino, CA:** As demonstrated by a recent incident at De Anza College, we have a very close working relationship with the police and fire agencies bordering Cupertino. We have in place a mutual aid plan that is of benefit to all agencies in the area. For the sheriff's office, we have in place a current "school site survey" which shows all the pertinent data relative to each school and the geographic layout for both emergency response and egress. This was done using both paper maps and aerial photography. In the event of a major disaster or similar event, there are deputies on call to respond to either the Sheriff's West Valley Patrol Office or the city offices of our contract cities. Our current emergency communications are handled by the Santa Clara County Communications Department at a location far enough from the city not to be placed in jeopardy by a local event. We have both radio and cellular phone contact with the emergency center 24 hours each day. In addition, the following items have been completed, or are in progress, in an effort to improve the city's readiness:

- Monitoring state and federal updates on terrorism response and forwarding useful information to appropriate departments/agencies;
- Maintaining a network of local emergency managers (cities, special districts, Red Cross, NASA/AMES, colleges/universities, utilities) to enhance coordination of county-wide emergency response;
- Participating in countywide meetings involving fire, law enforcement, EMS and public health response to ensure compatible emergency response procedures;
- Incorporating terrorism resource information into the city emergency plan;
- Developing bomb threat and evacuation procedures for employees;

- Supporting Cupertino Amateur Radio Emergency Service to create additional redundant communication capability;
- Providing additional awareness training to all employees;
- Increasing public information available to the community.

**Escondido, CA:** The emergency response plan for the city has been modified to include inter-department cooperation in adopting security and emergency response procedures. The police department, fire department and public works department continue to coordinate emergency management plans. A field operations guide for critical incident management and updated emergency management training is being developed and implemented for all police supervisory personnel. The city's emergency management personnel attend monthly or bi-weekly regional meetings with officials from state, county and other municipalities. Organizations include the San Diego Unified Disaster Council, the San Diego Terrorism Working Group and the San Diego Target Assessment Group. The San Diego County Office of Disaster Preparedness, State of California Office of Emergency Services, American Red Cross, San Diego County Health Department, local hospital administrations and the California National Guard participate in these meetings. The Fire Department plans to include a request in the FY2002/03 emergency management budget for a part-time, 1,000-hour position (at \$40/hour) to assist with our citywide emergency management program. This position would perform a risk analysis and provide a terrorism annex to our emergency plan.

**Fairfield, CA:** Fire department personnel have acknowledged the need for a Level I hazardous materials response team. This accounts for \$532,000 identified for increased equipment and training expenses associated with heightened security measures as a result of September 11.

**Fremont, CA:** The City of Fremont is currently preparing recommendations for improving the city's disaster management operations plan and its preparedness for terrorist events. We have city staff involved on key Alameda County anti-terrorism committees. We are active in involving other potentially impacted agencies (hospitals, schools, community-based organizations, transportation agencies, utilities and other local government agencies ) in our Nunn-Lugar-Domenici Domestic Preparedness Program Weapons of Mass Destructions training and disaster exercises. Security has been increased at local government facilities.

**Fresno, CA:** Several meetings have taken place with all city department heads to determine the threat level and possible type of terrorist-related activity that could occur within the city. A detailed protocol was established and a priority list determined. The city has continued to plan for various emergencies by activating the police department operations center and emergency operations center. Drills are being held on a consistent basis to plan for potential terrorism-related attacks. Collaboration and training is taking place with county, state and federal agencies to plan for responses to future domestic terrorism.

**Irvine, CA:** The city is currently involved in developing more expansive emergency plans that include the use of neighborhood watch block captains and volunteer emergency communications personnel.

**La Mesa, CA:** Our city will focus our disaster preparedness training on terrorism. Our annual emergency operations center drill will focus on terrorism. We continue to share information and work well as a region. Multi-agency drills relating to terrorist threats have been and will be conducted.

**Long Beach, CA:** The City of Long Beach has been engaged in a comprehensive program of emergency preparedness for the last several years; it is part of an on-going program of improvement and enhancement of the city's emergency readiness and coordination with the County of Los Angeles and the State of California. However, there is now a heightened awareness that public health has a major role in emergencies. As a result of the events of September 11, the City has redefined the role of public health, which will be included as a significant lead at the command table during an emergency. The City of Long Beach operates its own health department and the state health and safety code grants authority to the health officer to issue quarantines and take other measures to protect the public during an emergency.

**Merced, CA:** The city has a complete emergency response plan which was last updated in 2001, and has participated in regional planning activities with county and state officials.

**Riverside, CA:** The City has not made any specific changes in its emergency response plans or procedures as a result of September 11. Riverside is one of 120 cities throughout the United States that participates in the domestic preparedness program. In 1999 the city held a training session for approximately 500 person from 53 agencies in the region. This led to the purchase two pieces of detection equipment which will be made available to neighboring jurisdictions in time of need. Riverside also participates in a mutual aid plan with neighboring municipalities.

**San Jose, CA:** Immediately following September 11 San Jose's Emergency Operations Center opened and affirmed the existing terrorism response plan. Office of Emergency Services staff then met with the Santa Clara County Public Health Department to review and enhance some of the county level bioterrorism response plans, and to lay the groundwork for the creation of additional educational opportunities for the local medical community.

**San Leandro, CA:** City emergency planning related to September 11 has included the proposal to hire three additional police officers for facility security operations and three additional firefighters to augment the hazmat team. Likewise, two additional office of emergency services staff are also proposed to maintain an increased city staff/community training program and provide a dedicated liaison with local first responders, the state office of emergency services, and FEMA. Additional training and equipment specific to terrorist response has also been funded for the current fiscal year and proposed for the next fiscal year.

**San Rafael, CA:** We have stepped up coordination with the county public health department and the lab at Berkeley. There is much more training for biohazards and active shooter situations. There is greater interest since September 11 in implementing a county-wide emergency radio system; this would involve 26 agencies at a cost of \$23 million.

**Santa Ana, CA:** We have established county-wide emergency operations protocols and are working through the Orange County Chiefs and Sheriffs Association to coordinate security efforts. We are using the incident command system and the protocol for emergency preparedness that has been established county-wide as our guiding operational procedures. We have also maintained a mobile command vehicle as well as back up generators and telecommunications infrastructure.

**Santa Clara, CA:**  
Fire Department:

The fire, police and communications departments jointly developed a plan for the proper response to a potential anthrax alarm. Responsibilities were clearly defined and procedures to follow by all departments were outlined in a document used by all departments.

Police Department:

The events of September 11 brought into sharp focus the need for coordination between emergency services in the city and the county. Several meetings have brought together individuals from the police, fire, county health department, sheriff's office, county office of emergency services, city and county administrators and hospital executives to develop a strategic plan should another incident occur. The need for cooperation among these varied departments has been addressed. Internally, we have created a terrorism information, coordination and resource group that is responsible for the dissemination of information within the department. This group is made up of both sworn and non-sworn employees from throughout the police department. Members have attended a number of meetings and training sessions related to terrorism issues. Information (including various protocols, how to handle suspicious mail, intelligence information and the maps of potential targets) has been compiled in a notebook that has been distributed throughout the department.

**Santa Clarita, CA:** Community collaborations are ongoing in Santa Clarita. Since September 11, two meetings were conducted. At the public safety roundtable, community leaders from business, schools, utilities, the fire department, the sheriff's department, the hospital and the California Highway Patrol met with city staff to review the community's level of preparedness and discuss ongoing communication and cooperation. Medical community professionals, along with local and county government agencies, conducted a bioterrorism medical symposium for community doctors and clinicians.

**Stockton, CA:** The City of Stockton's emergency response plan has been revamped and new procedures have been established. Countywide meetings with city and county administrations, police and sheriff's departments, hospitals, fire departments and health departments have been held and continue to occur. The public health department is very active and involved. Changes to the communication system have been implemented for better communication between agencies in case of a weapons of mass destruction event.

**Denver, CO:** Denver's public health system is now much more tightly integrated into emergency planning and preparedness – efforts which were underway before September 11. Significant planning is also underway for business continuity, to ensure that agencies have plans in place and have developed manual means of communicating and transacting business. In addition, Denver is pursuing improved regional and metropolitan collaboration with surrounding jurisdictions.

**Fort Collins, CO:**

- Meetings/collaboration with regional law enforcement, fire, EMS, public health agencies and the post office are occurring;
- A hazardous materials testing protocol was developed for local agencies at a university diagnostic testing center;
- An email list of agency representatives for ongoing distribution of information on incidents involving possible terrorist or suspicious activity was developed;
- A protocol was developed for response to suspicious packages or letters.



**Thornton, CO:** The City plans to issue identification cards to enable city employees to gain access to certain city facilities, especially after hours.

**New Haven, CT:**

Fire Department:

External agencies such as the health department, police department and state department of environmental protection have been integrated into hazmat response protocols. Now that a number of firefighters have been trained to the Hazmat Technician level, the department now sends a battalion chief and squad company to each incident. The goal for 2002 is to increase the number of those who are trained (approximately 65 of our 400 firefighters have been trained). It is also anticipated that we may be called to surrounding areas to assist with training, thus increasing overtime costs.

Health Department:

A closer collaboration between the health, fire and police departments has been realized. Cell phones have been provided to key health department staff to augment radio communications.

**Dover, DE:** Prior to this time the city had not exercised its emergency operations plan. We have now completed an emergency operations center exercise (a simulated hurricane) and intend to do an advance drill this coming year.

**Wilmington, DE:** The City of Wilmington Department of Public Safety and Office of Emergency Management completely updated and revised the emergency operations plan to include all emergency responders, public health, city government and community interests (covering both evacuation and sheltering). This update reviewed all past disasters and also addressed the new threat of terrorism.

**Boca Raton, FL:** Emergency plans and procedures have always focused on weather-related threats as a primary concentration. Emergency plans are being revised to reflect the variations that were experienced during the terrorist and anthrax events. A grant application is being prepared for the division of emergency management to develop a comprehensive emergency plan.

**Lauderhill, FL:** No suspicious packages, envelopes or bags are permitted in any city facility, and signs indicting this have been installed on the main entrance doors of each facility. Security officers at city hall and at the police department prohibit entrance by anyone from the public unless they have specific business at the facility. Gates and monitor cameras have been installed at the water treatment plant to prohibit entrance by non-employees. New response procedures for suspicious packages, envelopes and substances have been implemented with improved coordination between police, fire, EMS and hazmat personnel.

**Miami, FL:** Initially, procedures were established for response to the handling of anthrax mailings. The police and fire departments are currently re-evaluating existing procedures and tactics for incidents of weapons of mass destruction and terrorism. On a regional basis, the emergency response system has had much more communication centered on mutual response to terrorist incidents. Also, the governor has established statewide task forces. Agencies are becoming aware they can't handle it alone: It will take massive resources and coordination.

**Ocala, FL:** As a result of the September 11 attack, the Ocala Police Department has partnered with the Marion County Sheriff's Department, Ocala Fire Department, Marion County Fire Department, the

ambulance service and other first responders to form a consistent response protocol and to prepare for and provide the proper response to a bioterrorist incident. The police department is also a member of the regional domestic security task force, a collaborative effort which encompasses 13 counties and includes police, fire, health and medical, and emergency management. Studies of the communication system, health systems and response to bioterrorist incidents are underway.

**Pembroke Pines, FL:** Since September 11 the police department has engaged in a series of actions intended to prevent further acts of terrorism and to prepare our agency and our community should there be a recurrence. These proactive steps have included policy, procedural and security changes along with specialized training, enhanced networking, investigations and equipment procurement. Based on an assessment conducted by the Secret Service, heightened building security enhancements have been made to further protect the city's employees and those citizens who conduct their affairs within the government infrastructure. All persons entering the building are screened by a police officer and traffic flow in the parking lot has been modified to prevent public access to employee parking areas. Presently we are seeing the installation of new gates, security cameras and a magnetometer. A joint operations procedure for police and fire response to major incidents and terrorist acts is currently under review following extensive research by our planning and research unit. In addition, various items of protective equipment are being obtained for use in terrorism response activity.

**Port St. Lucie, FL:** A county-wide task force meets weekly to review current situations, intelligence and response plans. A terrorism town hall meeting was conducted to inform the public of agencies working together and precautions in place or pending.

**Tampa, FL:**

- We had a local, state and federal emergency management working group in place prior to September 11. That group is being enhanced.
- The mayor has designated an Emergency Preparedness Team consisting of police, fire and emergency operations personnel.
- We were in the process of developing a metropolitan medical response system within the medical community prior to September 11. The development of that team continues and has advanced to the point of exercises. The development of this system has garnered nationwide attention.
- We need help with communications; none of the agencies involved in emergency management have common forms of communication.

**Wellington, FL:** The Village of Wellington had previously established emergency preparedness policies and procedures. Our plan is tightly linked to communication with Palm Beach County. The only elements that were added were mail opening procedures and additional armed security guards.

**West Palm Beach, FL:** The police department collaborates with surrounding law enforcement officials (local, state and federal) to prevent, prepare for and respond to terrorism. It also coordinates with non-police agencies (e.g., fire, EMS, 911, FAA, health, hazmat, etc.). The department is developing a model for coordinating with other law enforcement agencies that will allow the exchange of intelligence, crime analysis, emergency communications, and risk assessment information. It has developed protocols that allocate the responsibilities and coordinate the management of a critical incident scene (perimeter, search, rescue, recovery, etc.) with the need to initiate the immediate follow-up investigation. The department will conduct post-incident investigations, providing post-incident crisis debriefing and

management for service providers and citizens. The police and fire departments have developed a protocol for handling suspected bioterrorist events.

**Augusta, GA:** We are enhancing security around possible target sites, such as the water plants, energy sites, malls, special events and government buildings. We are acquiring public health and medical preparedness equipment, and training and decontamination equipment for the fire department and public health. Staff and management are being trained, and the city will participate in FEMA's consequence management 2002 exercise.

**Honolulu, HI:** We implemented changes to our emergency response plan and procedures as a result of the September 11 events. This included development of a response to various levels of threats based on the military's threat conditions: Each level is represented by a color that indicates an increased level of threat or activity.

**Pocatello, ID:** The policy on response to suspicious mail and packages was updated and revised; training was conducted in new procedures for suspicious mail and packages (awareness/handling); and emergency response plans for all city departments were evaluated.

**Chicago, IL:** The entity responsible for the emergency operations plan for the City of Chicago is the office of emergency disaster and preparedness in the fire department. As a direct result of the attack on September 11 the plan is being revised and redistributed. A collaborative meeting was jointly organized by the City of Chicago Office of Budget and Management and the Federal Emergency Management Agency, Region V. Participants in the meeting included representatives from the FBI, FEMA Health and Human Services, U.S. Attorney's Office, Governor's Office, and Illinois Emergency Management Agency. City of Chicago representatives were from the mayor's office, office of emergency communications, fire department, police department, buildings department, department of public health and department of transportation. The issues covered at the meeting related to jurisdictional responsibilities, funding needs and opportunities, and the need for a Chicago-area-based urban search and rescue task force.

**Des Plaines, IL:** We have reviewed the citywide disaster preparedness plan and updated it since September 11 to take into account the potential of terrorism. We have attended several seminars related to terrorism and response to terrorism and will attend one on a medical response to terrorism in February.

**Highland Park, IL:**

Fire Department:

We are implementing a state-wide mutual aid plan. Our hazmat team has provided weapons of mass destruction assessment advisors and has obtained additional equipment. Through state funding the city is obtaining a biochemical tester. The fire department has instituted new biochemical standard operating procedures.

Police Department:

We are networking with local, county, state and federal agencies. Our communications system is redundant with that of the neighboring town of Deerfield. We have increased interdepartmental awareness and adapted the current emergency operations plan as needed.

**Niles, IL:**

Fire Department:

- Providing updates for all village departments regarding the emergency plan.
- Purchasing additional radio and phone communications equipment to complete the emergency operations center and permit emergency operations.
- Participating in statewide training of EMS personnel to recognize incidents which could indicate the use of weapons of mass destruction and treat victims.
- Providing additional communications equipment within the department to contact off-duty personnel and enhance emergency communications between departments.
- Providing additional training for hazmat and tactical rescue team members to enhance their abilities. Team members will provide training for department personnel for support functions.

Police Department:

- Concentrating on possible terror targets within our community;
- Continuing public and employee education programs;
- Focusing on target hardening within the village;
- Networking and planning with state, federal and local agencies;
- Hosting and attending meetings and training seminars to prepare and plan, drill and practice response to terror crises;
- Seeking grant funding for relief, training/education and equipment in concert with surrounding agencies;
- Planning and practicing evacuation, lock down and disaster responses.

Public Services:

The emergency plan is undergoing review. A new communication system may be purchased and emergency operations center constructed as part of this review.

**Oak Brook, IL:** There is more interagency cooperation and a heightened focus on unified command.

**Orland Park, IL:** The Village of Orland Park upgraded security and alarms at numerous locations throughout the municipality to protect water towers and other public utilities. The village provides water to other municipalities which also will benefit from this heightened level of security. The police department upgraded its emergency operations center with more modern communications equipment for the management of crisis events.

**Palatine, IL:** The Northern Illinois Emergency Management Consortium has hosted a forum with area emergency management agencies and hospitals. As a result, a task force has been formed to address protection of first responders. We have proposed upgrading our emergency operations center.

**Park Ridge, IL:** Although the City of Park Ridge and surrounding communities and agencies all have comprehensive plans in place, it is clear that the integration of these plans will require the application of a systematic process to better organize and coordinate efforts on a local basis. Having identified this need, a committee was formed to create a task force made up of representatives from local governments, police, fire and public works departments and area hospitals with the clear purpose of identifying resources and integrating plans and operations at the local level. The task force will conduct a gap analysis to identify planning and policy needs and required resources. Upon completion of the gap analysis, consolidation and integration of the various plans will be further coordinated. Communication systems will be analyzed and recommendations made to consolidate and organize these systems as well. The police department is already involved in regional collaboration in several different areas to cover special threats. Evaluations of these agreements are done on an annual basis.

**Rockford, IL:** We are working with other governmental and private agencies, including the sheriff's department, ESDA, local health department and area hospitals to develop contingency plans. We are working with agencies to identify potential terrorist targets. There is additional training in hazmat procedures for the bomb unit and additional training/policy reinforcement for police officers regarding terrorism and threats associated with it.

**Schaumburg, IL:** The police department participates with the State of Illinois Emergency Response Program for Weapons of Mass Destruction, along with the local multi-jurisdictional emergency response unit. Activities include:

- Evaluation of mutual aid agreements;
- Identification of needs for enhanced operations collaboration among fire, police and public health;
- Improvements to emergency evacuation plans for public and private sector buildings;
- Preliminary planning for a dedicated emergency operations center facility.

**Waukegan, IL:**

Police Department:

On September 11 the mayor called a meeting of all department heads and emergency management staff to review the emergency plan and our vulnerability if an incident occurred in Waukegan. All city-owned facilities were placed on a lock-down status to keep potential targets more secure. The mayor asked each department head to review any potential areas within the department that may need to have additional security. The city has the Waukegan Emergency Operation Plan in place; the local response plan that is being worked on will be an annex to the operation plan.

Fire Department:

The Waukegan Fire Department has already made and implemented several changes in general security and overall preparedness in light of the terrorist attacks of September 11. We also have planned several important measures to enhance our readiness, including:

- Designating a disaster preparedness/ESDA officer;
- Improving/updating the city emergency plan;
- Improving emergency communications.

**Fort Wayne, IN:** In the wake of the recent anthrax attacks, the City of Fort Wayne has established policies and procedures to deal with this form of terror attack. Fort Wayne is one of 120 cities that participate in National Defense Preparedness Training (Nuun-Lugar-Domenici Act) and had completed exercises in the week prior to September 11. This training included metropolitan and regional collaboration of all involved parties. Fort Wayne has completed 95 percent of its new 800 MHz radio system, which will eliminate communication redundancy and connectivity problems.

**Gary, IN:** At the sanitary district, anti-virus protection for the electronic data processing equipment and software has been enhanced. The system operating platform has been converted to accommodate requirements of newer and more effective versions.

**Topeka, KS:**

Police Department:

- Joint briefings with area law enforcement, EMS, fire and emergency preparedness;
- Initiation of suspicious letter handling protocol;

- Establishment of notification system of FBI terrorist alert information for police department command staff;
- Review of city-county disaster preparedness plans and event mitigation;
- Implementation of threat analysis matrix for infrastructure/facilities.

#### Fire Department:

- Continuation of joint training exercises and discussions with all responding agencies;
- Placement of additional emphasis on coordination of communication between on-scene responders and fixed-base responders, such as hospitals or labs;
- Initiation of new standard operating procedures for suspicious mail and parcels, both in-house and on-scene;
- Accelerated activation of hazardous materials response teams;
- Set-up and testing of redundant communications system.

#### **Alexandria, LA:**

##### Police Department:

We are working on cooperation with 911 and are meeting with chemical plant CEOs.

##### Utilities:

The Gas Department has budgeted approximately \$30,000 for surveillance equipment to be installed at the City's main gate/transfer stations. In addition, approximately \$5,000 of training will be needed for our SCADA system operators. This equipment will allow video and audio monitoring of facilities. We estimate that we will have approximately \$5,000 in overtime as a result of this.

After September 11 the Water Department realized its vulnerability. We had to rewrite our entire contingency plan to include vandalism, riots, strikes and acts of terrorism. With a large part of our water system in the Kisatchie well field – with its remoteness and uncontrolled access – we are extremely vulnerable. To give us some control, we will have to install video cameras, which will cost approximately \$380,000. In the overall system of water tanks, wells and pump stations, we have instituted an awareness program that includes keeping fenced areas locked and reporting unusual activity. We also will educate other city and government employees to be aware of and report certain activities and ask the news media to inform the public of the need to act like a neighborhood watch program to assist in monitoring our water system.

The Wastewater Department has budgeted approximately \$97,000 for surveillance equipment to be installed at our treatment facility where one-ton cylinders of chlorine are stored, and at our de-chlorination facility where one-ton cylinders of sulphur dioxide are stored. In addition, we will monitor the five main lift stations within our collection system. This equipment will allow video and audio monitoring of facilities.

#### **New Orleans, LA:**

##### Health Department:

The New Orleans Health Department had an integrated emergency medical response task force in place prior to September 11; it includes the city health department, Louisiana Office of Public Health, area emergency medical services and hospitals. Since September 11 we have increased our meeting periods and developed a more cohesive reaction and response plan. We have enhanced the first responders' responsibilities and provided additional staff training to deal with weapons of mass destruction incidents.

#### Police Department:

The Police Department has placed heightened emphasis on crowd and traffic control and overall security for both Mardi Gras and the Super Bowl. This will require all commissioned personnel to work overtime during the 21-day period of these events. Also, with the Super Bowl's National Event Status, the coordination of security now includes the Secret Service and FBI, along with the usual assistance of the Jefferson Parish Sheriff's Office and the Louisiana State Police.

#### Fire Department:

We have been working closely with our regional counterparts since September 11. We have increased the involvement of the public health systems significantly. Communications is a large concern that we plan to address.

#### **Baltimore, MD:**

- Following September 11, the health department established a bio-surveillance network which tracks, on real time, all city emergency response data, animal carcasses, school attendance, pharmaceutical sales, and hospital emergency room information to determine whether there might be any uncommon spikes in common symptoms. Information is then Geo-mapped.
- Regional collaboration has continued.
- Led by the police department, a uniform security mobilization and emergency plan with four distinct levels of alarm was created. Each agency has a specific role at each level involving security, intelligence, training and outreach. As part of the security plan, we have instituted a uniform communication system and implemented necessary infrastructure at the emergency operations center.

**Amesbury, MA:** The emergency management director works part-time and also serves as a full-time firefighter. Overtime shift coverage was provided for a four-week period to allow him to work on emergency plans, mail procedures, building security plans and response to other calls. Amesbury is one of six Massachusetts towns within five miles of the Seabrook nuclear plant. Public concern has required review of plans and public meetings. A six-town regional committee is chaired by the Amesbury emergency management director. Numerous hours have been devoted since September 11 to improving and rewriting emergency response plans. The health department has been involved in providing public information and responding to any calls involving suspicious powder or mail.

#### **Boston, MA:**

- The Boston Emergency Management Agency has centrally established and tested the city's emergency response plans.
- Collaboration with FEMA, MEMA and regional partners has been increased.
- The emergency response team is calculating equipment and training needs of the city's first responders.

**Brockton, MA:** The staff size of the Brockton Emergency Management Team has been increased and equipment added. The team is working with the mayor's staff, fire, police and other major departments to prepare a comprehensive plan for the city.

**Eastham, MA:** The city has improved the emergency plan as it relates to terrorism; initiated regional discussion of response capacity; and increased involvement of the local public health agency.

**Somerville, MA:****Police Department:**

The police department is taking several important steps to be better prepared for a future terrorist attack. The department's emergency mobilization plan, which has been in effect since the early 1980s, has been updated. While the plan calls for every member of the department to report to a pre-assigned location in the city in the event of an emergency, it was only until the days following September 11 that the department carried out exercises to ensure effective implementation of the plan should the need arise. The police department has also applied to join the Northeastern Massachusetts Law Enforcement Council, a consortium of approximately 25 local departments that is dedicated to providing training and mutual aid in the event of an emergency.

**Fire Department:**

The fire department developed a new response plan for suspected biohazard incidents. This plan, which is dependent on the participation of the police, fire, EMS, board of health inspector, and environmental coordinator, directly addresses procedures for tracking and control of materials (such as letters) suspected of containing a health hazard. This training was developed with the assistance of the Massachusetts Department of Public Health. In addition, the entire fire department was trained in SEEP (Suspicious Envelope Evaluation Procedures), a program developed by the Massachusetts Firefighting Academy. Guidelines were issued to all city hall employees regarding the opening of mail. Per a suggestion by the fire department, the back door of the city hall was locked. Access to the city hall mailroom is restricted to select persons in each department. One city hall employee keeps the key to the mailroom. Significant increases in disaster management planning and coordination efforts have been made in conjunction with the fire and police departments as well as the community. Regional hospital emergency plans have been revised and distributed.



Health Department:

Members of the Somerville Health Department have participated in state sponsored training in response to attacks by weapons of mass destruction, including biological terrorism. The health department is a key component of the city's comprehensive emergency management plan. The health department has also participated in regional response strategy meetings with surrounding communities, including the City of Boston. The environmental coordinator is a member of the first response team for any emergency that contains a potential biological or chemical threat. The role of the coordinator is to assist the public safety officers and city health officials in decision-making relating to the actual or potential threat to the public. Our latest plans include the request for funds for Reverse 911 capabilities in the city as well as funds for an updated fire alarm box phone system. In the event of a terrorist attack or health hazard, Reverse 911 can instantaneously contact every Somerville phone line and convey a message composed by public safety officials and the mayor. In the event of a loss of our radio system, the updated fire alarm box phone system and hand sets could be used by public safety officials as well as key city officials to communicate to the fire alarm operations center, since the messages are carried over city-owned underground wiring that goes to all the fire boxes.

**Taunton, MA:** There has clearly been a change in the focus of emergency planning since September 11, toward preparation for and prevention of possible terrorist attacks and threats of bioterrorism. The board of health has implemented plans for the department, worked with state and local agencies, collaborated with key individuals in the city for preparedness and response plans, trained staff, and responded to resident calls and concerns accordingly. Collaboration and communication with local officials and departments, state and local agencies, and key individuals has increased to improve future preparedness.

**Ann Arbor, MI:** The City of Ann Arbor Emergency Operations Plan covers all hazards. The emergency management division is reviewing the terrorist threat annex to make sure that every aspect is covered.

**Dearborn Heights, MI:** We have added police channels to fire radios and have central police/fire dispatch in place.

**Farmington Hills, MI:** No change is anticipated in current emergency response plans. Since September 11 both the fire department and the hazardous materials team have developed response criteria for suspicious substances. The fire department continues to collaborate with the county on a new trunked radio system which will provide inter-operability between jurisdictions.

**Kentwood, MI:** In 2002 the fire department anticipates the need to hire three additional fire fighter/EMTs. These additional employees will allow us to maintain the fire inspection program and continue to conduct readiness/pre-incident surveys of Kentwood facilities. We also will need a new civilian employee to work in emergency management. Training of fire, police and other municipal employees to recognize and/or respond to terrorism will likely require significant overtime – to provide expertise for instructors and to train other personnel. Additional protective, detection and testing equipment and accountability software will have to be purchased.

**Livonia, MI:** This city has always had an excellent mutual aid system with many other communities relating to police, fire, EMS and public works. Our communications are also very good. Considerable attention, however, has been focused on the hospital and its plans as well as the public health system.

**Southfield, MI:** The police department had an emergency operations plan in place, and this was updated as a result of the September 11 events. Directions for operations were tailored to this event ( including inspection of certain private businesses, government buildings, etc.). As a result of this event there were efforts to re-solidify the partnerships that have existed between the police department and other entities. These partnerships include federal agencies (such as the FBI), state agencies, local agencies, private corporations and businesses, residential homeowner groups and the media. There was and continues to be dialogue involving city departments, the schools, intra-city stakeholders, regional contacts, state and federal police agencies, and others.

**Troy, MI:** The City of Troy Police and Fire Departments operate a joint hazardous materials/technical rescue team. Since September 11 and all of the anthrax scares, we now have a threat assessment team made up of police and fire personnel who are assigned to the hazmat team and respond to suspicious letters/packages and white powder incidents throughout our response area. The threat assessment team determines whether there is sufficient information to warrant contacting the FBI, and if a sample taken or letter/package should be confiscated. If there are no immediate life safety concerns, the threat assessment team will take the sample and/or suspicious package for possible testing; this is in lieu of a full hazardous material team call-out. There is at least one member of the threat assessment team on call at all times. We have also been selected as a member of the State of Michigan's Weapons of Mass Destruction Regional Response Team. The governor or state police representative can activate our team to respond anywhere in the state to a WMD incident. We have instructed agencies such as the Oakland County FBI office, U.S. Postal Service and many police and fire departments throughout the state in WMD response and training. We have also instructed private industry (Standard Federal Bank, EDS and many others) in WMD response. We have worked very closely with the local office of the FBI, Oakland County Emergency Management, Oakland County Health Department and the Michigan State Police.

**Burnsville, MN:**

- Regional, metropolitan collaboration on response plans and capabilities;
- Collaboration on equipment needs and grant strategies;
- Full integration of local, regional and state public health capabilities and efforts;
- Full review of city emergency operations plans and key personnel responsibilities.

**Minneapolis, MN:** The emergency operations plan has been entirely redone. Standard operating procedures and guidelines dealing with weapons of mass destruction events and homeland security have been updated or created.

**Hattiesburg, MS:** We have scheduled regular meetings with local law enforcement agencies, fire departments, emergency services and the emergency management district, and have developed standard protocol and reporting procedures. The emergency management district is the coordinating agency. The public works department would like to improve our communication system for better contact with public safety personnel and emergency operation center education programs personnel to ensure that safety procedures are followed.

**Natchez, MS:** To prepare for the unexpected, the Natchez Police Department would like to purchase additional data/communication equipment to link all departments to one centralized communication system. The Natchez Fire Department would like to purchase additional communication equipment as well as hazardous material outfits. Both foresee additional training and overtime costs as well. The Natchez Water Works Department would like to purchase new surveillance equipment to guard against potential

intrusion or tampering at its water plant, treatment facility and storage locations. This cost is estimated at \$182,000.

**Independence, MO:**Police Department:

- Meetings with representatives from the metropolitan area to discuss issues that cross jurisdictional boundaries.

Fire Department:

- Addition of terrorism, hazardous materials (biological, nuclear, incendiary, chemical) and Weapons of Mass Destruction appendices to emergency operations plan;
- New RACES (amateur radio) equipment in the emergency communications center.

Health Department:

Additional computer support is being evaluated to analyze/track data. Better laboratory technology will be required. An evaluation is being conducted to determine whether to contract out or increase in-house capability .

**St. Charles, MO:**

- Improved regional and metropolitan cooperation through state first responder committee;
- Held large multi-agency drill;
- Reviewed emergency operations plan;
- Contracted with a facilities consultant to look at our buildings – city hall, fire stations, police department.

**Carson City, NV:** We have expanded our emergency management team to include public health, risk management and information systems. Team meetings are held biweekly. Much closer planning and coordination is occurring with our hospital. Our focus has shifted to nuclear, biological, chemical and cyber threats. Numerous improvements are planned subject to available funding.

**Farmington, NM:** Countywide emergency response plans have been reviewed and updated. Mass casualty plans are in place. Communications have improved between local, state and federal agencies. Cooperation levels are high.

**Elizabeth, NJ:**

- Reestablished previously developed emergency operations manual procedures among city, county and state agencies;
- Developed collaborative plans to respond to anthrax investigations involving city police and fire, county hazmat and bomb squad, FBI and state health department public labs;
- Established regional health plans, including schools, nursing homes and hospitals;
- Created redundant communication capabilities for key personnel through mobile units, walkie talkies, beepers, cellular phones and regular phones; issued home addresses and phone numbers for after-hours emergencies; established email contact with key personnel at all levels of government;
- Inventoried “in-line” drug supplies between pharmaceutical manufacturers, drug wholesalers, retail pharmacies and hospitals to provide for 48-hour emergency use until the NPS (National Pharmaceutical Stockpile of drugs and other medical supplies) was issued by federal officials;
- Included international airport operators, FedEx and UPS officials in plans to handle NPS should the need arise;
- Undertook many more security and emergency efforts.



Police Department:

The Elizabeth Emergency Operation Plan has been upgraded, adding an extra section dealing with terrorism. Also, plans are underway for increased testing of the plan through exercises during 2002.

Fire Department:

The City of Elizabeth intends to establish a hazardous response team, which will cost approximately \$650,000, including training and equipment. The city also plans to install a new communications system within the fire department which will include an emergency operations center for all city agencies and outside agencies. We are also planning to install a back-up communications center for the police department. This center may be expanded in the future to include back-up communications for other cities in Union County. The estimated cost of this center is \$1.3 million.

**Irvington, NJ:** The health department and emergency medical services units have heightened their security procedures. The hospital will be meeting with the public safety, health and emergency management offices to plan additional security measures in light of the events of September 11. The county prosecutor's office has met with city officials to discuss issues surrounding the anthrax warnings and issued some general protocols to guide police officers in the field. There will be more community and public official meetings to address this area further.

**Long Branch, NJ:** Interaction between police and fire agency personnel has increased exponentially as a result of the anthrax threat. Additionally a cooperative effort has evolved with respect to city and county public safety entities, e.g., health, fire, hazmat, etc. Of necessity our response to the new types of threats generated by terrorist activities has been less parochial than in the past.

**Prospect Park, NJ:** We are currently speaking to other law enforcement agencies at the federal, state, county and local levels, as well as local schools, religious leaders and community leaders in order to regionalize our efforts.

**Wayne, NJ:** Standard operating procedures have been developed for suspicious package response. The township's emergency operations plan remains in effect, and the emergency management council is working on a terrorism incident response annex to the plan.

**Albany, NY:** We have prepared a review of potential interconnections to two adjacent water systems with which we are not currently interconnected. There are full plans for emergency and permanent interconnections should a failure occur in our water supply system.

**Buffalo, NY:**

- Involved in metropolitan medical response system incorporating city and county hospitals, EMS and health departments;
- Adding a second hazmat entry team;
- Purchasing air purifying respirators for police, fire and EMS;
- Involved with the Erie County Task Force for Domestic Preparedness.

**Freeport, NY:** Emergency response plans and procedures dealing with bioterrorism have been placed on a higher priority. The village's response plans have been reviewed. The village's emergency plan presently in place is proactive.

**Hempstead, NY:** The city is preparing procedures for dealing with anthrax and conducting seminars on terrorist attacks.

**New Rochelle, NY:** Our emergency plan already recognized and accounted for potential terrorist attacks due to our proximity to New York City. This portion of the plan was in place prior to September 11.

**Niagara Falls, NY:** Shortly after the attacks, the mayor created a domestic preparedness task force, chaired by a city council member. She gave it the dual task of taking short-term action to address immediate weaknesses and rewriting city emergency plans to reflect the new security environment. The task force consisted of personnel from police and fire and volunteers from the local industrial, medical and educational communities. In addition, personnel from the nearby military base – though already strapped with additional duties there – volunteered to give the city much-needed technical assistance.

In the short term, the task force reviewed security measures for the bridges, power plant, chemical industry and transportation systems, reevaluating potential dangers in light of the evolving situation. We systematically reviewed chemical plant security initiatives, and improvements to plant security were encouraged and documented. We reviewed arrangements for borrowing advanced protective gear not in the city's inventory from industry if necessary. (City police and fire do not have level A protective suits, which they might require in certain contingencies.) We asked fire battalion chiefs to review procedures for first response to those types of incidents viewed as the highest priorities.

A test of an emergency telephone-based communication system was conducted in conjunction with local industry. The system would notify residents about hazardous material emergencies and advise about evacuation or sheltering in place. Preparedness authorities reviewed industry systems for predicting the extent and severity of threats in case of certain terrorist-related contingencies.

We reviewed provision of treatment of chemical or biological casualties at area medical facilities. We delivered in-service training regarding identification of symptoms of possible biological agents, and we reviewed decontamination procedures. Overall, the public health system is becoming much more integrated into domestic preparedness planning.

We provided in-service training to city personnel, especially those involved in mail handling, designed to address anthrax-related concerns. Public safety and preparedness officials taped a series of local cable television shows to educate the public about terrorism-related topics. These included anthrax concerns, how to take shelter in the home from toxic threats, basic first aid, how to report suspect incidents or individuals to authorities, etc.

The domestic preparedness task force, utilizing the work mostly of volunteers from the community with specialist skill sets, is rewriting the city's comprehensive emergency plan. The new plan will incorporate the lessons of September 11 – that is, it will place greater emphasis on preventing, preparing for and mitigating the effects of terrorist incidents. As part of this process we have given emphasis (in an extensive annex) to guidance from public safety and other personnel in the early stages of reacting to a crisis. A checklist-driven system would ensure that critical actions taken under duress incorporate prior contingency planning. This provides maximum protection to both the public and – drawing on the lessons of September 11 – our own public safety personnel.

Overall, the City of Niagara Falls, despite dire fiscal circumstances, has taken many positive steps to improve preparedness and security since the September 11 attacks. Unfortunately, most often, this has meant finding ways to do more with fewer resources, rather than deploying additional resources to meet pressing new problems. The city's response to the attacks proceeded against the backdrop of layoffs, rather than hiring, of public safety personnel. While we incurred some police overtime costs immediately after September 11, heightened security concerns about terrorism have been met largely by taking time away from other pressing areas. We have sought training opportunities for public safety personnel that do not incur additional costs. Rather than buying new equipment, we are looking for places where we can borrow it if needed, although our research shows that by the time it arrives it will probably be too late to do much good. A group of citizen volunteers is updating our emergency plans, without the help of paid consultants or even a paid secretary. We are doing everything we can with the resources we have to ensure the maximum level of security in our city.

**Rochester, NY:** There have been significant efforts to ensure regional coordination of emergency management plans. There has been on-going training in nuclear, biological and chemical threats, and fine-tuning of the city emergency management plan.

**Utica, NY:** The Utica Police Department is hosting a training program with the New York State Police that is covering bomb scenes, explosive assessments and protocols. The department needs additional training in hazardous materials, bombs, and new equipment which can be used to respond safely. This department has no canines to detect either bombs or drugs; 911 communications sorely need additional funding to become efficient and professional. Interagency cooperation at all levels – sharing of resources, manpower and intelligence – is central to planning.

**Charlotte, NC:** The city developed a comprehensive emergency preparedness plan several years ago, with the most recent update occurring in 2000. The plan has been updated since September to give the mayor more powers during a declared state of emergency. The mayor is now able to control the sale of certain items, such as fertilizers and flammables during a declared state of emergency. As a result of September 11 the city has enhanced its communication efforts with other local governments in the region to share public safety information more frequently. The Mecklenburg County Health Department has added six new staff positions to help in communications among the health care profession to assist in the early detection of a potential public health outbreak.

**Concord, NC:** The City of Concord Police and Fire Departments are involved in a planning process to establish a countywide hazardous materials team. This unit will include the Kannapolis Police Department, Cabarrus Sheriffs Department, Northeast Medical Center, Cabarrus County EMS, and the Cabarrus County Health Department. The team's mission would be to minimize loss of life and property by quickly responding to terrorist-type acts involving hazardous chemicals, criminal chemical spills, etc., and by acting as a resource for each other as needed. This team would also keep information continually flowing to all of the departments involved, and this information could be passed along to state and federal agencies.

**Gastonia, NC:** Our existing emergency preparedness plan has been reviewed. A citywide security analysis/audit has been completed. Local and regional collaboration has increased.

**Jacksonville, NC:** We are installing remote security capabilities (security cameras/motion detectors) at city hall and implementing an ID badge requirement for gaining access to employee areas. The fire



department has proposed a plan to increase training in domestic preparedness to include decontamination of victims of mass destruction and structural collapse rescue. The department has met with local law enforcement and county emergency management agencies to plan a bioterrorism task force. The streets department plans a citizen awareness program for the mosquito control program and street sweeper water dispensing.

**Winston Salem, NC:** The city is developing a disaster recovery plan for city government operations. It has added new fire department training on incidents involving weapons of mass destruction.

**Fargo, ND:** The police department has coordinated with other city departments and other regional emergency services agencies to develop a comprehensive emergency response plan. The most significant improvement will be the development of a new emergency operations center to be located at the police department. Response procedures have been implemented which address incidents involving suspicious letters/packages. The fire department's procedures comply with guidelines issued by the state health department. An evaluation of the fire department's capabilities to respond to potential targets of terrorism has been conducted and training and equipment needs have been identified.

**Akron, OH:** Response and operational policies have been revised to address a weapons of mass destruction incident. The city has adopted a regional approach – city, county, state and federal – in training, equipment purchases and planning for such an incident. The city and county, with assistance from state and federal agencies, is in the process of developing a terrorism annex to the emergency operations plan. The city and county has also completed a threat and risk assessment of facilities and transportation. The health system and all other pertinent agencies have formed a domestic preparedness task force to coordinate purchases and training and prepare the metropolitan medical response system deliverables.

**Bedford Heights, OH:** The Bedford Heights Fire Department was assigned the task of reviewing and updating the city's disaster plan. All department heads were required to give updated equipment and personnel listings as well as emergency contact numbers. Public alert systems were discussed and systems used in other cities were closely examined. Inter-divisional communications were also addressed, and we are currently reviewing the costs involved in having all city services on a UHF radio frequency. Terrorism protocols will now be included in the city's disaster plan and will cover biological threats and well as mass casualty incidents.

**Canton, OH:** Deliberations on moving the Canton police and fire dispatch center have been put on the "fast track." Plans to refurbish existing buildings for dispatch have been discarded in favor of constructing a new bunker-type building and locating it near one of Canton's water fields at a cost in excess of \$1 million. New communications equipment specifications which were being worked out prior to September 11 may be reconsidered to include more security features at an added cost to the city. The September 11 events have, in all likelihood, influenced talks with other local law enforcement agencies and may lead to sharing existing radio frequencies to improve countywide communications. Other areas of city planning that were already under study at the time of the September 11 tragedy have been moved from the back burner for reconsideration.

**Euclid, OH:**  
Fire Department:

In November 2001 a community forum/panel discussion was held in the local high school; it included Euclid police, fire, city administration, and local public health officials. The focus of the discussion was to educate as well as help relieve the fear and/or anxiety of the general public. The panel discussion was also aired on the city's cable channel.

Police Department:

In conjunction with the City of Cleveland, an evacuation plan is currently being developed to assist the public if a disaster like that in New York City occurred in Cleveland or its suburbs. Collaboration is also on-going with the postal authorities concerning suspicious mail and/or packages. Equipment was provided to protect first responders and assist them in their response to the public's concerns. The corrections facility was also placed on heightened security and possible safety concerns were, and continue to be, addressed.

**Gahanna, OH:** The city hired an emergency management director at the beginning of 2001. The initial task was to develop an emergency operations plan that would encompass the realistic threats to the city. The hazard analysis showed that the major hazards were produced by natural disasters, with the terrorism threat being number eight on the list. Since September 11 this threat has risen markedly due to the airport and the Defense Supply Center Columbus activities. We are working with the Mid-Ohio regional planning commission to increase communication and intergovernmental coordination for emergency response and security. In the city we are planning a significant increase in security for all our facilities, to include the water supply, schools and transportation surveillance. September 11 has radically changed our focus: It is planned now to have a regional emergency services dispatching center for this community and five other partners to more adequately cover the needs presented by this new focus.

**Lawton, OK:** The City of Lawton has not changed basic plans but has issued a protocol for dealing with biological hazards such as anthrax.

**Eugene, OR:**

- A planning team has developed and adopted a terrorism incident annex to the city's emergency plan.
- The city participates in the county medical society task force on bioterrorism, to plan a coordinated response in the event of a bioterrorist incident.
- The city has updated its emergency preparedness web page to include a wide range of information on terrorism planning, preparedness and response.
- The mayor and Lane County sheriff called a community security summit, with participants from jurisdictions and agencies throughout the county, to address issues of cooperative planning and response to terrorism.
- A regional radio planning group has been formed to address issues of inter-operability of the communications systems of the various agencies that would need to talk to each other in case of a terrorist incident.

**Hillsboro, OR:** An internal assessment indicated the inability to respond at a city level to any bio/chemical incident. The regional hazmat team agreed that in a major incident there would be a delay in their response due to location, as well as other variables. The police and fire departments are forming an interagency hazmat team which will be trained by the regional team and work in a partnership with it.

**Harrisburg, PA:** Certain refinements were made in the city's emergency management plan, including the section on dealing with weapons of mass destruction. Harrisburg has had extensive experience in

emergency management matters and is the statewide administrator of Pennsylvania's urban search and rescue team. With trained technical and managerial personnel, it is in a better position to respond to problems that arose September 11. Our focus then and since has been on sensitive sites and taking actions in response to general and specific security threats – of which there have been many since September 11.

**Penn Hills, PA:** We have had numerous meetings with our municipal, county and state emergency management organizations. Personal safety equipment for our police and EMS personnel will be purchased, and there will be additional training on hazmat procedures and our police response to terrorism. A very real possibility exists that two more officers will be activated for military duty, bringing the total to three, and these officers will be replaced with overtime officers.

**Philadelphia, PA:** The city has had a well-established emergency operations plan for some time. In the spring of 2001, an annex for terrorism and modifications to the health and medical annex were made to include biological incidents. The only refinements we had to make since September 11 are those dealing with how to respond to terrorism alerts of a general nature issued by the federal government.

**San Juan, PR:** Our emergency plans include a new preventive terrorism security measure. Our emergency units are supplied with biohazard personal protection kits, biohazard protection materials, and other materials. We are offering preventive terrorism training sessions and conferences to all our personnel, are increasing our ambulance fleet and improving our communications system in our central dispatch center, and have established a verbal collaboration agreement with the state emergency management agency. We have also contracted with a group of emergency physicians to establish 24-hour medical controls seven days a week.

**Pawtucket, RI:** The city is considering creating a more secure system for accepting mail and other packages at city hall. This could include a need for additional staffing and equipment. No proposals have been suggested yet, so no cost estimates are available.

**Providence, RI:** Because of September 11, the inter-agency task force has expanded its emergency planning to include biochemical, explosive and sabotage threats that had previously not been emphasized. The task force has forged closer working relationships with disaster planners at the city's six hospitals and seven colleges (which have 25,000 full-time students, about half of whom live in dormitories). In addition, the task force has worked extensively with disaster planners at the city's utilities, including electric, gas, telecommunications and water systems.

**Sioux Falls, SD:** The unified hazmat response group (police, fire, health, attorneys and risk management) has developed a single assessment form and policy to be used by all departments when responding to hazmat/biological incidents. Emergency management has increased coordination and planning efforts with healthcare agencies in response to the bioterrorism threat. Training on weapons of mass destruction for first responders has been offered and will continue to be emphasized. Several multi-agency anti-terrorism groups have been formed to share information regarding response to the terrorism threat.

**Knoxville, TN:** The main change in the focus of our emergency planning and procedures since September 11 has been the increased number and intensity of planning meetings for workgroups already in existence. One example is the main multi-agency collaborative effort – the weapons of mass destruction workgroup.

This group has been meeting for the last three years; it consists of city and county law enforcement, fire departments, emergency medical services, local and state emergency management, the FBI, the public service department, the health department and utility companies. There has also been increased terrorism training for response agencies and hospital personnel. By the end of the year, the Knoxville-Knox County Emergency Management Agency will have trained 1,000 people. Regional and/or metropolitan collaboration efforts have increased, as shown by the number of agencies participating in the East Tennessee Safety and Security Summit, which the city sponsored on December 3. The annual review of the airport emergency plan will focus on new security measures there, rather than just crash scenarios, as was the case in previous years.

**Murfreesboro, TN:**

Fire Department:

Our personnel have been retrained on hazmat procedures and have gained more knowledge of hazmat threats through the anthrax incidents. We tried to keep the public informed as to what they should look for and do if they thought they had an incident. We found that the Nextel phones (with direct connect) were a great help in communication. Our radio frequency is monitored by the public and news media.

Police Department:

On September 11 the city already had an emergency management plan in place, although additional efforts have been made to improve and further implement this plan since that time. Meetings have been held in order to review readiness levels and disseminate information to department heads, division commanders, section leaders and line supervisors. Work is proceeding to expedite the renovation of facilities for a city emergency operations center to be used in the event of a disaster or domestic terrorism incident. In addition to these increased security measures, we have called on staff to develop a proposed city hall security plan and to report on the level of disaster/domestic terrorism preparedness for Murfreesboro police. This report includes a recommendation for the establishment of an immediate response team that would be trained and equipped to respond to a range of emergency situations and provide assignments or the initial provision of law enforcement services in the event of acts of nuclear, biological or chemical terrorism, as well as a number of other types of emergencies and civil unrest situations.

**Nashville, TN:** The Metropolitan Government of Nashville-Davidson County (Metro) has revised its plans within the Nunn-Lugar-Domenici Domestic Preparedness Program since September 11 and now plans additional printing of plans and public information materials this year. We have a comprehensive planning team that has been working on this program since 1998. The planning team includes all Metro public safety and health departments, all 10 local area hospitals, representatives from the state health and emergency management, the FBI and others. One of our most notable deficiencies at this time is a lack of backup facilities/equipment for communications and emergency operations (command centers). We have some basic equipment provided by grants, but additional equipment items are needed for the increased threat and for long-term sustainability of the program.

**Austin, TX:** Prior to September 11 the Austin Office of Emergency Management maintained an emergency operations plan consisting of a master plan and 22 supporting annexes dealing with specific disasters such as major transportation collisions, severe weather and the like. The terrorism annex was being developed by the Austin Area Counter-Terrorism Planning Group. This work was part of a metro medical response system grant from the U.S. Public Health Service and was coordinated with related Department of Defense and Department of Justice grants. Following September 11 planning was

recognized as one of the biggest keys to mitigation of a major disaster. The following plans were reviewed and updated as necessary:

- The terrorism annex to the City of Austin Emergency Operations Plan was revised to deal with the large number of 911 calls regarding suspicious letters and anthrax concerns.
- Police, fire and EMS standard operating procedures were updated to include additional measures to deal with terrorism events.
- The health department, in cooperation with Austin/Travis County Emergency Medical Services, enhanced processes and procedures for distributing pharmaceuticals to a large portion of the population.

Current and planned systems were analyzed in light of the events of September 11, and areas of vulnerability were identified. One of the biggest points was the need for reliable in-building voice radio coverage. One of the key lessons learned from the New York and Washington D.C. disasters was the tremendous need for reliable voice radio communications. To effectively mitigate and manage large disaster incidents, police officers, firefighters and paramedics all need to know that their radio systems will function in these most extreme circumstances. In conjunction with the radio project office, in-building coverage alternatives are being identified and evaluated. This will be an additional cost for the city.

Anti-terrorism training at all levels has been enhanced. Public safety agencies conducted terrorism response and mitigation training; the Travis County Medical Society sponsored a physician workshop on treatment of terrorism casualties, and the Austin and Travis County hospitals provided in-service training for nurses and medical staff. Extensive public education and outreach to the general public was made available by cross-functional public safety/public health teams.

**Conroe, TX:** City and county emergency operation plans are in place. Meetings have been conducted on a collaborative response – including the hospital district and other health services.

**Corpus Christi, TX:** There were several different efforts underway focusing on weapons of mass destruction readiness. These were primarily through federal grants to improve first responder capability. Recent events have focused us on improving warning systems, establishing proper notification procedures, and enhancing coordination efforts.

**Dallas, TX:** A homeland security task force has been established that consists of executives from all city departments that have a high stake in this issue. This task force meets biweekly to ensure there is a coordinated response to security issues, and to plan for future eventualities. The task force has invited outside speakers to address the group on such topics as regional readiness and health issues. It is through the efforts of this task force that internal policies and procedures will be reviewed and revised as necessary to make certain the city is adequately prepared in the event of a terrorist attack. One of the major additional expenses identified for future funding is \$60 million for the design and implementation of a public safety communications system for the police and fire departments, with the ability to expand the system regionally. The system design would also provide the ability for encrypted transmissions.

Dallas's mayor has encouraged the North Central Texas Council of Governments, the regional planning agency, to host a meeting to discuss coordination of regional efforts to respond to terrorism and other emergencies. This meeting has been scheduled for early February and will be attended by all mayors and top administrators of jurisdictions in this region. Part of the agenda will be devoted to a review of plans

already in place. The agenda will also provide time for discussion of how regional coordination can be improved. Speakers recognized nationally and at the state level have been invited to participate in this forum. It is anticipated that subgroups will form following the regional forum to address specific issue, and those subgroups will be chaired by officials and administrators representing key departments and agencies.

**Fort Worth, TX:** The City of Fort Worth, in coordination with Dallas and the North Central Texas Council of Governments, presently is involved in leading a regional planning effort for a four-county area. We are planning more on a countywide basis while working with other cities in the North Central Texas region. The public health department and the medical community are heavily involved in this effort. A one-day conference is being planned for the region for mayors, city managers, and county judges to be followed by several more meetings with practitioners to continue addressing and preparing a regional plan. Collaboration among the five cities in the Dallas/Fort Worth metroplex that have received Public Health Service and Department of Justice monies is taking place to maximize resources and to avoid needless duplication.

Unified command and incident command system training is being provided to departments and individuals outside of the public safety arena in order to provide a greater working knowledge of incident management. There are many disciplines working on different tasks presently and our main focus is bringing those efforts together as quickly as possible. Many legal and legislative concerns have been identified, which is another reason we have targeted elected and appointed officials for this conference to establish an understanding of what their responsibilities are, what the real risks are, and what is at stake in the region. This support will greatly increase the capabilities and productivity of emergency management practitioners in the region. Our goal is to help develop a model for regional preparedness.

**Garland, TX:**

Police Department:

Two officers provide high visibility direct patrol, in which they repeatedly inspect city water pumping stations, electrical substations, and selected other "high risk" potential targets. Another officer responds to suspicious mail calls with the health and fire departments. A police supervisor initially responds while the patrol officer secures the scene until the health and fire departments complete the investigation of the suspicious substance.

Fire Department:

Strong consideration being given to installing punch locks on all exterior doors at fire stations. Consideration is being given to installing electronic security locks on ambulances and fire apparatus. Overtime increased due to full staffing on all apparatus for a two-week period in October.

Health Department:

The health department has begun a new bioterrorism program as a result of the attacks on September 11 and the following anthrax mailings. The program is being manned by our current employees and because of it our existing workload has suffered. The health department has responded to well over 100 credible mailing threats. We have quickly trained 10 employees to handle biological threats and have acquired a portable laboratory to store/analyze what we find. We have changed work schedules in order to train employees available as first responders 24/7.

#### Emergency Management:

We have increased information gathering procedures and coordination meetings with other city departments. We have also increased the timeline to revise the current emergency management plan to include terrorism, weapons of mass destruction, the metropolitan medical response system, the mass casualty incident command system, and hospital coordination planning.

**Grand Prairie, TX:** Six strategic departments are now meeting to monitor special needs and emergency concerns – environmental services, transportation, public works, parks, police and fire. Review is underway of increased awareness and response capabilities involving extraordinary emergency incidents. Coordination among response personnel and communications are areas we want to improve through increased efficiency.

**Harlingen, TX:** New policies and guidelines have been implemented by the police department and the city specifically addressing the threat of terrorist attacks. The police department has collaborated with the fire department on guidelines for the response to and safe handling of anthrax-related calls. The police department has assigned an investigator to act as liaison between the department and the FBI. We have also had on-going communication with other municipal departments and other local and federal law enforcement agencies.

**Killeen, TX:** Current plans were reviewed for sufficiency and several table-top exercises were conducted to ensure currency on the part of city senior leadership. No changes were mandated. Communications systems and their back-ups were tested and any problem areas corrected.

**Laredo, TX:** The Laredo International Airport has law enforcement personnel at its disposal to assist in the event of an emergency. No changes have been made to their emergency plan, although changes have been made in their security procedures. The health department's emergency plans have been revised to upgrade our bioterrorism response, sampling, lab, education, and response investigation.

#### **Lewisville, TX:**

- Enhanced security at water and wastewater plants with lighting and cameras;
- Shared cost of providing 24-hour security with Corps of Engineers at Lake Lewisville;
- Trained city employees (500) to awareness level on weapons of mass destruction;
- Created a patrol beat for the police department to patrol water plants;
- Created a task force committee to examine security issues and make recommendations;
- Training fire department personnel in hazmat operations level of response.

**Lubbock, TX:** The City of Lubbock and Lubbock County have an all-hazard emergency management plan. The basic plan and selected annexes have been updated since September 11 and now include the development and implementation of a terrorism annex. In addition, a contract with the U.S. Department of Health and Human Services requires that the city develop and implement a Lubbock metropolitan medical response system. This is an 18-month program. The city has conducted a chemical and biological tabletop exercise and has a full-scale chemical exercise scheduled for March 2002. The current communications systems provides for communications with all city departments, the county sheriff's office, Emergency Medical Services, the Independent Schools Law Enforcement, the Texas Tech Police Department, the Lubbock region of the Texas Department of Public Safety and the Lubbock office of the National Weather Service. In addition, the Lubbock Fire Marshal's Office and the Emergency Operations Center has backup communications capability through the local RACES group.

**Mesquite, TX:** The City of Mesquite is proud that response plans have not had to change much. A professional emergency management staff has revised plans based on research and consultation with the State of Texas and a variety of federal authorities. One big change was the development of suspicious mail response procedures when anthrax contamination is suspected; this was a departmental procedural change and did not affect the master emergency operations plan. September 11 has caused the city to work more closely with response partners such as the local hospitals and school district. There is more contact with the Dallas County Health Department, which provides epidemiological services, lab analysis work, and other highly scientific services to the city.

There are many places to improve our readiness to handle a weapons of mass destruction incident. Through other grants, the city is finally getting responder equipment which was always needed. Preparedness is a continual process which involves acquiring additional equipment, training and support. Once the first response organizations become equipped with the proper tools to successfully respond to WMD incidents, it will be time to examine emergency management capabilities. Since communications equipment can greatly assist with coordination, the next step is to evaluate some type of equipment that will allow the city to coordinate with other local jurisdictions as well as state and federal resources. This communications equipment is logically housed in an emergency operations center. Many jurisdictions do not have the ability to establish and equip a full-time dedicated emergency operations center. Providing assistance for the development of an EOC is a logical choice for a grant process. Neither of these items were planned in response to the September 11 attacks, but both are important.

**Missouri City, TX:** We have worked with neighboring cities in the Houston metropolitan area to develop a protocol for handling terrorist events. We have coordinated our efforts with the county and major hospitals.

**Nacogdoches, TX:** The entire emergency management plan is being revised and updated. Mutual aid agreements will be utilized and inter-agency training will be conducted. The new radio system will be capable of regional and statewide collaboration. The public health officials will be conducting additional training sessions. The communication system will be encrypted.

**Texas City, TX:** We have increased information-sharing and have assisted other cities with mail incidents since we have a hazmat crew.

**Waco, TX:** The emergency management department has been working on a terrorism response plan for over a year. Since September 11, a formal terrorism planning group has been established within the city which includes fire, police, and public health. This department has been working closely with local hospitals to increase their response and preparedness level and the coordination of response events. They are also working with the Heart of Texas Regional Advisory Council (an EMS council) to develop regional response plans and training. The public health department is working closely with the local medical community to develop the relationship needed to monitor for any unusual outbreaks and respond accordingly if any are identified. Every agency involved is developing in-house standard operating guidelines which, once developed, will become part of the overall response plan.

**Salt Lake City, UT:**

Airport:



Although preparation and planning for an act of terrorism has always been a high priority activity for airport personnel, September 11 and the anthrax attacks that occurred thereafter convinced us of the need to reevaluate our plans regarding terrorism and create enhancements. The following were a few of the actions initiated:

- The creation of an all-hazard approach to terrorism involving the use of hazardous materials, including biological agents;
- Expanded communications during bomb threats;
- The creation of rapid alert techniques for emergency responders and airport customers in the event of a radio communications failure, or the need for immediate emergency notification of the traveling public;
- Training provided to emergency responders on chemical and biological agents that could be used as weapons.

Police Department:

The department increased public education through media; officer training on response call protocol; officer awareness of unusual circumstances in the community; and communication with community/religious/civic groups to make sure they know our interest in their safety.

**Chesapeake, VA:** No significant changes have occurred in the focus of the city's emergency response plan. The Hampton Roads region is currently developing a regional medical response plan in conjunction with the U.S. Department of Health and Human Services. The local health department is an active participant in this process.

**Norfolk, VA:**Health Department:

Public health has worked extensively with the metropolitan medical response system. The department has set up group paging for staff notification and recall; expanded its ability to monitor radio communications; and begun preparation and training for chemical, nuclear or other events involving weapons of mass destruction. Given the on-going nature of the threats anticipated, we will be rearranging staffing to provide 24/7 coverage for surveillance and response, which will require at least two full-time equivalents. We are also continuing to expand the lab's capacity for response as appropriate.

Police Department:

The Norfolk Police Department's emergency response plans have been reviewed and procedures updated to be more specific in the response to terrorist-type attacks.

**Bellevue, WA:** The City of Bellevue has one all-hazard emergency operations plan that deals with consequences of any number of disasters and the city's response to those events. Certain operating procedures were revised, given the community concern over chemical/biological incidents, to best utilize police, fire, emergency medical and dispatch personnel. In addition, staff has been reviewing standard operating procedures in their areas of expertise, making revisions and adding new procedures for mail handling, dealing with suspicious vehicles/persons and building lock-downs. Communications and information sharing with agencies like the health department, FBI and other local law enforcement and fire departments has increased due to the terrorist attacks. Police and fire jointly developed an internal procedures matrix for response to anthrax-type scares and this information has been shared with other local cities and counties.

The state health department has taken the lead on any testing of suspicious substances. This testing must be requested by the local police or fire departments so this activity can be controlled and used only for the most serious threats and not every reported suspicious substance. The city has an 800 MHz radio system that was installed in 1998 that allows communications between police, fire and other city departments and allows interaction with other emergency personnel within the region. Redundancy was built into the system.

**Bothel, WA:** Communications systems will be enhanced for the emergency operations center. Focus will be placed on training to cope with terrorist activities. The fire department plans to install security fencing around fire stations and provide a key lock system for fire fighting equipment in order to enhance security.

**Yakima, WA:** Existing police department plans have been reviewed and revised where needed. No major changes have been necessary. The fire department is sharing information related to bioterrorism and weapons of mass destruction and will attempt to provide additional training in these areas.

**Charleston, WV:** We plan to initiate more inter- and intra-agency training, increase staffing levels, and conduct very intense weapons of mass destruction and nuclear/biological/chemical response and mitigation training. Our emergency response plans have also been reviewed and updated. This training and awareness must continue not just as a reaction but as a necessary part of our efforts to protect and defend our city. We are also partnering with the county government to update communications for all emergency response agencies.

**Madison, WI:** Since September 11 improvements have been made to the county emergency management system. The mayor has created a city safety and security team and revitalized or created safety and security teams at other appropriate city facilities. The goal is to improve the communication among our first responders and support, share information and provide public information. The city also has improved and updated information and access to information related to September 11 on its website.

**New Berlin, WI:** City officials have attended training sessions and meetings with federal, state, county and private officials to discuss the events and responses since September 11. The issues of public health, anthrax testing and response and other bioterrorism issues were discussed. The city emergency management operations plan was updated to include terrorism. The city, under the direction of the mayor, has formed a domestic security team within the police department. The team is receiving updated training in a variety of areas and the city departments are estimating cost figures in the areas of additional security, training, equipment and personnel. The city radio system is being reprogrammed for common channel access for large-scale emergencies.



## SURVEY CITIES

Anchorage	AK	Wheat Ridge	CO
Gilbert	AZ	New Haven	CT
Scottsdale	AZ	Norwalk	CT
Fayetteville	AR	Waterbury	CT
Jonesboro	AR	Dover	DE
Little Rock	AR	Wilmington	DE
North Little Rock	AR	Boca Raton	FL
Bakersfield	CA	Lauderhill	FL
Berkeley	CA	Miami	FL
Buena Park	CA	Ocala	FL
Carson	CA	Pembroke Pines	FL
Concord	CA	Port St. Lucie	FL
Covina	CA	Tampa	FL
Culver City	CA	Wellington	FL
Cupertino	CA	West Palm Beach	FL
Escondido	CA	Augusta	GA
Fairfield	CA	Honolulu	HI
Fremont	CA	Pocatello	ID
Fresno	CA	Chicago	IL
Huntington Beach	CA	Des Plaines	IL
Irvine	CA	Hanover Park	IL
La Mesa	CA	Highland Park	IL
Long Beach	CA	Moline	IL
Los Angeles	CA	Niles	IL
Merced	CA	Oak Brook	IL
Monterey	CA	Orland Park	IL
Moreno Valley	CA	Palatine	IL
Morgan Hill	CA	Park Ridge	IL
Oakland	CA	Rockford	IL
Redondo Beach	CA	Schaumburg	IL
Riverside	CA	Skokie	IL
Rohnert Park	CA	Waukegan	IL
San Jose	CA	Bloomington	IN
San Leandro	CA	Fort Wayne	IN
San Rafael	CA	Gary	IN
Santa Ana	CA	Indianapolis	IN
Santa Clara	CA	Olathe	KS
Santa Clarita	CA	Topeka	KS
Stockton	CA	Alexandria	LA
Tulare	CA	New Orleans	LA
Vista	CA	Baltimore	MD
Denver	CO	Havre de Grace	MD
Fort Collins	CO	Amesbury	MA
Thornton	CO	Boston	MA

Brockton	MA	Winston-Salem	NC
Easthampton	MA	Akron	OH
Medford	MA	Bedford Heights	OH
Somerville	MA	Canton	OH
Taunton	MA	Chillicothe	OH
Ann Arbor	MI	Euclid	OH
Dearborn	MI	Gahanna	OH
Dearborn Heights	MI	Xenia	OH
Farmington Hills	MI	Lawton	OK
Garden City	MI	Eugene	OR
Grosse Pointe Woods	MI	Hillsboro	OR
Kentwood	MI	Harrisburg	PA
Livonia	MI	Penn Hills	PA
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Southfield	MI	San Juan	PR
Troy	MI	Pawtucket	RI
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Rochester	MN	Sioux Falls	SD
Biloxi	MS	Chattanooga	TN
Hattiesburg	MS	Knoxville	TN
Natchez	MS	Memphis	TN
Independence	MO	Murfreesboro	TN
St. Charles	MO	Nashville	TN
St. Louis	MO	Allen	TX
Fargo	ND	Arlington	TX
Carson City	NV	Austin	TX
Henderson	NV	Conroe	TX
Reno	NV	Corpus Christi	TX
Clifton	NJ	Dallas	TX
Elizabeth	NJ	Fort Worth	TX
Irvington	NJ	Garland	TX
Long Branch	NJ	Grand Prairie	TX
Prospect Park	NJ	Harlingen	TX
Wayne	NJ	Houston	TX
Farmington	NM	Killeen	TX
Albany	NY	Laredo	TX
Buffalo	NY	Lewisville	TX
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Jacksonville	NC	Norfolk	VA

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Bellevue	WA
Bothell	WA
Yakima	WA
Charleston	WV
Madison	WI
New Berlin	WI
Sheboygan	WI

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