

THE ASPEN INSTITUTE HOMELAND SECURITY PROGRAM

Chicago's Preparedness for Terrorism

By Clark Kent Ervin



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Washington, DC

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Introduction

This is the third in a series of reports about various cities' preparedness for terrorism and/or natural disasters. It is the outgrowth of a series of discussions in 2007-2008 in New York, Los Angeles, Houston, New Orleans, and Chicago among key federal, state, and local government officials in each such city, as well as private sector stakeholders, and think tank/academic experts on homeland security and counterterrorism. The series was underwritten by a generous lead grant from the Ford Foundation, supplemented by additional grants from the Rockefeller Foundation, the McCormick Foundation, and the Houston Endowment. The goal in each city was to identify best practices that can be replicated around the country; to identify any gaps in preparedness; and to recommend to policymakers ways and means of closing any such gaps.

The Chicago roundtable, held on June 24-26, 2008, was sponsored and hosted by the McCormick Foundation. A copy of the agenda for the roundtable; the biographies of each speaker; and a list of audience members are attached hereto as Exhibits A, B, and C, respectively. A summary of the best practices identified in the report, and the preparedness gaps precede the exhibits. (Recommendations to close the preparedness gaps are implicit in the explanation of the gaps).

As noted in the preceding reports on New York and Los Angeles, two caveats are in order. First, this report is not, and is not represented to be, an exhaustive and rigorous examination of homeland security preparedness in Chicago. It is, instead, the product of the considered judgment of front-line practitioners and nationally recognized experts as of a particular moment in time. And, though considerable time has, admittedly, passed since the roundtable, the report remains an invaluable tool for policymakers as they evaluate, now nearly nine years after 9/11, what we have accomplished in terms of counterterrorism preparedness in the intervening years and what remains to be done.

Second, like the first two reports, this one focuses exclusively on counterterrorism preparedness. Like New York and Los Angeles, Chicago is likewise at the top of terrorists' target list. This is not meant to denigrate the importance of preparing for natural disasters. And, certainly, to some degree at least, preparing for natural disasters and terror attacks is complementary.

Clark Kent Ervin
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The Aspen Institute
April, 2010

Chicago's Preparedness for Terrorism

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Chicago Police Department (CPD)

Superintendent Jody Weis noted that Chicago, like New York and Los Angeles, is a top terror target. It is the third largest city in the United States, with a population just under 3 million people. The Illinois Emergency Management Agency has identified more than 1,000 assets, including those in the government, financial or commercial, transportation, technology, and utility sectors, which terrorists might find tempting. The city is home, for example, to two airports – O'Hare and Midway, with O'Hare being the second busiest in the country. Six major freight railroads service the city, with more than 1,200 trains passing through Chicago daily carrying 75% of the nation's freight valued at some \$350 billion. Chicago is the fourth busiest stop on the Amtrak system. The city's public transportation system, the Chicago Transit Authority (CTA), the nation's second largest, serves 1.6 million riders a day. Chicago is one of the few cities with mass transit service to the airport. The Port of Chicago, with access to major railroads, is on the Department of Homeland Security's (DHS) list of 100 critical seaports. And, Chicago has some of the nation's major landmarks, including the Willis Tower, formerly the "Sears Tower," the tallest building in the country and the target of a 2006 terror plot; and the Navy Pier, the number one tourist attraction in the Midwest attracting more than eight million visitors each year. There are 29 Fortune 500 companies in Chicago.

CPD has approximately 13,500 officers, making it the largest police force in the Midwest and the second largest in the United States. Only a few hundred officers work exclusively on counterterrorism, but Weis' goal is "to make every officer a counterterrorism officer." The department actively participates in the Chicago's Joint Terrorism Task Force. (JTTF). The Chicago JTTF is among the oldest in the country, having been founded in 1981 in response to the activities of the Puerto Rican terror group, FLN. Like others around the country, local, state, and federal law enforcement and intelligence agencies work together through the JTTF to investigate every lead that may be linked to terrorism. To keep at the ready, the JTTF periodically conducts both field and tabletop exercises, with particular emphasis on weapons of mass destruction. The task force also partners with universities and the Argonne labs to develop and refine counterterrorism-related technology. Thanks in part to such relationships, Chicago has "A-level" bomb detection capability.

Chicago uses an Alternative Policing Strategy (CAPS) that blends traditional policing methods with "alternative" strategies designed to encourage the police and the community to work together to reduce crime. Neighborhood-based "beat" officers have an average of 250 meetings each year with citizens in an effort to make the community the "eyes and ears" of the police. Weis wants all Chicagoans to "take ownership of where they live," "saying something" to police if they "see something" suspicious. The Clear Path website, <https://portal.chicagopolice.org/portal/page/portal/ClearPath>, provides a means for citizens to report problems and concerns to the police, share

information, and learn about the department's various programs and activities.

The department provides counterterrorism training through the Terrorism Awareness and Response Academy. And, CPD is working with DHS to provide training and certification for emergency responders under the National Incident Management System.

CPD has centralized its counterterrorism efforts within its Counterterrorism and Intelligence division. The Counterterrorism Division Deployment Operations Center assists the JTTF in developing strategies and monitoring global events, deploying additional resources as required.

With support from DHS, the department has created a fusion center called the Crime Prevention Information Center (CPIC). CPIC handles both traditional law enforcement operations and anti-terrorism initiatives. It has access to both city and private sector security cameras (including those in schools), and a direct link to the Office of Emergency Management. About 30 full-time line officers, detectives, supervisors, and federal liaison officers staff the center everyday. Each of the 35 departments in the surrounding suburbs provides officers as well. CPIC staffers occasionally spend time in the DHS operations center in Washington DC. As a measure of its success and international stature, the United Kingdom's famed Scotland Yard has asked CPD for help in improving its information center, and the British are interested in establishing a formal process to share information.

Weis contends that those, like terrorism expert Bruce Hoffman, who believe that Al Qaeda is still a major threat to America, and those, like terrorism expert Marc Sageman, who believe that homegrown terror is the greater threat nowadays, are *both* right. Citing the cases of Jose Padilla¹ and Derek Shareef², Weis thinks that homegrown terrorists are especially dangerous because "they fly under the radar screen." In terms of potential targets, Weis worries most about mass transit.

Aviation Security

Kathleen Petrowsky, the Federal Security Director for Chicago O'Hare airport, worries equally about Al Qaeda, homegrown terror cells, and "lone wolves." In terms of attack methods, she worries about hijackings, vehicle borne explosive devices (or "VBIEDs"), man-portable air defense systems (or "MANPADs"), and rocket-propelled grenades (or "RPGs").

O'Hare has 40,000 employees. Among them are personnel performing a variety of security-related functions, including "field" intelligence officers, travel document checkers, behavior detection officers, bomb appraisal officers, and officers who handle explosive detection dogs. There are 15 such dogs now, with five more on the way. TSA's travel document checkers ("TDCs") examine boarding passes and identification documents to ascertain whether travelers are legitimate. The behavior detection officers ("BDOs") look for behavior related to stress, fear, or deception that might indicate terrorist intent. The bomb appraisal officers ("BAOs") use their extensive training to help screeners determine whether an apparent bomb is in fact one.

Petrowsky noted that the airport has in-line baggage screening, so that checked bags are automatically routed to a facility on the airport compound to check them for explosives. Such a system avoids cluttering the already crowded terminal, and it makes

the screening process more efficient.

O'Hare will receive the latest weapons detection technology, either millimeter wave machines or backscatter machines, and multi-view x-ray machines. The former can see through clothing to spot concealed guns, knives, and bombs hidden on passengers' bodies, and the latter rotates checked bags in a three-dimensional fashion so that the configuration most likely to reveal hidden materials can be easily seen.

To mitigate the "insider threat," there are random checks (i.d. inspection and bag checks) of employees when they attempt to access the terminal from secure areas and vice versa. FIDO liquid explosive detection machines can be used to address the specific threat of liquid explosives. In addition, before being hired, prospective employees undergo a criminal background check and a security threat assessment. The airport is "looking at" incorporating immigration records and the FBI's Automated Biometric Identification System.

Noting the statutory requirement to scan 100% of air cargo on passenger planes by 2010, Petrowsky says that meeting this mandate will be "tough."

She touted TSA's "checkpoint evolution" program as a way to "calm the checkpoint" and, thereby, make it more comfortable for innocent passengers and easier to spot potential terrorists. Signs and lighting are to be changed to make the experience more appealing, and passengers can choose, based on their circumstances that day, whether to wait in a line designated for business travelers or those (the old, the sick or disabled, parents with children, infrequent flyers) who need extra time to navigate the checkpoint process.

Thomas Argenbright, the Commander of the Chicago Police Department, noted that both O'Hare and Midway are huge economic engines for the city. O'Hare, situated on 7,280 acres of land, with 2,500 flights and 209,000 passengers a day, represents about \$30 billion in revenue each year. Midway, situated on 840 acres, with 834 daily flights and 54,000 daily passengers, represents about \$7 billion in annual revenue. Chicago is the hub for United and American airlines. There are 170 police officers deployed to O'Hare, and 56 at Midway.

In addition to the means of attack that worry Petrowsky, Argenbright is concerned about random shooters in a crowded terminal, as well as chemical and biological threats. The best way to mitigate such threats, he argues, is "manpower visibility and vigilance." So as to shorten the 2-3 hours it would take to assemble a SWAT team to respond to a shooter, heavy weapons vehicles will be parked in terminals, and off-duty SWAT officers hired to patrol terminals. Argenbright wants to eliminate large vehicles from the terminal area, so traffic police and car towing services are on constant patrol. Bollards have been erected to protect the terminal from the threat of VBIEDs. Tabletop exercises are conducted periodically, and there is extensive sharing of information and resources among relevant municipal authorities, including monthly meetings. Agreements are in place with municipalities near the airports so that area hotels can be used to house attack victims temporarily. Argenbright touts biometrics as key to identifying who is in the airport environment. With regard to concerns about perimeter security, he notes that there are 23 miles of fencing around O'Hare, and there are fuel farms near the airport.

James Maurer, the Managing Deputy Commissioner for Safety and Security, Chicago

Department of Aviation, like his colleagues, believes that both Al Qaeda and homegrown terrorists are a threat, adding that there is, in his judgment, “a false sense of security” in America today.

Among the best practices he touts is the fact that all 47,000 O’Hare employees have identification badges with their biometrics; the same program is being instituted at Midway. Further, O’Hare will be the first airport in the country with its own intelligence fusion center. And, undercover tests are conducted by TSA on the security personnel hired to patrol the airport perimeter. Maurer is particularly concerned about the perimeter, because, as referenced above, the airport is protected by only a cyclone fence (he mentioned that some airports lack even that minimal layer of protection).

Like Argenbright, Maurer is very concerned about a terminal attack, conceding that there is not enough manpower to patrol it. He says a ‘massive presence’ is needed to deter such an attack. Toward that end, his goal is to have more than 3,000 cameras and sensors in place eventually.

Maurer strongly opposes unfunded federal mandates, noting that the aviation sector has been on “orange,” or “high” alert status for years now, the only such sector in the country. This has forced him to add 55 armed officers to the checkpoints, at a cost of \$7 million annually. And, there should be no caps on emergency spending. Maurer argues that the federal procurement process is too slow, and he worries about post-9/11 complacency and apathy.

Finally, to guard against the security risks posed by lost or stolen identification badges, a problem there in the past, O’Hare now compares outstanding badges with employment records on a weekly basis. If badges are not used regularly, they are terminated and an explanation is sought.

Maritime Security

According to Christopher Kennedy, the Commander of the Chicago Police Marine Unit, Chicago has the largest harbor system in the country. The unit has a mix of old and new small vessels; on-board night vision and imaging capabilities; and scanning sonar systems. There is access to six cameras, with live and playback capabilities, on the Chicago rivers, that are monitored continually. There is a helicopter operation, slated for expansion, with a small staff now that stands watch twice a day five days a week. Thanks to port grants, the marine unit’s vessels have radiation detection equipment. Training is provided by the Department of Energy. More such equipment is being bought, along with more ships. Kennedy would like to acquire sight scan sonar equipment.

The Chicago Trident Initiative brings area law enforcement authorities, Coast Guard personnel, and commercial mariners together to share information and serve as mutual force multipliers. Members drill together and are constantly on the lookout for uncommon things that might be indicators of terrorism.

In terms of attack scenarios, Kennedy worries about waterborne IEDs; shooters; and using the port to access other targets. In terms of potential targets, Kennedy cited the two nearby water filtration plants; the aforementioned Navy Pier; the city’s famous aquarium; and certain key bridges, especially the Amtrak bridge.

Brian Humphrey, the Assistant Director, Field Operations (Border Security), in the Chicago Field Office of DHS' Customs and Border Protection (CBP) bureau, explained that his office covers 12 states in the region. In that region, there are 31 major ports; 45 local offices; about 1,050 employees, about two-thirds of whom are uniformed officers. Some 200,000 international passengers arrive each day, or seven million annually. One hundred sixty international flights arrive in the region on any given day. CBP's Humphrey stresses, is the "last defense." If a threat gets past them, it will likely be too late to stop an attack.

The number one threat, in Humphrey's view, is the large number of international passengers arriving each day in the area. The next highest threat is that of small vessels, about which little is known. With large commercial and pleasure vessels, there are days or even weeks, of detailed knowledge as to crew members and cargo contents. Humphrey sees another threat in the presence in nearby Louisville, Kentucky, of Federal Express. The largest express consignment facility in the world, this Fed Ex facility is increasingly being used for drug smuggling; counterfeit check schemes; lottery scams; postal money order fraud; and counterfeit identify document rings, all with a nexus to terrorism.

In addressing the threats, the consolidation of key law enforcement agencies into the Department of Homeland Security has been advantageous. Also helpful has been the deployment of various kinds of radiological detection equipment, ranging from radiation portal monitors to radioactive isotope identification devices to hand-held radiation detection devices. "Pushing the borders out" by the deployment of CBP officers to foreign airports and seaports through the Immigration Advisory Program and the Container Security Initiative program, respectively, has added another layer of protection to the mix. And, it is a good thing that CBP officers are now members of JTTFs.

Paul Mehler, the Commanding Officer of the Coast Guard's Marine Safety Unit in Chicago, believes that the threat to the area is "moderate" from international actors; "low" as to domestic ones; "moderate" as to espionage; and "low" as to maritime activists like Greenpeace. There are about 120 people in the Marine Safety Unit.

The Chicago rivers are vulnerable to IEDs near tourist attractions (like the Navy Pier), bridges, and other key sites. As noted by Humphrey, small boats are a particular concern, with some 4.6 million recreational boats being registered in the Great Lakes region. Twenty million passengers a year traverse the Chicago River. There are more recreational boats per square mile in Chicago than any other city. There are 75,000 visitors a week at the Navy Pier alone. The disruption of a Chicago waterway, then, would cost billions.

The Trident program, mentioned earlier, was the result of an incident in April 2007 when authorities noticed men taking pictures of bridges. The men in question subsequently left the country, and their intent was never determined. Now, as noted above, the Coast Guard, CBP, the Chicago Police, the Secret Service, the FBI and other law enforcement agencies take a multi-layered approach to homeland security, patrolling and exercising together continually.

One of the best practices in place is the multiple boarding by different law enforcement entities (the Coast Guard; CBP; and the FBI) of suspicious vessels. And, even routine container inspections are carried out in teams. A second is the Coast Guard's outreach

to local law enforcement authorities; private industry; and recreational boaters as to maritime threats and how best to counter them. So as to be as resilient as possible, Mehler noted that the Coast Guard Commandant is working on a plan to re-open ports quickly in the event of an attack, though he acknowledges that opening a port quickly would be tough if a big ship were scuttled. The Coast Guard is helped, Mehler added, by a large civilian auxiliary. This contingent serves as a force multiplier for the Coast Guard because the professionals rotate out every 3-4 years. Finally, Mehler said that small boat owners should be licensed, as a means of keeping track of them and their vessels.

Mass Transit Security

Patrick Daly, the Chief of Transit Police for the Chicago Police Department began by saying that the local law enforcement community in Chicago is very much like a small town where everyone knows everyone else, and officers have worked together for decades.

As to mass transit as a potential target, Daly explained that the Chicago Transit Authority (CTA) serves 1.6 million riders per day, and some 40 suburban communities. It is the second largest metro system in the country, and the largest commuter rail system. CTA has 11,000 employees, and a \$1 billion budget. There are 100 police officers. As noted previously, Chicago is one of the few cities with mass transit connections to two airports. CTA has approximately 2,000 buses that operate over 154 routes and 2, 273 route miles. Buses provide about one million passenger trips a day, and serve more than 12,000 posted bus stops. CTA's 1,190 rapid transit cars operate over eight routes and 222 miles of track. CTA trains provide about 500,000 customer trips each day and serve 144 stations. On any given day, CTA finds approximately 4000 items left behind by the public on railcars and platforms. CTA educates its personnel and citizens to what to do if they find an unusual package. The system's vulnerability to terrorism was highlighted by the 2002 arrest of Joseph Konopka, a.k.a. "Dr. Chaos," a young man who had stored more than one pound of cyanide and other dangerous chemicals in a storage closet in the bowels of the subway system below Chicago's Loop.

Daly noted that there have been adherents of Al Qaeda, Islamic Jihad, and Hamas in Chicago. There were numerous threats to the city after 9/11, and the Madrid bombings in 2004, in particular, raised alarms bells as to the city's mass transit system vulnerabilities. CTA partnered with DHS to conduct a vulnerability assessment of the system. In response, the authority is installing video in subway tunnels and on buses, and that video is linked to command centers and the fusion center CTA is also now deploying canine bomb detection teams to sweep transit cars and facilities.

CTA has 367 security guards each weekday, and 447 each weekend. Two hundred thirty-five customer assistants at rail stations work on weekdays, and 115 on weekends, performing pre-trip and post-trip security inspections of railcars, buses, and stations. Entrances are inspected, in particular, along with unattended bags and packages. There is a regional transit security group to develop regional grant proposals to DHS. Unlike the case in New York, there are no magnetometers or random bag checks.

Daly believes that there's been no attack on transit systems because terrorists think the system is too hard to attack.

Dan Hall, CTA's Security Manager, said that he checks intelligence reports each day

for patterns that might point to terrorist activity. There is a GPS system to keep track of buses all day. CTA prepositions equipment for use in an emergency, and cameras are installed to monitor space between stops. The system will get 2 VIPR³ teams, thanks to a DHS grant, as well as some Behavior Detection Officers, and some bomb-sniffing dogs. They are “looking at” Smith³ detectors to counter biological threats. There is no substitute, though, for “boots on the ground,” according to Hall. To that end, CTA recently received \$10.5 million to pay for 30 months of security officers’ time.

Hall does not believe that there is a high enough threat level at this time to justify a bag search program. Likewise, beyond the “see something/say something” campaign, CTA has not prepared the public for terrorism, so as not to terrorize them.

Critical Infrastructure, Icons, and Soft Targets

Larry Mulcrone, Chief of Staff for the Metropolitan Pier and Exposition Authority, which owns and manages both the Navy Pier and McCormick Place, repeated that the pier is the largest tourist attraction in the Midwest, with some nine million visitors each year. McCormick Place is the third largest convention center in the world, with nine million square feet. A third of these visitors are foreigners.

Among the best practices is a close relationship between the public and private sector, and among private sector security directors. The security directors all know each other, and they meet monthly. One security gap is that security directors tend to lose their security clearances when they leave government for the private sector.

Since 9/11, there has been much better information sharing between the government and the private sector. The mindset of the FBI, in particular, has shifted from one of information hoarding to information sharing.

Illinois’ fusion center is the Statewide Terrorism and Intelligence Center (about which more later). There is a portal so the private sector can access information. A security gap is that criminal conviction information is now restricted to government users, so the private sector can hire people without knowing that they have a criminal past. The only way for security directors to get such information is to use their connections to law enforcement officers.

The fusion center includes 75-80 corporations. There are daily bulletins, not just on terrorism per se, but on things like how weapons or drugs can be hidden and transported. There are monthly meetings, which include the Secret Service and other elements of DHS and the FBI, with a focus on terrorism and criminal activity. The Illinois Association of Chiefs of Police has a public and private liaison committee that focuses on potential legislative changes. CPD provides a daily bulletin for the private sector and a weekly briefing on activities in and around the city. The department provides business liaison officers to interact on general activities and to distribute photos of criminals and criminal suspects. Mulcrone coordinates with local, state, and federal agencies for mass disaster drills.

The city is increasing its use of surveillance cameras. The Navy Pier is installing 200 cameras; another 150-200 are being installed along the waterfront, thanks to a federal grant. The private sector will pay a quarter of the cost.

McCormick's operations center cameras can see what the city's Office of Emergency Management can see. The city can use this private sector center, if theirs is incapacitated.

There are mass disaster drills, involving police, fire, hospitals, and other members of the private sector. The first such drill took place on September 5, 2001.

Mulcrone worries that complacency is setting in among CEOs. They are questioning the business case for large security expenses at a time when the threat seems relatively remote.

Richard Ryan, the head of Asset Protection for agri-business giant Archer Daniels Midland (ADM), says that Chicago may be the one place in the country at which the food supply chain is at greatest risk. ADM uses a risk assessment process to determine where to focus its resources and attention as regards counterterrorism. The process has three elements: likelihood of occurrence; severity of consequence; and the differential between real and perceived risk. The company uses "red teams" to identify vulnerabilities and to test them. The teams consider a variety of scenarios: a direct attack on ADM assets; the use of ADM assets to attack another, primary target; and an attack on another asset that might have an impact on ADM's assets (like, for example, on the strategic network of locks and dams on Chicago waterways). ADM focuses on preventing attacks; responding to them; and then recovering from them. An asset-based risk assessment must be supplemented, Ryan argues, by "systems risk analysis" for the "complete risk picture." The inland waterway system is a vital commercial artery in the country, and so ADM must consider risks to this system and not just to its own assets.

Expenditures for security should be approved, he maintained, only if the expenditure is directly related to a foreseeable risk, and the expenditure will ensure the most effective and efficient method for mitigation of that risk.

There are minor risks, or "operational" ones, and "enterprise risks," or major risks to the whole corporation. The sabotage of barges by terrorists, for example, would be an enterprise risk because ADM would be unable to move its products. Ryan noted that a pilot project is underway among DHS, the Department of Transportation, the State of Illinois, and the Argonne labs to do a systemic risk analysis of the Illinois River. Other such rivers will likewise be analyzed eventually.

Ryan worries that food defense research is uncoordinated at present. There is no technology today to detect threats to the food supply. He chairs a DHS Food and Agricultural Sector Joint Committee on Research that is trying to develop detection and mitigation technology.

Echoing Ryan was Matthew Botos, the Founder and Director of the Illinois Center for Food Safety and Technology. Underscoring the stakes, Botos pointed out that agriculture is a trillion dollar industry in the United States, with some 70,000 farms, 60,000 retail food establishments, and 3,000 food manufacturers. If the industry were a country, it would rank 20th in the global hierarchy. In his words, "preparedness [as to food security] is not paranoia, and preparedness prevents panic."

Paul Herring, the Security Director for Wrigley, says the likeliest threat to their company would be something internal, say, a bad batch from a supplier. Wrigley is unlikely to be a target of terror itself, but it could be affected by an attack. To mitigate risk, no single

plant dominates the supply chain. There are, for example, five different locations in Chicago, and there are plants overseas. Their principal ingredient is flavor, and Wrigley manufactures 75% of its supply. The flavors are made in multiple locations, reducing the impact of the loss or compromise of any one facility.

There are drills to practice both evacuations and “sheltering in place.” In the event of an incident in Chicago, there is food, water, and first-aid kits, and other supplies to take care of employees.

Wrigley tracks employees when they travel overseas. Within thirty minutes of the London mass transit bombings in 2005, all employees on business abroad had been accounted for. While Wrigley goes to great lengths to take care of its employees at home and abroad in the event of attack, employees’ families must take care of themselves.

Dave Komenadat, the Security Director of Boeing, noted that the company is the largest integrated commercial aerospace company in the world, with \$350 billion of work in the pipeline, enough to keep employees busy for five years. Boeing is also the largest exporter in the United States, and the second largest defense contractor.

All four of the aircraft hijacked on 9/11 were Boeing aircraft, though there is no indication that the terrorists were targeting the company, and three Boeing employees were among the passengers on those doomed flights. Likewise, all 11 aircraft targeted for destruction during the 1995 “Bojinka” plot to blow up multiple jetliners bound for the United States from Asia were Boeing aircraft. In 2002, a jihadist website identified Boeing executives among its targets, and people thought to be potential terrorists have been observed conducting surveillance on Boeing facilities. A man was spotted sketching the headquarters’ structural beams, for example, but the FBI could not apprehend him. Komendat has a 70-minute surveillance tape made by two Sudanese men of the Boeing office in Seattle. The FBI interviewed the men, but then released them.

The company’s Chicago headquarters is in a building near the former Sears Tower and the Chicago Mercantile Exchange. Komendat did not recommend the building, and he was not allowed to put bollards up to protect it. (He was “told to make it work.”) There is no public parking in the building, and there are barricades, bomb-sniffing dogs, and a surveillance detection detail.

Komendat created Domestic Security Activity, a group that analyzes threats to the company and provides support to its uniformed security personnel. Carpenters, janitors, and other such workers are part of the DSA, because “they know what’s normal.” There is International Security Activity for overseas locations. The group looks at incidents each day, and performs trend analysis over time. And, Boeing shares such intelligence with the government, something the government rarely receives from private industry. Komendat stressed that the private sector owns about two-thirds of security assets in the nation, but it still does not get the respect of the intelligence community. He gave kudos to Chicago, though, calling it the best city in the country in terms of government’s sharing intelligence with the business community. Boeing has been invited to join the Seattle fusion center.

Brian Tishuk, the Executive Director of Chicago First, explained that the non-profit’s mission is to enhance the resilience of the city’s financial community in the event of a local or regional disaster, be it terrorism-related or natural, by working with local, state,

and federal governmental partners, including DHS. The impetus for the organization's creation is the realization that the relationships necessary for an effective and timely exchange of information must be formed *before* a crisis, not afterwards. Chicago First has had a number of successes for its members, including getting a seat the city's Joint Operations Center; gaining credentials for its personnel to access critical facilities during emergencies; and working with the government to develop and drill evacuation plans. The concept of Chicago First has been replicated around the country, with 14 in place now in various localities and 4 regional ones.

Abdul Malik Mujahid, the Chairman of The Council of Islamic Organizations of Greater Chicago, represents a federation of mosques, schools, and professional organizations in the Greater Chicago area, numbering some 4,000. 30% of local Muslims are African American. Mujahid says that the relationship between Chicago's Muslims and the law enforcement community is a good one, with quarterly meetings to discuss issues of mutual interest. At CPD's request, the Council has developed a video to train police officers on Muslim culture, and the local FBI gave the Council a "leadership award" after 9/11.

Chicago's mosques have been examined for traces of radiation (with none found). Mujahid mentioned that the London bombings in 2005 were of particular concern because, unlike 9/11 in America, they were perpetrated by local residents. The attacks prompted a meeting of 70-80 Muslim leaders in Chicago.

Mujahid says that 10% of the Council's budget is devoted to youth activities. The good news, he says, is that Bin Laden is seldom discussed, indicating to him that there is little support in the community for the Al Qaeda leader. The bad news is that there is "rising frustration" in the community. Wages of Muslim men are down by 10%; 76% of young Muslims say they have been discriminated against; and 50% of Arab-Americans say they show signs of clinical depression.

To counter these frustrations, Mujahid calls for DHS and the rest of the federal government to "move from outreach to engagement at the policy level." Muslims should be brought into the decision-making process, and funds should be allocated by DHS to engage the Muslim community. Such funds could be used, for example, to hire a full-time person to counter both extremism and Islamophobia on the web. Noting that only 5% of members of our armed forces are Muslims, Mujahid called for greater government efforts to recruit Muslims to serve in the military and other federal agencies.

Charles Brueggemann, the First Deputy Director of the Statewide Terrorism and Intelligence Center (STIC), began by expressing concern that apathy is setting in now that years have passed since 9/11. He went on to explain that the primary focus of STIC is to counter radiological threats, noting that Illinois has six active nuclear plants, the most of any state in the nation. Devices have been placed around the State to photograph material being transported along highways and to identify their isotopes. If necessary, vehicles are stopped for more intensive checks. The next step in the process is the eventual deployment of radiation portal monitors. STIC is also working to field portable radiological detection devices for first responders.

Realizing that terrorism and crime are linked, and that preparing for terrorism can aide preparedness for natural disasters and vice versa, STIC takes an "all crimes/all hazards" approach, making it one of the first such state agencies in the nation to

do so. Information reported locally goes to the center, and that information is then analyzed and vetted by the area JTTF. There are 12 STIC personnel assigned to the JTTF. The private sector is represented at STIC, recognizing that private industry is the predominant owner/operator of critical infrastructure in the country, and, as such, it, too, possesses invaluable intelligence. As Brueggemann put it, "FedEx knows more about the community than the police." Funds for these analysts are provided by donations.

STIC is developing a threat identification group. On a daily basis, subject matter experts will discuss a particular topic. When an incident happens, an ad hoc group will meet to discuss and to decide on follow-up action.

Microsoft has volunteered to pilot technology with STIC to help manage the flow of data so that it can be used more effectively. Likewise, the center has partnered with the National Center for Supercomputing to find ways of distinguishing the proverbial wheat from the chaff within the huge mountains of available open source intelligence. MITRE has analysts at STIC working toward the same end.

STIC has deployed 15 intelligence officers throughout the State. To protect critical infrastructure, there is a "buffer zone protection area program." And, weapons of mass destruction teams are dispatched throughout the State. The team won a homeland security innovation award from the Kennedy School at Harvard. And an interoperable communications system, dubbed "StarCom21," is under development to allow emergency services agencies to communicate on one frequency, with plans for 6000 users. A planning component is being added to STIC, to include the National Guard and the Department of Transportation, so as to continue governmental operations in the event of a disaster. In 2007, STIC organized a "gaps workshop," to find areas where preparedness was lacking under a variety of scenarios.

Finally, Brueggemann argued that STIC and other states' fusion centers should be "fused" through technology.

Robert Grant is the Special Agent in Charge of the FBI's Chicago Field Office, the fourth largest in the country. The field intelligence unit analyzes information and that analysis is then used by case officers to determine the focus of their work. The FBI focuses on about 8 domestic terror groups, and 12 international ones. The bureau assesses groups in four respects: (1) paramilitary capabilities (i.e., intelligence, surveillance, reconnaissance, operational planning, tactical training, and utilization of safe houses); (2) financial/fundraising activities and the use of non-governmental organizations; (3) criminal activities; and (4) logistics capabilities. In Chicago, the assessment as to the terror threat is low-to-moderate in terms of groups' paramilitary capabilities; low-to-moderate in terms of their financial capabilities; low-to-high with regard to criminal; and low-to-high as to logistics.

Grant believes that the terror threat is increasing for a number of reasons. For one, Al Qaeda is intent on carrying out another spectacular attack. The passion of young people and how international events, incited by media coverage and extremist websites, can influence their thinking worries the FBI. International events can spark local reactions around the country, so local law enforcement officials need to be trained to identify radicals in their midst who might be moved to act. That law enforcement in the United States is decentralized is a challenge, and, therefore, a security gap. ("Other countries cannot believe it," he added, for emphasis.)

Grant stressed that the FBI needs more analysts. He presently has 40, while he needs three times that many. Some 40 threats a month are received. The analysts focus on countries, as opposed to particular terror groups. In the process, Grant says they learn things they otherwise would not.

There is no particular terrorist profile, Grant says, so the FBI looks for suspicious behavior. He has no answer as to why we have not been attacked since 9/11, though he has been told that the “time is not yet ripe.” He believes that a likely target would be commuter trains.

In terms of best practices, Grant says his office uses local police as a “force multiplier.”

In terms of gaps, in addition to the decentralized nature of police, he cited “waning interest and a lack of focus” in the years since 9/11. He often hears that more people are killed by ordinary crime than terrorism. While true, he believes this dangerously underestimates the terror threat. He also argues that language matters, and that our leaders should be more nuanced and sophisticated in how they speak about terrorism. There can be no “war on terrorism,” because terrorism is a tactic rather than an enemy.

Noting that Chicago has, for example, the largest water filtration and wastewater plant in the country, John Walsh, the “Supervisory Protective Security Advisor” for DHS in the Great Lakes Area, explained that his office does surveillance training (both classroom and in the field) for the owners and operators of critical infrastructure in Chicago. The office also offers “awareness” training for owners/operators of “soft targets” like shopping malls, sports stadiums, and places of worship.

Jim Argiopoulos is the Executive Director of the Chicago Office of Emergency Management and Communications, which handles 5.5 million calls annually. The office is in the process of installing a massive integrated wireless camera system, “Alert Chicago,” to examine and track suspicious images and packages. Private sector cameras (like those of the Chicago Mercantile Exchange, for example) and video analytics are being added into the system so that the office can view the visuals while talking to citizens on the scene. Civil libertarian concerns about the cameras were mitigated by the Mayor’s insistence that the cameras could see no more than what is seen by someone sitting on a park bench. This interoperable system can communicate with federal, state, and local first responders. The office also maintains an operations center manned on a 24/7 basis that monitors threats and incidents. For continuity of operations’ sake, there is also a duplicate command center. Notably, the fire chief in Chicago reports to the Director of this office.

Cortez Trotter, the city’s former Chief Emergency Officer, emphasized that unlike the case in some other cities, the police and fire departments work cooperatively because in Chicago the Mayor insists on it. (It is helpful, too that the fire department, as mentioned before hand, reports to the Office of Emergency Management. According to Trotter, the city’s operations center cost \$217 million.

Todd Carroll, representing InfraGard in Chicago, explained that InfraGard is an FBI program pre-dating 9/11 designed to protect critical infrastructure from cyber attacks. After 9/11 the mission was expanded to include protection against terror attacks by physical as well as cyber means. The organization promotes information sharing among the private sector, the FBI, DHS, and other key partners, and it provides a forum

for counterterrorism-focused education and training. Carroll believes that Al Qaeda continues to be the biggest threat, and that they are trying to duplicate or exceed the scale and impact of 9/11.

He went on to note that the city's Rush Medical Center is key to Chicago's ability to respond to and recover from a terror attack. The Center is part of the Illinois Medical District, which has 2,200 hospital beds; three forensic labs; and two medical schools, making it one of the major medical centers in the country. The District has 3,000 employees; serves five million patients a year; and receives \$300 million in research grants.

What concerns Carroll is a large-scale mass tragedy event. Chicago's emergency management personnel were planning to send casualties to the Center by mass transit, since CTA lines are nearby. But, there was no response plan in place to effect this idea. And, highways might be shut down, making bad matters worse.

After participating in the response to Hurricanes Katrina and Rita, a number of plans were put in place to enhance the Center's ability to respond to a disaster. To improve communication pathways, repeaters were installed to eliminate dead zones. Mass notification systems for employees are being installed, in response to the Virginia Tech shootings tragedy. The intranet system sends pop-up emergency messages to hospital computer systems during emergencies. Efforts are being made to ensure that staffers know who is to do what when, and supplies of critical things like generators and water are being amassed. The Center is building a central energy plant. Redundancies are being built into critical infrastructure. A premium is placed on all key stakeholders' planning, training, and exercising together.

LaForice Nealy, the Chief "Response Officer," for the Chicago chapter of the American Red Cross, noted that the chapter covers seven counties in northeastern Illinois, serving eight million people. Every year more than 5,000 people are assisted through "disaster services;" 1,200 emergencies (mostly household fires) are responded to; and more than 250,000 people are trained in lifesaving courses.

Recent surveys, Nealy reported, indicate that four out of 10 Americans are "not too prepared" or "not prepared at all" for a disaster, and 64% of Americans have no evacuation plan. Midwesterners are less prepared than people in other parts of the country, because they do not have hurricanes, earthquakes, or at least yet, terror attacks as a matter of course. As to Chicago specifically, 36% of residents do not believe that a disaster will happen there; 37% do not know how to prepare for an emergency; and 46% have given no thought to emergency preparedness. Nealy stressed that, given the Red Cross' heavy dependence on volunteers, it is important to convince people to take preparedness seriously, so as to reduce the need for services when disaster does strike.

The Red Cross is good at responding to "traditional" disasters, but not "catastrophic" incidents. Human and material resources have to expand significantly to meet the growing demands and expectations to respond to bigger disasters. Planning must include government and community partners working collaboratively to plan, train, exercise, and respond.

The chapter is working on a "Regional Preparedness Initiative" in order to prepare for larger-scale events. The goal is to provide a framework for maximizing regional resources. To achieve that goal, there are four "objectives." Objective 1, "Awareness,"

is to increase awareness among stakeholders to support collaborative efforts to enhance the region's capacity to respond to catastrophic events. Objective 2, "Partnerships," is to develop strong partnerships to fund and deliver regional disaster preparedness and response. The relevant partners would be local, state, and federal government, as well as corporations and non-profits. Objective 3, "Readiness and Response," is to build capacity, in conjunction with Red Cross partners, to meet recommended preparedness levels and to meet routine emergency care and catastrophic disaster needs for sheltering 100,000 people; mass care respite support for 1 million people; and 12,000 volunteers. Objective 3, "Education," is to train 360,000 people by 2011.

Among this chapter's best practices is the Regional Catastrophic Planning Team, which is comprised of representatives from key entities across the area that are focused on catastrophic planning. The corporate volunteer program, "Ready When the Time Comes," started in Chicago and has since been adopted nationally. There are more than 1500 volunteers in the city.

Nealy noted that the Red Cross in Chicago is just beginning to take a "strategic inventory" of capabilities to identify and then plug gaps.

Jim Duncan, the Federal Preparedness Coordinator and Director, National Preparedness Division DHS Region V of FEMA, said that the region, with 120 people under five divisions - disaster operations; disaster assistance; mitigation; regional administrator's office; and national preparedness - works closely with emergency management stakeholders in Illinois, Michigan, Minnesota, Ohio, and Wisconsin to prepare for, respond to, and recover from natural disasters. Region V is the second most populated of the 10 FEMA regions, serving more than 49 million people. The region's most common challenges are floods, tornadoes, blizzards, and earthquakes. It also has the highest volume of shipped hazardous material of all 10 FEMA regions, and it is home to 16 of the nation's nuclear power plants. Over the last year, FEMA V has conducted a number of tabletop exercises focused on pandemic flu; earthquakes; and the release of an improvised nuclear device. Exercises help to build relationships so that key stakeholders get to know each other *before* emergencies.

Chicago has applied for a \$6 million regional preparedness grant focused on evacuating one million people and sheltering 100,000 people.

Dr. Stevan Weine, the Director of the International Response to Catastrophes at the University of Chicago, stressed the importance of understanding, considering, and addressing the needs of the mentally ill when disaster strikes.

Dr. Michael Fagel, an Instructor of Risk Management at the University of Chicago, underscored the fact that people are not prepared for a disaster. Fifty-four percent of the public believes that the federal government will protect them. Echoing Nealy at the Red Cross, Fagel noted that people in Chicago are among the least likely to have a disaster kit. Public officials, tethered by "PET" (politics, ego, and turf), tend to be more of the problem than the solution. Fagel worries about post-9/11 complacency. We need to keep educating the public as to the risks of terrorism and natural disasters, and to train and plan accordingly.

General David Grange, the President of the McCormick Foundation, argued for a "civil auxiliary network" to augment the ranks of first responders. "You want to have more responders than victims," he maintained.

Dr. Steven Levitt, the Alvin Baum Professor of Economics and Director of the Becker Center on Chicago Price Theory at the University of Chicago (and co-author of the runaway bestseller, *Freakonomics*), argued that the threat of terrorism is overstated. We find it to be a “bigger deal than it is” because it happens infrequently. The most costly risk (bio-terrorism) is the one we are least able to defend against. Government, he maintains, is ill-suited to fighting terrorism because it is “backward looking,” focused on “fighting the last war.” Terrorists, on the other hand, focus on trying to do something different from the last attack. The reward structure in government rewards the former; it *should* reward the latter. There are so many dimensions to the terrorism problem, Levitt claims, that it is insoluble. Instead of trying to solve it, we should focus on “low-hanging fruit,” like flu epidemics.

Judge Richard Posner, a noted public intellectual as well as distinguished jurist, stressed that we tend to confuse probability and frequency. We cannot assign a probability quotient to terrorism. The risks of an attack are increasing because the technology of attacks is increasing faster than the technology of defenses. Posner agrees with Levitt that government tends to be backward-looking, and this, he says, explains why we have over-invested in aviation security since 9/11.

In Posner’s judgment, terrorism should be treated as neither a crime nor a war. Instead, it should be treated as a matter for intelligence collectors and analysts. If, for example, surveillance is conducted solely to deter terrorism, there would be no need for a warrant because there is no intent to use any information obtained in a subsequent criminal prosecution.

Carrying the thought further, Posner argues for the creation of a MI5-like agency here in the United States that can collect intelligence domestically without regard to criminal investigations. He also believes that every city’s police department should have its own intelligence unit, like New York City’s.

Dr. Robert Pape, a terrorism expert at the University of Chicago, has compiled a database of suicide terrorism, noting that no one else, including government officials, has done so. The data shows that, prior to the Iraq war, from 1980 to 2003 specifically, the link between suicide terrorism and Islamic fundamentalism was not as strong as most people think. The leading group was a secular, Marxist, Hindu group, the Tamil Tigers of Sri Lanka. 30% of suicide attacks were perpetrated by such groups, including the PKK in Turkey. Overall, only 50% of such attacks were at all connected with Islam.

Attacks tend to come in clusters, similar to political campaigns. Ninety-five percent were organized in some fashion. The objective tends to be to compel Westerners to withdraw their military forces from Muslim lands.

Al Qaeda’s attacks have fit this pattern, i.e., they are organized and they are designed to achieve the foregoing political objective. Their attacks have killed more people than all suicide bombings before Iraq combined.

85% percent of all suicide terror attacks around the global are driven by anti-Americanism. To counter these attacks, Pape argues for greater engagement and dialogue with the Muslim community.

Best Practices

1. “Making every police officer a counterterrorism officer.”
2. Using an “Alternative Policing Strategy” that blends traditional policing methods with strategies designed to encourage the police and the community to work together to reduce crime.
3. The use of a dedicated website so citizens can report problems and concerns to the police, share information, and learn about the department’s various programs and activities.
4. Establishing a Terrorism Awareness and Response Academy to provide counterterrorism training.
5. Creating the Crime Prevention Information Center, that handles both traditional law enforcement operations and anti-terrorism initiatives.
6. In the aviation sector, deploying Travel Document Checkers (TDC), Behavior Detection Officers (BDO); and Bomb Appraisal Officers (BAO); cutting-edge technology like millimeter wave and backscatter machines; multi-view x-rays; and in-line baggage screening; to mitigate the “insider” risk, instituting random i.d. checks of airport workers, and comparing outstanding badges with employment records on a weekly basis; and, in terms of general security preparedness, regular meetings and exercises with all relevant stakeholders.
7. To address concerns about airport perimeter security, the use of bollards and eliminating large vehicles from terminals.
8. To prepare for mass casualties in the event of an airport attack, agreements with nearby hotels to house victims temporarily.
9. The deployment of radiation detection equipment on vessels used to patrol the maritime sector.
10. The Chicago Trident Initiative that brings area law enforcement authorities, Coast Guard personnel, and commercial mariners together to share information and to serve as mutual force multipliers. As a further example of “jointness,” there is multiple boarding by different law enforcement entities (the Coast Guard; Customs and Border Protection from the Department of Homeland Security; and the FBI) of suspicious vessels.
11. The Coast Guard’s large civilian auxiliary.
12. In the mass transit sector, the installation of video in subway tunnels and on buses, and linking that video to command centers and the fusion center.
13. In the maritime sector, likewise, the use of surveillance cameras to monitor the vast maritime domain, especially the massive number of small vessels.
14. Generally, in multiple sectors, the regular use of drills, exercises, and training programs (including “red teams,” which attempt to think like terrorists and probe for vulnerabilities that they might exploit).
15. To mitigate risk to a company’s production line, building in redundancy in the supply of critical ingredients and other supplies.
16. Stockpiling supplies of food, water, first-aid kits, and the like in the event that an incident requires a company’s employees to “shelter in place.”
17. A company’s forming a team of cleaning personnel, maintenance people, and other such workers to spot, analyze, and report anomalies that might be indicative of terrorism to security personnel. This intelligence is then analyzed daily for trends and patterns and then passed on to the federal government.
18. The federal government’s inviting companies, which collectively own or operate 85% of the nation’s critical infrastructure, to join fusion centers.
19. Muslim organizations’ working with local police departments to train officers on Muslim culture, and the holding of regular meetings between the department and the

community to promote mutual understanding.

20. Fusion centers' working with private industry not only to provide intelligence but also to receive it.
21. The Chicago Office of Emergency Management and Communications' installing a wireless camera alert system throughout the city to examine and track suspicious images and packages.
22. Making a mayoral priority of the police and fire department's working cooperatively and having the fire department report to the Office of Emergency Management.
23. Efforts to improve communications during disasters like installing repeaters in dead zones; a notification system for key government employees; and an intranet system that sends pop-up messages to hospital computer systems during emergencies.
24. The Red Cross' "Regional Preparedness Initiative" that provides a framework for maximizing regional resources.

Preparedness Gaps

1. Unfunded federal mandates like the aviation sector's remaining on high alert for years, requiring local governments to absorb huge security costs.
2. The vulnerability of private mail shipping facilities like Fed Ex's to exploitation by criminals linked to terrorism.
3. The lack of information on the thousands of small vessels in the maritime domain.
4. The fact that security directors tends to lose their security clearances when they leave government for the private sector.
5. The lack of a technology to detect and mitigate threats to the food supply.
6. The reluctance of private sector managers to approve costly and intrusive or inconvenient security measures.
7. The decentralization of law enforcement authority and resources in the country.
8. The lack of coordination with respect to and planning for emergencies.
9. The public's unpreparedness and their indifference to the issue.
10. The tendency of government to be reactive rather than pro-active in countering security threats.

Notes

1. Hispanic-American, Muslim convert, Jose Padilla, was convicted in 2007 of providing material aid to terrorists, after having been initially charged, and held in military custody for a trial by military commission as an "enemy combatant" for plotting to carry out a dirty bomb attack on the United States in 2002.

2. Derrick Shareef is another American Muslim convert who pleaded guilty in 2007 to plotting to use a "weapon of mass destruction" (hand grenades and a handgun) to terrorize shoppers in a mall in Rockford, Illinois in order to "disrupt Christmas."

3. "VIPR," for Visible Intermodal Prevention and Response," teams are comprised of federal air marshals, surface transportation security inspectors, transportation security officers, behavior detection officers, and explosives detection canine teams who deploy en masse periodically to sensitive locations to disrupt terror plans and to reassure the public that government is taking the business of counterterrorism seriously.

APPENDIX

EXHIBIT A

Ford – McCormick - Aspen Roundtable Chicago's Preparedness for Terrorism

*Location: The Gleacher Conference Center
450 North Cityfront Plaza Drive Chicago, Illinois*

June 24 – June 26 2008

Agenda:

TUESDAY, JUNE 24, 2008

Welcoming Remarks - 9:00 a.m. - 9:15 a.m.

Donald Cooke
*Vice President of Philanthropy
McCormick Foundation*

Clark Kent Ervin
*Director, Homeland Security Program
The Aspen Institute*

Dr. Bonnie Jenkins
*Program Officer
U.S. Foreign and Security Policy
The Ford Foundation*

Keynote Address: 9:15 a.m. -10:15 a.m.

Jody Weis
*Superintendent
Chicago Police*

Break: 10:15 a.m.-10:30 a.m.

Aviation Security – 10:30 a.m. -12:00 p.m.

Kathleen Petrowsky
*Federal Security Director
Chicago O'Hare*

Thomas Argenbright
*Commander
Chicago Police Department
16th District, Airport Detachment*

James Allen Maurer
Managing Deputy Commissioner

For Safety & Security
Chicago Department of Aviation

Lunch: 12:00 pm. – 1:00 p.m.

Port Security – 1:00 p.m. -2:30 p.m.

Christopher Kennedy
Commander
Chicago Police Marine Unit

Brian J. Humphrey
Assistant Director, Field Operations (Border Security)
Chicago Field Office
Customs and Border Control
U.S. Department of Homeland Security

Paul Mehler
Coast Guard CDR
Commanding Officer
Marine Safety Unit Chicago
U.S. Coast Guard

Break: 2:30 p.m. - 2:45 p.m.

Mass Transit: 2:45 p.m. – 4:15 p.m.

Patrick Daly
Chief of Transit Police
Chicago Police

Dan Hall
Security Manager, CTA

WEDNESDAY, JUNE 25, 2008

Critical Infrastructure, Icons, and Soft Targets – 9:00 a.m.-10:30 a.m.

Larry Mulcrone
Chief of Staff
Metropolitan Pier and Exposition Authority

Richard Ryan
Asset Protection
Archer Daniels Midland

Break: 10:30-10:45 a.m.

Critical Infrastructure, Icons, and Soft Targets- 10:45 a.m. – 12:00 p.m.

David Komendat
Security Director

Boeing

Brian Tishuk
Executive Director
ChicagoFirst

Luncheon Address: 12:15 – 1:00 pm.

Abdul Malik Mujahid
Chairperson
The Council of Islamic Organizations of Greater Chicago

Preventers and Responders -1:00 – 2:30 pm.

Charles Brueggemann
First Deputy Director
Statewide Terrorism and Intelligence Center

Robert Grant
Special Agent in Charge
Federal Bureau of Investigation

John Walsh
Supervisory Protective Security Advisor
U.S. Department of Homeland Security
Great Lakes Area

Break: 2:30 p.m. - 2:45 p.m.

Preventers and Responders: 2:45 p.m. - 4:15 p.m.

James Argiropoulos
Executive Director
Chicago Office of Emergency Management and Communications

Cortez Trotter
CEO
Trotter Consulting Group

THURSDAY, JUNE 26, 2008

Non-Governmental Organizations: 9:00 a.m. -10:30 p.m.

Todd Carroll
Supervisory Special Agent
Federal Bureau of Investigation

David Esterquest
Coordinator
Rush Medical Emergency

La Forice Nealy

*Chief Response Officer
Red Cross –Chicago Chapter*

Break: 10:30 a.m. -10:45 a.m.

Natural Disaster Preparedness: 10:45 a.m. - 12:15 p.m.

James W. Duncan
*Federal Preparedness Coordinator
Director, National Preparedness Division
DHS Region V
FEMA*

Dr. Stevan Weine
*Director of the International Center of Responses to Catastrophes
University of Illinois at Chicago*

Dr. Michael J. Fagel
*Instructor of Threat Risk Management
University of Chicago*

Lunch: 12:15 p.m. -1:00 p.m.

Gen David Grange, USA (ret.)
McCormick Foundation

Leading Thinkers: 1:00 p.m. - 2:30 p.m.

Judge Richard Posner
*U.S. Court of Appeals for the 7th Circuit
University of Chicago*

Dr. Robert Pape
University of Chicago

Dr. Steven Levitt
*Alvin Baum Professor of Economics
Director of the Becker Center on Chicago Price Theory
University of Chicago*

EXHIBIT B

Ford – McCormick - Aspen Roundtable Chicago’s Preparedness for Terrorism

*Location: The Gleacher Conference Center
450 North Cityfront Plaza Drive Chicago, Illinois*

June 24 – June 26 2008

THE PARTICIPANTS’ BIOS:

Donald Cooke

Donald A. Cooke began serving as senior vice president for philanthropy of the McCormick Foundation in May 2005. His responsibilities include providing oversight and management to the Foundation’s grantmaking programs in communities, education, journalism and special initiatives.

Cooke began his career in Philadelphia at the Franklin Institute Science Museum. Over the course of 12 years he served as director of the Fels Planetarium, director of development, vice president for external affairs, acting museum director and executive vice president for programs and planning. He subsequently served for eight years at the Philadelphia Orchestra, where he served as vice president for external affairs. Prior to his current position, Cooke was the vice president for institutional advancement for the Field Museum in Chicago.

A Philadelphia native, Cooke was educated at Williams College and Harvard University, where he studied astrophysics. He is the author of many papers and articles on astronomy and nonprofit management, and he is author of the book “The Life and Death of Stars,” published by Crown Publishers in 1985.

He currently serves as a board member and on the executive committee of the Illinois Arts Alliance, is a board member of the Donor’s Forum of Chicago, is a member of the City of Lake Forest Historic Preservation Commission and is a President’s Circle member of the Chicago Council on Global Affairs.

Cooke and his wife Sally reside in Lake Forest, Illinois.

Clark Kent Ervin

Clark Kent Ervin is the Director of the Aspen Institute’s Homeland Security Program. He joined the Institute in 2005. Before doing so, he served as the first Inspector General of the United States Department of Homeland Security, from January, 2003 to December, 2004. Prior to his service at DHS, he served as the Inspector General of the United States Department of State and the Broadcasting Board of Governors, from August, 2001 to January, 2003. His service in the administration of President George W. Bush is preceded by his service as the Associate Director of Policy in the White House Office of National Service in the administration of President George H.W. Bush. A native Houstonian, he served in the state government of Texas from 1995 to 2001,

first as Assistant Secretary of State, and then as a Deputy Attorney General.

He has practiced law twice in the private sector, with the Houston based firms of Vinson & Elkins, and Locke, Liddell, & Sapp, respectively.

He earned a B.A. degree cum laude in Government from Harvard in 1980, an M.A. degree in Politics, Philosophy, and Economics from Oxford University in 1982 as a Rhodes Scholar, and a J.D. degree cum laude from Harvard Law School in 1985.

In addition to his work at The Aspen Institute, Mr. Ervin is a member of the Wartime Contracting Commission on Iraq and Afghanistan. He is also an on-air analyst and contributor at CNN, where he focuses on homeland security, national security, and intelligence issues. He is frequently cited as an expert on these matters by major national and international publications, including *The Wall Street Journal*, *Time* magazine, and *The Economist*. His opinion pieces have appeared in, among other papers, *The New York Times* and *The Washington Post*. His book on homeland security, titled, “*Open Target: Where America is Vulnerable to Attack*,” was published by the St. Martin’s Press imprint, Palgrave Macmillan, in May, 2006.

Mr. Ervin serves on the Board of Advisers of Clear Path Technologies, Inc. He is also a member of the Council on Foreign Relations, the Asia Society, and the American Association of Rhodes Scholars. Mr. Ervin also co-chaired the Obama-Biden Transition Agency Review Team for the Department of Homeland Security

Dr. Bonnie Jenkins

Bonnie Jenkins is the Program Officer for US Foreign and Security Policy in the New York-based Governance and Civil Society Unit of the Ford Foundation. Bonnie has responsibility for the portfolio of US Security Policy, but combines it with a broader focus on US Foreign Policy along with facilitating the Foundation’s US Foreign Policy Learning Circle. By bringing together two areas of work that increasingly overlap, Ford is able to generate a more effective and coherent body of grant-making at a crucial time for America in world affairs. Ms. Jenkins also has responsibility at the foundation for grants in the field of international peace efforts.

Bonnie Jenkins most recently was a Fellow in Harvard’s Belfer Center for Science and International Affairs at the John F. Kennedy School of Government. Prior to her time at Belfer, she spent many years in government service. Ms. Jenkins entered government as a Presidential Management Fellow at the Pentagon, and then worked as Attorney-Advisor in the US Arms Control and Disarmament Agency, where she helped to negotiate a number of important disarmament and non-proliferation treaties and conventions including the Conventional Forces in Europe Treaty, the Comprehensive Nuclear Test Ban Treaty, the Convention on Anti-Personnel Landmines, and the UN Convention on Nuclear Terrorism, winning the Agency’s *Outstanding Service Award* in 1999. Bonnie then moved as General Counsel to the *US Commission to Assess the Organization of the Federal Government to Combat Proliferation of Weapons of Mass Destruction*, and later to the *US National Commission on Terrorism*. After brief periods in the State Department (as Deputy Director of the Kosovo History project in the Office of Policy Planning) and the Rand Corporation (as Research Associate in National Security), she was appointed Counsel to the *National Commission on Terrorist Attacks Upon the United States* (the “9/11 Commission”), where she had responsibility for the research and writing on counterterrorism policy at the Office of the Secretary of Defense as well as on military operations to combat terrorism, particularly operations against al-Qaeda, from 1998 – 2001. Ms Jenkins interviewed current and former senior Department of Defense Officials such as Donald Rumsfeld, William Cohen,

Paul Wolfowitz, Chairman Richard Meyers, Chairman Hugh Shelton, General Tommy Franks, General Anthony Zinni, and wrote part of the 9/11 Commission report which has since become a bestseller.

Bonnie holds a BA degree in Psychology and Black Studies from Amherst College, an MPA from the SUNY Albany, a JD from Albany Law School, an LLM in International Law from Georgetown Law Center, and a PhD in International Relations from the University of Virginia. She attended The Hague Academy of International Law in 1995. Ms. Jenkins also holds the rank of Lieutenant Commander in the US Naval Reserve and has received numerous awards during her Naval career, including the nationwide Junior Officer of the Year award.

Jody Weis

Jody “J.P.” Weis currently serves as the Superintendent of Police of the Chicago Police Department. Mr. Weis officially took command of the Chicago Police Department as the 54th Superintendent of Police on February 1st, 2008.

Before joining the Chicago Police Department, Mr. Weis spent 22 years in the Federal Bureau of Investigations. Mr. Weis entered the FBI in January 1985. Upon completion of training at the FBI Academy in Quantico, Virginia, Mr. Weis was assigned to the Houston Division, Corpus Christi Resident Agency, where he was assigned to reactive crimes. Mr. Weis later transferred to Houston, where he investigated terrorism, narcotics, and violent crime matters. Mr. Weis also served on the Houston SWAT team and as a bomb technician.

In November 1992 Mr. Weis was promoted to the FBI’s Bomb Data Center, and in October 1994 he was transferred to the Violent Crimes/Fugitive Unit. Mr. Weis was selected for the violent crimes squad in Phoenix, Arizona, in January 1996 and during his tenure in Phoenix, he also supervised domestic terrorism, international terrorism and civil rights squads.

Mr. Weis was appointed Assistant Special Agent in Charge (SAC) in charge of the Chicago Field Office in June 2002. In that capacity, Weis managed the white collar crime, organized crime, violent crime, and administrative programs. In March 2003 Mr. Weis was promoted to the position of Deputy Assistant Director of the Office of Professional Responsibility (OPR) and was also selected as the Deputy Assistant Director for the Administrative Services Division after the reorganization of OPR.

In May 2005 Mr. Weis reported to the Los Angeles Field Office, where he served as the SAC over criminal operations. Mr. Weis provided oversight on all violent crime, drug, major gang, white collar crime, and public corruption investigations. He also supervised 11 Safe Streets task forces and oversaw criminal investigations in 11 resident agencies.

In May 2006 Mr. Weis was appointed SAC of the Philadelphia Field Office, where he managed one of the FBI’s largest field operations. During his tenure in Philadelphia, Mr. Weis oversaw the Fort Dix terrorism investigation and launched the “Step Up, Speak Up” campaign, a joint public and private initiative to encourage witnesses of violent crimes to come forward and protect others from becoming victims. Mr. Weis also supervised the pilot project “PinPoint,” which combines mapping software with

intelligence in an effort to enhance law enforcement investigations on federal, state and local levels.

Mr. Weis is a graduate of the University of Tampa where he earned a degree in Chemistry in April 1979. He was commissioned as a Second Lieutenant in the U.S. Army, serving in the field of Explosive Ordnance Disposal. He achieved the rank of Captain prior to his discharge in December 1984.

Kathleen Petrowsky

Kathleen Petrowsky was selected as the Federal Security Director (FSD) for the Department of Homeland Security, Transportation Security Administration (TSA) at O'Hare International Airport (ORD) on April 1, 2007. As the fourth individual to hold this position, she oversees all TSA operations at O'Hare Airport.

Ms. Petrowsky has worked for the TSA since its inception, previously holding the position of Deputy FSD and Assistant FSD of Operations, overseeing Human Resources, Finance the 24-hour Operations Center, Customer Service and Stakeholder Liaison offices. She spent the majority of her Federal career with the Department of Transportation, Federal Aviation Administration (FAA) having last held the position of Federal Security Manager at ORD with that agency. She worked in a variety of security related fields with the FAA including security liaison, regulatory enforcement and investigations.

Ms. Petrowsky received approval for Senior Executive Service status in August of 2006, shortly after completing an intensive course at the Federal Executive Institute in Charlottesville, VA.

Thomas Argenbright

Commander Thomas W. Argenbright was born in Chicago and is a 23-year veteran of the Chicago Police Department. Commander Argenbright began his career in the Wentworth Police District where he worked as a Patrol and Tactical Officer. He has worked as a narcotics officer and served as a Homicide Detective for eight years. Upon being promoted to Sergeant in 1998, he was assigned to the Central Police District, Area One Detective Division and served as an Administrative Sergeant to Chicago Police Superintendent Terry G. Hillard. As a Lieutenant, he was assigned to the Englewood District and as the Administrative Lieutenant for the Bureau of Investigative Services.

Commander Argenbright currently heads the Airport Law Enforcement Section for the Chicago Police Department. This Unit provides Law Enforcement, canine, and Bomb and Arson personnel at both O'Hare and Midway Airports.

Commander Argenbright holds a Bachelors of Arts and a Masters of Science Degrees from Lewis University. He is married and the father of four children.

James Allen Maurer

Mr. Maurer is the Managing Deputy Commissioner for Safety and Security with

the City of Chicago Department of Aviation. In his position, Mr. Maurer ensures that the City of Chicago is in compliance with the federal mandated and approved Airport Security Program. The Managing Deputy works directly with the Chicago Police Department and Chicago Fire Department in emergency response situations. He coordinates activities with various local, state and federal law enforcement agencies including the U.S. Secret Service, Transportation Security Administration, Federal Bureau of Investigation, Drug Enforcement Agency, Customs and Border Protection Service, Bureau of Alcohol, Tobacco and Firearms, Department of State Diplomatic Security Services, Federal Air Marshals, Illinois State Police and the Cook County Sheriffs' Police.

Mr. Maurer previously served as a police officer with the Chicago Police Department, rising to the position of Deputy Superintendent, before leaving CPD for his current position with the Department of Aviation in 2005.

Christopher Kennedy

Lieutenant Christopher J. Kennedy – a 3rd generation police officer is a 16 year veteran of the Chicago Police Department and has served as the Commanding Officer of the Marine & Helicopter Unit since December of 2006. He was a founding Lieutenant of the Targeted Response Unit (TRU), which was formed to address Chicago's record homicide rate in July of 2003. That unit received national attention for its success and assistance in dropping the City's homicide rate. He has served in a number of critical assignments including on the immediate staff of the Deputy Superintendent (Chief) of Patrol, Lieut. TRU, district watch commander, tactical sergeant, special operations section officer and tactical officer.

Lt. Kennedy holds a Master of Public Administration degree from the Illinois Institute of Technology and a Bachelor of Science in History from Northern Illinois University. He has served on staff at the Northwestern University Traffic Institute as an assistant instructor for their hostage negotiations curriculum. In a private capacity he has coordinated protective services in the City for many individuals, including John Walsh(America's Most Wanted), Royal family members of the United Arab Emirates, John Denver, Aretha Franklin as well as for the executives of several major corporations.

Brian J. Humphrey

Brian J. Humphrey was appointed Assistant Director (Border Security), Chicago Field Office in November 2004. In this role, he is responsible for providing leadership and oversight for all Field Operations border security activities in the twelve-state, Central U.S. area that comprises the Chicago Field Office. Brian is a career U. S. Customs and Border Protection (CBP) manager with 22 years of law enforcement experience. From June-November 2006, Brian served as the Acting Director, Chicago Field Office.

Brian began his border enforcement career with the former U.S. Customs Service at O'Hare International Airport. In addition to his current assignment to the Chicago Field Office, Brian has served two tours at Washington, DC Headquarters, a three-year assignment as Chief Inspector of the Outbound/Anti-Terrorism Team at Los Angeles International Airport, temporary duty as Acting Port Director, Louisville, Kentucky, and six years as an Inspector in Chicago. Brian also has traveled for business to numerous

CBP port activities as well as international details to three countries.

Brian's CBP background includes experience as U.S. Coordinator and Instructor at the International Law Enforcement Academy, Budapest, Hungary, selection as a representative to the U.S.-Mexico Bilateral Chemical Control Working Group, and designation by a former Commissioner as the National Rail Coordinator. As the National Rail Coordinator, Brian created a five-year plan to address the threat of drug smuggling via railroad conveyances. In June 2006, Brian was one of three Chicago area U.S. law enforcement signatories to a repatriation arrangement with the Republic of Mexico. Brian's other law enforcement experience includes service as a U.S. Army Military Police Officer and as a Police Officer in Western Illinois.

Brian is a graduate of the University of Illinois at Springfield and Black Hawk College. He is a U.S. Army veteran with overseas service and domestic duty in Alabama and Kentucky. Brian was honorably discharged from the U.S. Army after 8 years of active duty and reserve service.

Brian's professional associations include Life Member, AMVETS, Life Member, University of Illinois Alumni Association, and Member, International Association of Chiefs of Police. He is also a member and past Treasurer of a local Lions club, a service organization dedicated to assisting the sight and hearing impaired.

Paul Mehler

Commander Mehler has served as the Commanding Officer of U.S. Coast Guard Marine Safety Unit Chicago since June 02, 2006. In that capacity, Commander Mehler is responsible for overseeing all Coast Guard Port Safety and Security, Marine Environmental Protection, and Commercial Vessel Safety missions covering the Lake Michigan shorelines of Illinois and Indiana, as well as 177 miles of the Illinois River System.

A Native of Philadelphia, Pennsylvania. Commander Mehler is a graduate of Massachusetts Maritime Academy. Upon graduation, he worked as an analyst for the American Bureau of Shipping.

Commissioned in 1990, Commander Mehler's operational assignments include Senior Investigating Officer, Assistant Chief, Inspection Department, and Chief, Port State Control Branch at Coast Guard Marine Safety Office Galveston, Texas; Supervisor, Marine Safety Field Office Bucksport, Maine; Operations Officer on the International Training Division (ITD) in Yorktown, Virginia; Executive Officer, Acting Officer in Charge of Marine Inspections, and Alternate Captain of the Port for Coast Guard Marine Safety Office Louisville, Kentucky; and U.S. Coast Guard Liaison to Operations and Policy at the Department of Homeland Security in Washington, DC.

Commander Mehler's personal awards include two Meritorious Service Medals, four Coast Guard Commendation Medals, the 9-11 Medal, Joint Service Achievement Medal, three Coast Guard Achievement Medals, and two Commandant's Letters of Commendation.

Patrick Daly

Patrick Daly is the Chief of the Chicago Police Department's Counterterrorism and Intelligence Division (CID). The CID includes the Deployment Operations Center (DOC) and Intelligence Section, which contain the Criminal Enterprise Group, the Counter-Terrorism Section, the Joint Terrorism Task Force, the Deployment Analysis Group, the Gang Analytical Program/Technology Development Group and the Homeland Security Section. The CID is responsible for close coordination with Chicago's Office of Emergency Management and Communication and other city agencies, who would logically respond to city emergencies as well as other local, county, state and federal emergency responders.

Prior to joining the police department in February 2008, Daly worked as an independent contractor for the Department of State, instructing foreign police, military and intelligence organizations on intelligence related topics in the host countries.

Daly was also the Chicago Transit Authority's (CTA) Vice President of Security and Safety. Upon joining the CTA in March 2004, Daly coordinated police and security functions at the CTA, including developing strategies aimed at providing a safe environment for customers and employees.

Daly started with the Federal Bureau of Investigation (FBI) in 1982. At the time of his retirement in March 2004, he was the Special Agent in Charge of the FBI's San Juan field office, supervising operations in Puerto Rico and the U.S. Virgin Islands. While serving in the Chicago bureau in the 1990's, he ran the Terrorism, Counterintelligence and Violent Crime programs. He also was responsible for setting up the local command center to respond to the September 11, 2001 attacks. Daly has taught courses for bomb technicians at the FBI Academy in Quantico, Virginia. He assisted in processing the crime scenes following the Oklahoma City bombing and the first attack on the World Trade Center in New York City.

Daly began his career in law enforcement as an Oak Park, Illinois police officer in 1977.

Larry Mulcrone

Laurence P. Mulcrone is the Chief of Staff for the Metropolitan Pier and Exposition Authority, which manages McCormick Place and Navy Pier. In this capacity, Mr. Mulcrone oversees all corporate responsibilities including Human Resources, Budget/Finance, Construction/Development, Government /External Relations, Marketing and Communications, Research/Strategic Planning, and Information Services. He also assists the Chief Executive Officer by coordinating activities of the General Council, the General Managers of McCormick Place and Navy Pier, and provides administrative assistance to the MPEA Board of Directors.

Prior to this assignment Mr. Mulcrone was the Senior Director of the Department of Security and Safety and previously held the position of Senior Director of Facilities. In those positions, he managed a \$125 million budget, and supervised more than 500 personnel.

Following two years in the United States Army Military Police Corps, Mr. Mulcrone joined the Elmhurst Police Department as a patrol officer. In 1976, he was appointed as a Special Agent with the Illinois Bureau of Investigation, and rose through the ranks of the Illinois State Police to the position of Lieutenant Colonel in charge of Patrol and Investigation Operations in Northern Illinois, managing almost 1100 personnel. He was also assigned as the Laboratory Director of the Chicago Forensic Science Center, which was the largest accredited Crime Laboratory in the world in 1997.

Mr. Mulcrone and his wife, Karen, have been married for 35 years and have four children and four grandchildren. He has a Bachelors Degree in Commerce from DePaul University, a Masters Degree in the Administration of Justice from Webster University, and a Masters Degree in Management from DePaul University. Mr. Mulcrone has lectured at universities and police academies throughout the United States, and has published several articles on criminal investigations.

Richard Ryan

Mr. Ryan retired as a Deputy Chief of Police of the Decatur, Illinois, Police Department after a twenty-nine year police career. He holds a BA from Eastern Illinois University and served four years with the USMC, including one tour with an infantry rifle company in Viet Nam. He is a graduate of the FBI National Academy and the National Crime Prevention Institute. His police experience includes service as Commander of Patrol, Investigations and Professional Standards Divisions.

Mr. Ryan also retired as Coordinator for Law Enforcement Programming and was an adjunct faculty member at Richland Community College in Decatur and was an adjunct faculty member and Advisory Board member at the Police Training Institute of the University of Illinois.

Mr. Ryan's current professional memberships include the National Tactical Officer's Association (NTOA), the Illinois Tactical Officer's Association (ITOA-former member of the ITOA Board of Directors), the American Society for Industrial Security, the Security Subcommittee of the Business Round Table, the National Grain and Feed Association (NFGA)/North American Export Grain Association (NEAGA)/ Grain Elevator and Processing Society (GEAPS) Joint Security Committee, the International Food Information Council's Food Safety and Defense Forum, and the Illinois Food Systems Policy Council. Mr. Ryan chairs the DHS Food/Ag Sector Joint Committee on Research (Food Defense) and also chairs the Security Committee for the National Oilseed Processors Association. He is on the steering committee for the FBI/FDA/USDA/DHS Strategic Partnership Program Agro-terrorism Initiative (SPPA), serves as a member of the Advisory Board for the Kirkwood, IA CC Agro-Terrorism Preparedness Center and is a voting member of the Illinois Terrorism Task Force and the Decatur/Macon County Terrorism Task Force.

Prior to his employment at ADM Mr. Ryan owned and operated *Ryan Crisis Management Consulting, Inc.* He presents at State and National conferences and has provided training throughout the U. S. for topics related to Tactical Team Operations, Managing Labor Disputes and Interest Group Events, and various topics related to corporate security, risk assessment, security plan development and implementation, and agro-terrorism. In addition, he has provided expert testimony related to fingerprint evidence, the police use of force, and threat/risk assessment in State and Federal courts.

Mr. Ryan is currently employed as an Assistant Deputy Director in the Corporate Security Department of Archer Daniels Midland. His responsibilities include management of the Asset Protection Division and corporate counter-terrorism planning and coordination.

David Komendat

Dave Komendat began his professional security career at McDonnell Douglas in June of 1986 when he was hired as an Industrial Security Specialist after graduating from California State University at Long Beach with a Bachelor of Science degree in Criminal Justice, Industrial Security.

Dave's leadership roles have included Security Operations Manager for the C-17 Program and Site Security Manager positions for US Sea Launch in Long Beach, CA and Boeing sites in the Seattle, WA area after the Boeing-McDonnell Douglas merger of 1997. In May 2001, Dave was named Director of Security for the new Boeing World Headquarters located in Chicago, IL. He later took on the added responsibility of Workplace Services Director for the site and managed site facilities, IT, employee services, transportation and food services in addition to his security duties.

In May of 2005, Dave was named Director of Security Integration based at Shared Services Group headquarters in Renton, Washington. In this role, he has oversight of Corporate Headquarters security, Boeing Commercial Airplanes security, Executive Protection, Enterprise Uniform Security & Fire governance, Emergency Preparedness, Domestic & International Security Activities, Data Protection, Threat Management and Security Technical Operations. From January 2007 through January 2008, Dave was named acting Vice President of SSG Operations. In addition to his Security Director role, he had enterprise responsibility for Security & Fire Protection, Employee Health and Safety, Frequency Management, Business Continuity, Lean+ and Quality.

Dave completed an executive development program at the Kellogg School of Management, Northwestern University in May of 2005.

Dave and his family reside in Newcastle, Washington.

Brian Tishuk

Brian Tishuk became the first Executive Director of ChicagoFIRST in February 2004. He is responsible for forging a relationship between financial institutions and government at all levels to promote information sharing about employee safety and business continuity issues.

Prior to joining ChicagoFIRST, Mr. Tishuk enjoyed a career at the United States Treasury Department during which he addressed a vast array of public policy issues affecting financial institutions, from the savings and loan crisis of the mid-1980s to the attacks of September 11th, 2001.

Following September 11th, Mr. Tishuk led The Treasury's efforts to enhance the resiliency of financial institutions, establishing the Office of Critical Infrastructure Protection and Compliance Policy and serving as its Acting Director and Deputy Director. Focusing attention on financial institutions in other parts of the country, Mr. Tishuk initiated a Treasury outreach effort that both encouraged and facilitated cooperation among financial firms in Chicago, thereby assisting those forming ChicagoFIRST.

Mr. Tishuk has an undergraduate degree from Lawrence University in Appleton, Wisconsin; a masters degree in public policy from the University of Michigan; and a

law degree from Georgetown University.

Abdul Malik Mujahid

Abdul Malik Mujahid is Chairman of the Council of Islamic Organizations of Greater Chicago.

He is founding Chair of Sound Vision Foundation, the pioneering producer of educational content on Islam and Muslims and the nation's only daily Muslim talk show on WCEV 1450 AM in Chicago.

Imam Mujahid serves as Vice Chair of the Council for a Parliament of the World's Religions. He also serves at the steering committee of the Midwest Coalition for Human Rights.

He serves at the Faith Advisory Council of the Democratic National Committee which consists of about 50 priests, pastors, imams and rabbis. He is an elected member of the Credential Committee for the 2008 Democratic National Convention.

He has lead successful efforts in the passage of the Illinois Senate resolution (SR 178) and Illinois House resolution (HR438) asserting the rights of Muslims to do charity without fear. As the national coordinator of Bosnia Task Force, USA, in 1990s he successfully led efforts in collaboration of National Organization of Women (NOW) to declare rape as a war crime.

Imam Mujahid has pioneered Shia-Sunni dialogue in the USA, preached against domestic violence in the Muslim community and championed the cause of enhanced women's space in mosques.

In 2007 the Mayor of Chicago Richard M. Daley recognized Imam Mujahid's service for the interfaith harmony and bridge-building by given him an award by the Human Rights Commission of the City of Chicago. In 2006 Imam Mujahid was also a recipient of Milestone award from the Asian American Institute along with Linda Hue of ABC news.

Imam Mujahid has authored more than 400 articles on Islamic living and public policy. His book, Conversion to Islam, was the winner of an Outstanding Academic Book of the Year Award by American Library Association in 1990.

Charles Brueggemann

First Deputy Director Brueggemann has served as second in command of the Illinois State Police since April 1, 2008. As First Deputy Director, Colonel Brueggemann reports directly to Director Larry Trent and oversees the agency's five Divisions: Operations, Forensics, Information and Technology Command, Internal Investigations, and Administration. In addition to directing the activities of five Deputy Directors, he is responsible for the oversight of the Director's principal advisors assigned to Legislative Affairs, Public Information, EEO, Inspections and Budget.

In his prior position, FDD Brueggemann had oversight of the Operations division,

with wide-ranging responsibilities including patrol, investigations, homeland security and gaming. While serving in that capacity, FDD Brueggemann was charged with coordinating a plan to reduce the incidence of highway fatalities, and responded by leading the development of a strategy that reduced highway crashes to their lowest level in 84 years. For his role in the program, Brueggemann earned the Director's Achievement Award in 2007. The award is one in a long list of achievements and experiences for FDD Brueggemann on the leading edge of law enforcement.

He was selected in 2005 by the FBI to attend a counter terrorism leadership program that involved traveling abroad with seven other major city, state, and federal law enforcement executives to share information and open lines of communications between different nations in the fight against terrorism. Law enforcement officials from Scotland, England, Northern Ireland, and Canada also participated.

FDD Brueggemann serves as chairman of the Association of State Criminal Investigative Agencies, which includes the heads of criminal investigation units from all 50 states. He is a member of the executive board of the Regional Institute of Community Policing, and co-chair of the executive board for the Federal Gateway Information Sharing Board.

He was appointed by Illinois Governor Rod Blagojevich as the law enforcement representative on the Public Health Emergency Medical Response Advisory Board. He is an advisor to the Joyce Foundation, a Chicago-based non-profit that supports and helps fund initiatives in the areas of education, the environment, gun violence reduction, politics, and culture.

During his 23-year career with the Illinois State Police, Brueggemann has been involved in planning, response, and preparedness initiatives for some of the most significant critical incidents and weather-related disasters in the state.

First Deputy Director Charles E. Brueggemann began his career with the Illinois State Police in 1985 as a State Trooper in Chicago, Illinois. During his early law enforcement career, he not only served in the patrol function, but also held a variety of investigative and highly responsible management positions. He has testified as an expert witness on complex narcotics investigations, homicide investigations, and before committees in the Illinois legislature.

First Deputy Director Brueggemann received his Bachelors degree from McKendree College and a Masters degree in Homeland Defense and Security from the Naval Post-Graduate School. He serves as Chairman of the Southern Illinois Criminal Justice Summit and is a member of the International Association of Chiefs of Police.

Robert Grant

Mr. Grant began his career as a Special Agent with the FBI on November 13, 1983. He was assigned to the Memphis Division on March 8, 1984, where he investigated White Collar Crime and Violent Crime. In February 1987, he was transferred to the New York Division to investigate Terrorism and White Collar Crime.

In August, 1989, Mr. Grant was promoted to become a Supervisor at FBI Headquarters in Washington, DC. Three years later, in December, 1992, he began serving as an Inspector's Aide, conducting inspections of assigned FBI Headquarters divisions and

FBI Field Offices.

From January, 1994, to October, 1998, Mr. Grant served as a White Collar Crime Supervisor in the Chicago Division. During that period, from May, 1997 to January, 1998, he was promoted to serve as Acting Assistant Special Agent in Charge for Administration of the Chicago Division.

In October, 1998, Mr. Grant was promoted and transferred to the San Antonio Division to serve as an Assistant Special Agent in Charge. Four years later, in October, 2002, he was promoted to serve as an Inspector at FBI Headquarters, and in May, 2004, he was promoted to become Chief Inspector of the Inspection Division at FBI Headquarters.

Mr. Grant was selected to serve as Special Agent in Charge of the Chicago Office beginning January 31, 2005.

John Walsh

Mr. Walsh is currently the Supervisory Protective Security Advisor, Great Lakes Area (MN, WI, MI, IL, IN, OH, & KY), Protective Security Coordination Division, Office of Infrastructure Protection, U.S. Department of Homeland Security. He is a retired Naval Reserve Intelligence Officer.

Cortez Trotter

Cortez Trotter is a 33-year veteran of the life safety and property protection industry, he current serves as the President and CEO of the Trotter Consulting Group (TCG), LLC. TCG is a Chicago based Life Safety Solutions Company specializing in Disaster Preparedness, Security Strategies and Continuity of Operations Planning. Prior to forming TCG Mr. Trotter was Vice President and Director of the Midwest Regional Office for the Crisis Management and Preparedness Division of the GlobalOptions Group. Before joining GlobalOptions Group, Trotter was the City of Chicago's first ever Chief Emergency Officer. As the Chief Emergency Officer, he oversaw long-range planning strategies for man-made and natural disasters, and led preparedness, response and recovery efforts during emergencies for the Chicago Police Department, CFD, Chicago Department of Public Health and Office of Emergency Management and Communications (OEMC).

Prior to serving as Chief Emergency Officer Trotter was the city's Fire Commissioner, where he led sweeping changes to the department's high-rise incident command policies. Trotter also enhanced internal and external training and readiness by creating and producing three Chicago-specific DVDs that focused on the specific roles of the fire personnel and the public in commercial and residential high-rise life safety. Before being named Fire Commissioner, Trotter was the City's Executive Director of the OEMC where he oversaw the \$217 million dollar state of the art 911 call center. Following the September 11, 2001 terrorist attacks, he became the City's homeland security liaison to the U.S. Department of Homeland Security and created the City's first ever Office of Emergency Management. His many accomplishments at the OEMC included: establishment of the technology driven joint operations center; implementation of the first high-rise evacuation ordinance; installation of the initial phase of citywide

surveillance cameras; and implementation of the first mobile interoperability unit.

In his various positions with the City, Trotter responded to several key emergency incidents including: the 2006 extended South Side power outage which caused the temporary relocation of thousands of residents; the 2006 Chicago Transit Authority train fire and evacuation of more than 1,000 passengers; the 2004 LaSalle Bank fire; the 2003 69 West Washington fire; the 2003 E-2 nightclub stampede; and the 2003 North Side porch collapse. He also directed the 2006 precedent setting mass evacuation exercise where more than 3,000 building tenants from four commercial high-rise buildings and City public safety departments tested the effectiveness of City's Central Business District (CBD) Evacuation Plan and tenants' preparedness for such an event.

Mr. Trotter was a Business Major at Dominican University, River Forest, Illinois and also completed the Department of Homeland Security's Executive Leadership Program at the prestigious Naval Postgraduate School. He is the recipient of several awards and recognitions including: being featured on the cover of *Fire Chief Magazine* for his progressive leadership style; being recognized by Jones Lang LaSalle Corporation for effective incident command at the LaSalle Bank high-rise fire; and receiving the American Heart Association's Chairman's Award, the Chicago Suburban Human Relations Commission Award, and the Martin Luther King, Jr. Excellence in Leadership Award. He serves on the Board of Directors of the Chicago Metropolitan Salvation Army, the Loretto Hospital Foundation, and the editorial board of *Fire Chief Magazine*.

Todd Carroll

Todd Carroll is a Supervisory Special Agent with the Federal Bureau of Investigation. He is in charge of the FBI's Cyber Squad in Chicago. He has been an FBI Special Agent for 10 years and served in the Washington, D.C. field office and the Critical Incident Response Group out of Quantico, Virginia. He was a police officer prior to joining the FBI and has worked in the Counterterrorism and Cyber Crime fields.

David Esterquest

David Esterquest received his Associate Degree in Nursing from Oakton Community College, and Bachelor of Science Nursing degree from Lewis University in Romeoville. Since 1991, his nursing career has included work in critical care, trauma, neuro trauma, emergency medicine and clinical educator, both at Lutheran General and Resurrection Hospitals. In January 2003, Mr. Esterquest was named the Rush University Emergency Department Practice Administrator and most recently in 2007 was named the Emergency Preparedness Coordinator for Rush University Medical Center. Mr. Esterquest is the only Illinois delegate to belong to the Hospital Emergency Incident Command System (HEICS IV) working group. In 2005, David served as team leader while deployed with 50 other Illinois Medical Emergency Response Team (IMERT) members to Baton Rouge, Louisiana as part of the Hurricane Katrina Relief effort. David is also a member of numerous professional organizations including the Illinois Medical Emergency Response Team (IMERT), IMERT Weapons of Mass Destruction team and the Executive Council of IMERT.

James W. Duncan

James W. Duncan is the Federal Preparedness Coordinator and Director, National Preparedness Division in Region V of the Department of Homeland Security's, Federal Emergency Management Agency (FEMA) offices, located in Chicago, Illinois. This division leads Federal efforts to assist State, local and tribal emergency management organizations in planning, training and exercises to build and sustain an effective capability to respond to all emergencies and disasters including a terrorist incident.

Prior to becoming part of the Department of Homeland Security, Mr. Duncan worked for the Federal Emergency Management Agency (FEMA), which became the Emergency Preparedness & Response Directorate of Homeland Security on 1 March 2003. Mr. Duncan joined FEMA in 1992 and held a variety of positions in the agency. He has extensive disaster response and recovery experience serving as a deputy federal coordinating officer on many disasters.

From 1984 to 1992 Mr. Duncan worked for Headquarters Fourth U.S. Army as the Chief of Contingency Plans. He was responsible for planning and coordinating Military Assistance to Civilian Authorities, Continuity of Operations and planning for Land Defense of the Continental U.S.

His private sector business experience includes several years of restaurant management experience for companies like Marshal Field & Co. and Duff's Famous Smorgasbords.

Mr. Duncan also has 32 years of Naval Service, retiring in June of 2002 at the rank of Captain.

Dr. Stevan Weine

Stevan Weine is Professor of Psychiatry Director of the International Center of Responses to Catastrophes, at the University of Illinois at Chicago. Weine is author of Testimony and Catastrophe: Narrating the Traumas of Political Violence (Northwestern University Press, 2006) and When History is a Nightmare: Lives and Memories of Ethnic Cleansing in Bosnia-Herzegovina (Rutgers, 1999). He was awarded a Career Scientist Award from the National Institute of Mental Health on "Services Based Research with Refugee Families". Dr. Weine is the principal investigator of an NIMH-sponsored study of adolescent refugees from Liberia and Somalia in the U.S. He is also the principal investigator of a U.S. Civilian Research & Development Foundation sponsored study of Tajik migrant workers and HIV/AIDS. He is a member of the American Psychiatric Association, the International Society for Traumatic Stress Studies, and the Group for Advancement of Psychiatry, where he serves on the Committee on Terrorism and Political Violence.

Dr. Michael Fagel

Michael Jay Fagel, Ph.D., CEM, has been involved in many phases of public service. In over 3 decades of public service, he has been in Fire Service, Emergency Medical Service, Public Health, Law enforcement and Emergency Management, as well as

corporate safety, security and threat risk management.

Currently, he is an instructor at the University of Chicago in their new masters of Threat Risk Management Program. Also he is an instructor for Benedictine University's Masters in Public Health Program., as well as an instructor at Eastern Kentucky University in their Loss prevention Masters program. He was a team leader at the Louisiana State University's National Center for Bio Medical Research and training (NCBRT) in their Response to Agricultural Terrorism Training Program, as well as their Public Health Programs in Response to High Consequence Events.

He has delivered over 350 lectures across the nation and written over 100 articles on safety & disaster planning. He has published 2 textbooks on safety & disaster management. Also, he was on the National Domestic Preparedness Office SLAG team (NDPO) at the FBI in Washington.

Fagel spent ten years at FEMA in their Occupational Safety & Health Cadre in Washington, responding to incidents and disasters such as the Oklahoma City Bombing where he worked as a safety officer and CISD de briefer. Most recently, he served the FDNY for over 100 days at New York City World Trade Center 9-11 Attacks.

He has spent 2 years helping Middle East nations create a national response plan and create a new FEMA type organization. He has several mid east deployments for an extended period. He was a delegate to the European Conference on Emergency Management held in Budapest in 2007.

Along with these other assignments, Fagel is a Homeland Security Analyst at the Argonne National Laboratories engaged in the protection of Critical Infrastructure

Also he is a member of the Northern Illinois Critical Incident Stress Debriefing team, the International Association of Fire Chiefs Committee on Safety and Health, as well as their Terrorism Committee. He serves on the Illinois Terrorism Task Force, and was the Region V President for the International Association of Emergency Managers, and was a Certified Emergency Manager Commissioner (CEM) for IAEM as well.

Gen. David Grange

David L. Grange began serving as president and chief executive officer of the McCormick Foundation in September 2005. He was the foundation's executive vice president and chief operating officer from 1999 to 2005.

Grange came to the Foundation after 30 years of service in the U.S. Army with his final position as Commanding General of the First Infantry Division, known as the "Big Red One." In that position, he served in Germany, Bosnia, Macedonia, and Kosovo.

During his military career, Grange served as a Ranger, Green Beret, Aviator, Infantryman, and as a member of Delta Force. Assignments and conflicts took him to Vietnam, Korea, Grenada, Russia, Africa, former Warsaw Pact countries, Central and South America, and the Middle East to include the Gulf War.

Grange sits on the Board of Visitors of the Center on Philanthropy at Indiana University. He is on the Board of Directors of the Chicago Council on

Global Affairs, the National Strategy Forum, the Society of the First Infantry Division, and the Vietnam Veterans Memorial Corporate Council, and he is a trustee for the First Infantry Division Foundation and Marmion Academy.

A Long Island, New York native, born on December 29, 1947, Grange holds a bachelor's of science degree from North Georgia College and a master's of public service from Western Kentucky University.

Judge Richard Posner

Richard A. Posner became a Judge of the U.S. Court of Appeals for the Seventh Circuit in December 1981 and served as Chief Judge from 1993 to 2000. He has written almost 2200 published judicial opinions. He continues to teach part time at the University of Chicago Law School, where he is Senior Lecturer, and to write academic articles and books. He has written 38 books and more than 300 articles and book reviews. His academic work since his becoming a judge has included studies in the economics of criminal law, labor law, and intellectual property; in jurisprudence, law and literature, and the interpretation of constitutional and statutory texts; and in the economics of sexuality and of old age.

Posner received honorary degrees of doctor of laws from Syracuse University in 1986, from Duquesne University in 1987, from Georgetown University in 1993, from Yale in 1996, from the University of Pennsylvania in 1997, from Northwestern University in 2002, and from Aristotle University (in Thessaloniki) in 2002; and he received the degree of doctor honoris causa from the University of Ghent in 1995 from the University of Athens in 2002, and an honorary juris doctor degree from Brooklyn Law School in 2000. In 1994 he received the Thomas Jefferson Memorial Foundation Award in Law from the University of Virginia. In 1998 he was awarded the Marshall-Wythe Medallion by the College of William and Mary, and he received the 2003 Research Award from the Fellows of the American Bar Foundation. He received the John Sherman Award from the U.S. Department of Justice in 2003, for contributions to antitrust policy. In 2005 he received the Learned Hand Medal for Excellence in Federal Jurisprudence from the Federal Bar Council, the Thomas C. Schelling Award for scholarly contributions that have had an impact on public policy from the John F. Kennedy School of Government at Harvard University, and the Henry J. Friendly Medal from the American Law Institute.

Posner is a member of the American Law Institute, the Mont Pèlerin Society, and the Century Association, a fellow of the American Academy of Arts and Sciences, an Honorary Bencher of the Inner Temple, a corresponding fellow of the British Academy, an honorary fellow of the College of Labor and Employment Lawyers, a member of the editorial board of the European Journal of Law and Economics, and a Consultant to the Library of America, as well as a member of the American Economic Association and the American Law and Economics Association (of which he was President in 1995–1996). He was the honorary President of the Bentham Club of University College, London, for 1998. With Orley Ashenfelter, he edited the American Law and Economics Review, the journal of the American Law and Economics Association, from its founding in 1998 to 2005.

Dr. Robert Pape

Robert A. Pape is Professor of Political Science at the University of Chicago specializing in international security affairs. His most recent book is DYING TO WIN: THE STRATEGIC LOGIC OF SUICIDE TERRORISM (Random House June 2005), also published in Great Britain, Australia, India and Spain and in paperback (July 2006).

Before coming to Chicago in 1999, he taught international relations at Dartmouth College for five years and air power strategy for the USAF's School of Advanced Airpower Studies for three years. He received his Ph. D. from the University of Chicago in 1988 and graduated summa cum laude and Phi Beta Kappa from the University of Pittsburgh in 1982. His current work focuses on American grand strategy, causes and solutions to suicide terrorism, the logic of soft balancing in a unipolar world, and the limits and advantages of precision air power.

Dr. Steven Levitt

Steven D. Levitt is the Alvin H. Baum Professor of Economics at the University of Chicago, where he is also director of The Becker Center on Chicago Price Theory. In 2004, he was awarded the John Bates Clark Medal, which recognizes the most influential economist in America under the age of 40. More recently, he was named one of Time magazine's "100 People Who Shape Our World." Levitt received his B.A. from Harvard University in 1989, his Ph.D. from M.I.T. in 1994, and has taught at Chicago since 1997.

EXHIBIT C

Ford – McCormick - Aspen Roundtable Chicago's Preparedness for Terrorism

*Location: The Gleacher Conference Center
450 North Cityfront Plaza Drive Chicago, Illinois*

June 24 – June 26 2008

AUDIENCE LIST:

Lorelei Camp

The McCormick Freedom Museum

Donald Cooke

The McCormick Foundation

Megan Corro

The Aspen Institute

P.J. Crowley

The Center for American Progress

Danny Dahlberg

Henry Crown and Company

Rob Denning

Wrigley

Clark Kent Ervin

The Aspen Institute

Theophilos C. Gemelas

Homeland Security Institute

Howard Goldman

Transportation Security
Administration
U.S. Department of Homeland
Security

Jack Gonzalez

David Grange

The McCormick Foundation

Jay Greeley

United States Army

Barbara A. Grewe

The MITRE Corporation

Mark Hallett

The McCormick Foundation

Jerome Hauer

The Hauer Group

Gaylen Heyborne

Wrigley

David Heyman

Center for Strategic and Interna-
tional Studies

Mary Hough

Wrigley

Bonnie Jenkins

The Ford Foundation

Andrea Jett

The McCormick Foundation

Colonel Randall J. Larsen

The Institute for Homeland Security

Jay Lavender

NSPYR

Elio Montenegro

Transportation Security
Administration
U.S. Department of Homeland
Security

Kyle Olson
The Kyle Olson Group

John Sirek
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John Solomon

Laura Evans
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Brett Olson
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