

## **State Capitals Organized to Protect America Second Organizing Meeting**

### **Report**

The second organizing meeting of the State Capitals Organized to Protect America (SCOPA) was held in McLean, Virginia on October 18 and 19, 2005. This is a summary of that meeting.

SCOPA more than doubled in size since its original meeting to thirteen members, including one ex officio member. SCOPA membership includes ten state capitals, including the District of Columbia, two states and one ex officio member (the Fallen Firefighters Foundation). The meeting content areas included a review of progress since the organizing meeting, confirming and further developing the four major program areas, identifying three topics of significance to be the 2006 guiding issues, the election of officers and appointment of committee chairs, and the identification of next steps in the membership campaign leading to a national meeting in early 2006. The meeting concluded with the commitment of the members to hold monthly teleconferences and to determine the schedule and agenda for the national meeting.

### **SCOPA Members and Meeting Participants**

- **Anne Arundel County, Maryland** – Ronald Blackwell, Chief, Fire Department\*
- **Baton Rouge, Louisiana** – JoAnne Moreau, Director of Homeland Security and Emergency Preparedness
- **District of Columbia** – Robert LeGrande II, Deputy Chief Technology Officer,
- **Dover, Delaware** – Scott Koenig, Director of Public Works
- **Frankfort, Kentucky**—Bill May, Mayor
- **Harrisburg, Pennsylvania**—Donald Konkle, Chief of Fire Department
- **Nashville Davidson Metro, Tennessee** – Richard Byrd, Director of Emergency Management
- **North Carolina** – Scott Hunter, Chief, Capital Police
- **Tallahassee, Florida** – Steve Anderson, Division Chief, Fire Department; Thomas Coe, Deputy City Manager for Safety and Neighborhood Services\*
- **Trenton, New Jersey** – Barry Colicelli, Homeland Security official
- **Mississippi**—Ed Worthington, Director of the Office of Homeland Security
- **Jackson, Mississippi**—Robert Walker, City Manager
- **Fallen Firefighters Foundation**—Ron Siarnicki, Executive Director

\* Member unable to attend this meeting

### **Accomplishments Since the First Organizing Meeting**

The accomplishments made since the first organizing meeting in July included:

- The SCOPA Mission Statement was given final review and approval and published
- SCOPA membership doubled from five states and the District of Columbia to ten states and the District
- A SCOPA brochure was developed and approved for distribution by the membership that described the SCOPA mission and the four major program areas
- The SCOPA web site was developed and materials on the major program areas were included
- SCOPA was officially incorporated in the State of Delaware as a Non-Profit Corporation
- The marketing campaign led to the increase in membership noted above
- An animated depiction of the SCOPA role, members, functions, and contributions was created for review by members at this meeting and for subsequent use as a membership campaign tool to aid candidate members in understanding the unique role SCOPA will have in protecting America.

### **Key Accomplishments of the Second Organizing Meeting**

The October 18-19 meeting resulted in major accomplishments in defining the role and function of SCOPA. These included the following achievements:

- Definition of the SCOPA membership, dues, and the scheduling of a major membership campaign to expand SCOPA to include all 50 states and territories in 2006
- Confirmation of the four SCOPA program areas:
  - Networking and Information Sharing
  - Advocacy
  - Techniques and Technologies
  - Create Financial Advantages
- The selection of three issue areas to which the four SCOPA programs will be directed in 2006
- The election of officers of SCOPA, the appointment of chairs for the four SCOPA program areas, and the creation of the SCOPA Executive Board

Each of these accomplishments is described in a section below

### **Elected Officers of SCOPA for the 2006 Term**

#### **Officers**

President  
VP

Joanne Moreau  
Ed Worthington

Baton Rouge, Louisiana  
State of Mississippi

Secretary	Barry Colicelli	Trenton, New Jersey
Treasurer	Steve Anderson	Tallahassee, Florida

**SCOPA Executive Committee** includes Officers and the following Program Chairs and Members:

Richard Byrd	Nashville, Tennessee
Robert LeGrande	Washington, DC
Scott Hunter	Raleigh, North Carolina
Don Konkle	Harrisburg, Pennsylvania
Scott Koenig	Dover, Delaware
Ron Blackwell	Anne Arundel County, Maryland

**SCOPA Membership Campaign**

The accompanying table shows some of the potential members of SCOPA that were discussed at the meeting. At the conclusion of the discussion, the SCOPA *priority for membership* was adopted. The priority for SCOPA membership consists of

- o the designee(s) of the Chief Elected Official of the jurisdiction in which the capitol resides and
- o the lead state agency responsible for protecting the capital complex and state government infrastructure.

Thus, the first step in membership growth is enlistment of those city mayors (or other elected officials) of the capital city and state officials with direct responsibility for protecting the capital complex and the other functions of state government. All the other agencies listed in the table are encouraged to join; however, the initial marketing of SCOPA will be to those two groups with *direct protection responsibility*.

<b>SCOPA Membership Categories and Candidate Organizations</b>			
<b>Local Government</b>	<b>State Government</b>	<b>Federal Government</b>	<b>Private Sector</b>
Mayors and other Chief Elected Officials (including County Executives where appropriate - Priority	Agency with responsibility to protect the capitol and state government - Priority	Local Federal Bureau of Investigation	Corporations with services to provide – in an associate membership or meeting sponsorship capacity only
Police	Emergency Management Agency	Department of Homeland Security	Private Voluntary Organizations
Fire	Homeland Security	Federal Emergency Management Agency (including regional offices)	Local representatives of critical infrastructure for the capital (gas, electric, etc.)
EMS	National Guard	Health and Human Services local representatives	
Emergency Management		National Parks Service local representatives	
Public Works			

Health			
Transportation			
Neighboring Mayors			
Local Emergency Planning Commission (LEPC)			

In addition, the following points were made about the membership campaign:

- Immediate approach is to start with personal contacts and city mayors, get buy-in at local level, then expand. Start simple. Maintain focus.
- The Mayor or Governor will designate his/her representative. Ideally, the Mayor or Governor will designate the public safety official or Homeland Security official who has responsibility for protecting critical infrastructure in capital cities. These players intersect at the critical juncture of “capital city”.
- When approaching mayors, they will ask: (1) What is SCOPA? (2) Who is represented? (3) Who is the audience for its actions? (4) What is SCOPA capable of accomplishing? (5) Why should one be affiliated with SCOPA? Need to be able to respond with a set of “talking points.”
- The U.S. Conference of Mayors is a good way to get in front of mayors. Check their meeting schedule for possible SCOPA meeting at same time in same city.
- Current members should each bring a new member from their own region to the next meeting
- Private companies should only be eligible for "associate" level membership or "sponsor" level. SCOPA must avoid appearance that membership implies any form of endorsement of a private company.
- Because of the complex relationship between state and local governments, the promotion of membership within a state will be guided by the initial SCOPA member. Thus, SCOPA will not independently market membership after an initial member has joined; rather, that initial member will be responsible for expanding SCOPA membership *within* his or her own state capital.
- Develop talking points directed toward three audiences: (1) Prospective SCOPA Members; (2) Congress; and (3) private sector partners.
- Priority marketing “talking point” should always be the unique risk to state capitals
- The SCOPA is a key marketing tool
  - Include short biographical statements of members on the website, and post bios of respective mayors (if local member) or governors/department heads (if state member)
  - Post letters from mayors who have joined SCOPA as endorsement for SCOPA
  - Make a certain amount of useful information available to illustrate to prospective members the quality of information they get from joining (perhaps a summary paragraph for each white paper, etc.).
- "Bridging" the gaps is a theme and a bridge as SCOPA image should be explored
- Participants agreed on membership dues. Agreed upon membership fee: \$100 per year beginning in 2006.

## SCOPA Program Areas

The second organizing meeting confirmed that the four program areas originally identified are valid and important ways to create the contributions SCOPA intends to provide to the country. In confirming these program areas, the membership selected a chairperson and primary member for each program committee. These are:

### *Networking and Information Sharing*

Chair: Richard Byrd  
Founding Member: Steve Anderson

### *Advocacy*

Chair: Scott Hunter  
Founding Member: Barry Colicelli

### *Techniques and Technologies*

Chair: Robert LeGrande  
Founding Member: Joanne Moreau

### *Financial Advantages*

Chair: Don Konkle  
Founding Member: Scott Koenig

A summary of the discussion around each of these program committees follows.

### *Networking & information Sharing*

The SCOPA first organizational meeting defined this program area as:

SCOPA is a network that joins together those organizations responsible for protecting all state capital regions. The SCOPA network includes all state, county, and city government agencies in the capital region as well as private partners that include critical infrastructure providers to the state capital, business, and citizens. The results of networking will be the continual flow of information and education (a) among all members within each capital region and (b) among capital regions across the nation.

The second organizing meeting included discussion of the following:

- SCOPA should employ email alerts of upcoming events
- Share lessons learned, best practices and be the clearinghouse for state capitals
- Post calendar of relevant, upcoming events
- Reinforce key needs, such as the importance of SOPS, etc., on an ongoing basis

- Website should be a resource for two types of information: (1) Peer reviewed information that can be understood to be SCOPA “best practices,” and (2) Unedited or reviewed member experiences which are self-posted
- Share information selectively by classification of membership – “Members Only” section for dues-paying members, associate members, and "public" having access to useful but limited information on the website
- Website could offer a resource management one-stop-shop, a post-it board for goods and companies and thus be a reference of who has what and who can authorize procurement of needed items
- Website should also be a source of planning templates: city evacuation templates, for example.
- Website should be the source of SCOPA Best Practices with focal areas such as hazard assessment, operating procedures, planning templates, communications – technology and the human side, etc.
- SCOPA is especially qualified to lead the discussion – and make SCOPA programs help solve – the problems of Hurricanes Katrina and Rita. To that end, the membership identified five major lessons “to be” learned as candidates for attention in SCOPA:
  1. Educate federal, state, and local governments about how best to collaborate. Educate all levels of government regarding already established legal procedures/requirements. “What legal requirements are already in place?”
  2. A people-finder tracking system is sorely needed and SCOPA members could be a locale for piloting.
  3. Continuity of government plans must be put in place and understood by those responsible for implementing them.
  4. All levels of government should be educated and conversant with National Response Plan. Education is required at all levels of government.
  5. Credible after action reports are required to assure a level of accountability for the responsible parties.

### ***Advocacy***

The SCOPA first organizational meeting defined this program area as:

SCOPA creates within each state capital region a unified voice to advocate integrated security and continuity of business and government to the state constituency. SCOPA works collaboratively to use its national unified voice to promote capital region programs to federal government grant and funding sources. The results of this advocacy program will be (a) an ever-expanding membership for SCOPA and (b) the representation of SCOPA views to existing and future organizational influencers of national Homeland Security policy.

The second organizing meeting included discussion of the following:

- To effectively serve as advocates, Members need talking points for specific issue areas. These talking points will be developed by SCOPA and shared with Members to frame their discussions.
- Talking points should be prepared for the proper target audience for each issue, but likely include: (1) SCOPA Members, (2) Congress (especially when related to funding), and (3) the business community
- SCOPA needs to be the voice of the unique risk of state capitals to the federal government.
- SCOPA should help define DHS Proposal Requirements, provide definition to DHS benchmarks e.g. communications requirements/bench marks.
- SCOPA should take on causes in support of other professional associations. For example, historically, only ONE radio is required for every five firefighters. This has been the practice because firefighters work in teams, However, when firefighters are in high rise buildings, each firefighter needs a communication device because they act as individuals in search and rescue. Yet, there is no program addressing this gap.
- SCOPA should support model legislation for the movement of freight carrying hazardous materials through cities.
- SCOPA should advocate frequency allocation in support of Senator McCain’s bill to give first responders the frequency allocation necessary. (Subsequent to the meeting, the SCOPA membership sent a letter supporting this bill.)
- Potential SCOPA role exists to help FEMA/DHS better define benchmarks for emergency response that emphasize control and coordination. SCOPA can help shape the federal laws, especially because Capital Cities—as a result of geography—must work “hand in glove” with the States. Geographical proximity makes capital cities ideal venues for identifying “best practices” for state/local government coalition building,

### *Techniques & Technologies*

The SCOPA first organizational meeting defined this program area as:

SCOPA promotes “best practices” as defined by professional, scientific, and technical organizations and its members may serve as laboratories and test beds for emerging technologies. SCOPA distributes the results of pilot and other tests to SCOPA members in order to 1 (a) foster, create, and implement technology or procedure pilot testing and (b) serve as a media for reporting the results of pilot programs to all SCOPA members

The second organizing meeting included discussion of the following:

- No endorsements are implied in the SCOPA sharing of best practices; rather, the role is to communicate best practices and share of emerging techniques and technologies.
- Best practices are not only technology solutions. Best practices also include, for example, lessons on succession of leadership, or use of interns, or improving family assistance

centers that need coordinated tracking and registering of people in shelters and connect them with separated family members.

- Communicate what pilots are going-on - SCOPA doesn't have to be funding them - just makes others aware of what's happening
- SCOPA can be a source of feedback on standards for the standard-setting organizations.
- Among the pilots available to or considered by SCOPA are:
  - DC's Wireless broadband "Spectrum Coalition for Public Safety" used by first responders.
  - Urban Area Communications based on the State of Mississippi's deployment of GSS-Net's chip that takes over digital stream on FM broadcast to send targeted or group emergency signals.
  - Baton Rouge is willing to serve as a focal point lessons learned in Katrina/Rita experiences. The focus would be to educate Federal/State/Locals on Best Practices for Multi-level government Collaboration.
  - Harrisburg's participation in a Regional Terrorism Council
  - Developing of infrastructure recovery plans: SCOPA has a role in helping local governments think through long-term recovery and how emergency management agencies should collaborate with Public Works/Public Health to speed recovery.
  - SCOPA could help outline the suggested areas for pre-established contracts—and help define clear contract standards.
  - Dealing with the media: Media - SCOPA can be a magnet for media attention since it represents state capitals. SCOPA can help governments identify effective media strategies.
- SCOPA could improve the way lessons learned are created because they tend to be "scrubbed" by the time they get up to federal level for subsequent distribution. Many lessons are lost. SCOPA could be a mechanism for sharing lessons at the local level for maximum benefit.

### ***Financial Advantages***

The SCOPA first organizational meeting defined this program area as:

SCOPA works collaboratively to create financial advantages for its Members in the form of grants, cooperative purchasing agreements, quantity discounts, free training programs, and other economic benefits that will accrue to the participating SCOPA Member. The results of this program will be (a) financial benefits for SCOPA Members and (b) improved allocation of resources across the state capital region.

The second organizing meeting included discussion of the following:

- The membership voted to institute as a revenue source a membership fee of \$100 per year beginning in 2006 for each individual. Discussions of future organizational memberships

and corporate associated memberships took place but it was decided to promote individual memberships for the present time.

- The membership accepted “in principle” obtaining discounts from vendors when offered to all SCOPA members as long as such discounts specifically state that there is no endorsement of the products by SCOPA.
- A cross-issue for the Advocacy program committee is the goal of establishing “Special Capital Risk Areas” for federal funding in which SCOPA would represent the 50 state capitals to make an argument to DHS for this funding.
- Corporate sponsors who do not have a vested interest in selling to the Homeland Security profession, such as Coca Cola and Pepsi, might support the organization as part of their community outreach programs.
- The SCOPA website should be a source of notifications of funding opportunities.
- SCOPA members should share their experiences of getting federal funds as SCOPA lessons learned.
- The membership advocated promoting SCOPA as a purchasing cooperative, again without endorsement of any products purchased through the cooperative.
- Congressional funding add-ons need to be in the SCOPA plan, recognizing that between now and March 2006 Congress entertains budget earmarks for 2007 fiscal year
- Risk assessment and risk analysis are key to creating state capitals as recognized at-risk assets. SCOPA must answer the question: Where is money best spent?
- SCOPA must provide constructive assistance in order to be seen as worthy of organizations creating specific financial advantages for state capitals.
- Short-term opportunity is to write model grant for a state capital that capital cities can use as a template and offer the template through SCOPA

### **SCOPA 2006 Key Issues**

The membership decided that SCOPA would embrace three Key Issues for 2006 toward which the attention of each of the program areas would be directed. The three Key Issues for 2006 are leadership, planning, and money.

***Capital City Homeland Security Leadership Training*** – the result of addressing this issue will be a collaborative effort to help all those with responsibility for protecting the state capital to understand roles and relationships to assure the continuity of this unique resource.

***Capital City Regional Planning*** – the result of addressing this issue across the four SCOPA program areas will be to identify best practices in the planning areas of evacuation, transportation, relief assistance, and other important components of effectively planning for a major incident in a state capital.

***Money*** – the result of addressing this issue across the SCOPA program areas will be the identification of a set of sources and resources for obtaining more money to protect state capitals.

The following illustration shows how the Issues for 2006 and the SCOPA program areas intersect and create an agenda for the coming year. The agenda will be completed by the SCOPA Program Chairs and submitted to the membership.

<b>Issues for 2006 and Program Agendas</b>	<b>Networking and Information Sharing</b>	<b>Techniques and Technologies</b>	<b>Advocacy</b>	<b>Financial Advantages</b>
<b>Leadership</b>	How to conduct leadership programs and share the across the state capitals? What is the content of leadership instruction?	What are the best practices in crisis leadership? Are there tools to improve crisis leadership?	How to impress upon city and state officials the importance of participating in crisis leadership programs?	What grantsmanship projects can result in translating improved leadership into more money?
<b>Planning</b>	What are the experiences to be shared among state capitals and how can such sharing take place?	What is the best continuity of government planning in a capital city (or any urban) and where are the successful templates?	How do we get capital city planning on the national agenda? And on the priorities for local agencies?	How do we fund dedicated local, multi-agency resources applied to capital city planning ?
<b>Money</b>	How does SCOPA build a network that expresses the power of state capitals and exercise the resulting influence to get more money?	What existing funded programs can be adapted to state capitals to better serve the country in these cities which are so representative of the nation?	How does SCOPA communicate the unique risk but common problems capital cities share with so many other cities?	What are the creative public and private programs that will multiply the dollars and provide immediate accountability to the funding sources?

### Next Steps for SCOPA

Action items coming out of the second organizational meeting included the following:

- The group set a goal of expanding to 15 states before December 1, 2005 through personal contacts and use of existing marketing materials. Each member agreed to explore their own personal contacts in order to introduce SCOPA to other states.
- Conduct a study to identify what organization within state government is responsible for protecting the capitol building and state office buildings.
- Create “talking points” for use in promoting SCOPA by December 1.
- Each member to provide a biographical statement of his or her elected official for inclusion on the website.
- Each member to provide his or her own biographical statement for the website.
- Each member to obtain a letter from the mayor or state department head announcing the jurisdiction has joined SCOPA.
- Finalize the animated description of SCOPA.

- The group agreed that each Program Chair would focus on the application of the three 2006 Issues to their program area and return to the executive committee their recommended actions for the coming year.
- The members agreed to a monthly conference call to monitor developments to begin in early November.
- In early December, the major membership campaign for SCOPA's primary target (chief elected officials of the jurisdiction containing the state capital and the state government agency responsible for protecting the capital).
- Early December will also see the official public launch of the SCOPA website.
- January will be devoted to expanding membership through the full range of SCOPA promotions.
- In February or March a national SCOPA meeting will be held in Washington, DC, at which time a fall 2006 meeting will also be announced to be held in a state capital in the middle of the country to encourage full national participation.

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Support for SCOPA is provided by the Public Safety Integration Center of Science Applications International Corporation (SAIC) and Pratt Consulting. To learn more about SCOPA, please contact any of the following:

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