

**PUBLIC MEETING TRANSCRIPT**

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**THOMAS P. ONEILL, JR FEDERAL BUILDING**

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**Coordinator:** Thank you for standing by. All lines are in a listen only mode. This conference is being recorded. If you have any objections you may disconnect. Please stand by for your conference.

**Charlotte Spires:** Good morning. I'd like to call this meeting to order. This is Captain Charlotte Spires. I'm the Executive Director for National Advisory Committee and Designated Federal Official for this meeting. On behalf of the National Preparedness and Response Science Board (NPRSB) in ASPR, I'd like to welcome our Board members, ex-officios, the public and all other attendees to this ceremonial inauguration of our new Board members. And to give a hail and farewell to our retiring members. I'm pleased to announce that two of our current Board members will be returning for a second term on the Board, but I won't steal John Parker's thunder by announcing those names now. So at this point I'd like to do a roll call of our members and our ex-officios. Current members and ex-officios. Dr. John Parker?

**John Parker:** Present.

**Charlotte Spires:** Virginia Caine.

**Virginia Caine:** Here.

**Charlotte Spires:** Nelson Chao.

**Charlotte Spires:** David Ecker.

**David Ecker:** Here.

**Charlotte Spires:** Emilio Emini.

**Emilio Emini:** Present.

**Charlotte Spires:** Manohar Furtado.

**Manohar Furtado:** I'm here.

**Charlotte Spires:** Thank you. Noreen Hynes.

**Noreen Hynes:** Present. I'm here.

**Charlotte Spires:** Thank you, Noreen. Steven Krug.

**Steven Krug:** Present.

**Charlotte Spires:** Sarah Park.

**Sarah Park:** Here.

**Charlotte Spires:** Thank you, Sarah. Catherine Slemp.

**Catherine Slemp:** Here.

**Charlotte Spires:** Tammy Spain.

**Tammy Spain:** Here.

**Charlotte Spires:** David Weinstock.

**David Weinstock:** Here.

**Charlotte Spires:** Thank you, David. Okay.

**Charlotte Spires:** Andrew Hebbeler.

**Charlotte Spires:** Anne Dufresne.

**Charlotte Spires:** Richard Williams. Thank you, Mark.

**Charlotte Spires:** Amber Story.

**Charlotte Spires:** Randall Levings.

**Randall Levings:** Present on the phone.

**Charlotte Spires:** Thank you. Diane Poster.

**Laura Miner:** This is Laura Miner, subbing for Diane Poster.

**Charlotte Spires:** Okay. Thank you very much. Erin Edgar.

**Charlotte Spires:** Patricia Worthington.

**Bonnie Richter:** Bonnie Richter for Pat Worthington.

**Charlotte Spires:** Thank you. Sam Groseclose.

**Sam Groseclose:** Present.

**Charlotte Spires:** Thank you. George Korch.

**George Korch:** I am present.

**Charlotte Spires:** Thank you. Carol Linden.

**Charlotte Spires:** Bruce Gellin.

**Charlotte Spires:** Luciana Borio.

**Charlotte Spires:** Kevin Wench.

**Charlotte Spires:** Lurie Caramanian.

**Charlotte Spires:** Rosemary Hart.

**Charlotte Spires:** Kerri-Ann Jones.

**Charlotte Spires:** David Levey.

**Charlotte Spires:** Victoria Davey.

**Charlotte Spires:** Peter Jutro.

**Charlotte Spires:** Patricia Milligan.

**Charlotte Spires:** Okay. That does it for our role call. Next, I would like to introduce our current and outgoing Board Chair, Dr. Major General John Parker, retired. John is a physician and currently chairman of the National Preparedness and Response Science Board.

He is a cardiothoracic surgeon and a retired Major General from the Army. Thirty-nine years in the Army saw him practice surgery, and teach and manage very large healthcare institutions. He is an associate professor of surgery at the Uniformed Services School of Medicine. He served as the Assistant Surgeon of the Army. He has broad experience in managing and being significantly involved in disasters such as Chernobyl, the Beirut attacks and USS Stark incidents and the Amerithrax, which is the Senate office building exposure to anthrax and the Berlin disco bombing. His last assignment in the Army was as Commanding General of the U.S. Army Research and Materiel Command at Fort Dietrich.

Following retirement, Dr. Parker worked for SAIC, now Leidos, supporting work for weapons of mass destruction defense and significant work in the biological threat reduction area. So with that introduction, I'll turn the gavel over to Dr. Parker.

**John Parker:** Well thank you, Captain Spires. I didn't expect that and I'm all warm and sweaty now. But thank you very much.

**Charlotte Spires:** You deserved it.

**John Parker:** Yesterday I had the privilege of speaking with our new members, Christina Egan, D. Gray Heppner, Ross LeClaire and Eva Lee. I again welcome you to the Board, and I'm sure that you will feel a warm welcome. This is a wonderful group of people to be associated with. At the end of today, there'll be a wrap up and I as Chair will no longer be Chair. With great acclaim, the chairmanship will be turned over to Dr. Steven Krug who you have met. He will have remarks to make in the wrap up and the adjournment of the session. The work we're going to do today is important because we're going to retire members of the Board and without retirement, new members couldn't join. So this is the reconciliation of the Board, the evolution of the Board. The whole process of this brings new thought, new inspiration and it puts it in juxtaposition with the older experience and the Board grows through this. So this is a great day and I wish the new members all the pleasures of being on this Board in the future. And with that, I'm going to turn it back to Captain Spires.

**Charlotte Spires:** Okay. Thank you very much, Dr. Parker. Next, I'd like to introduce Dr. Dan Dodgen. Dr. Dodgen well, Dr. Lurie is not here yet.

Well I tell you what we'll do. We're expecting Dr. Lurie at 9:20. So why don't we take a ten minute break? So it's 9:10 now. Let's take 10 minutes. And then presumably, Dr. Lurie, will be here. Dr. Dodgen is going to introduce Dr. Lurie. Okay, thank you, everyone. Could you all turn your mics off? Thank you. 10 minutes. We start up again at 9:20. Thank you.

((Crosstalk))

**Charlotte Spires:** Dr. Parker is going to do a brief introduction of Dr. Dodgen and then Dr. Dodgen is going to introduce Dr. Lurie. Thank you.

**John Parker:** Well good morning again. This is John Parker. Dr. Dan Dodgen is the Director for At-Risk Individuals, Behavioral Health & Community Resilience in the Office of

the Assistant Secretary for Preparedness and Response at the Department of Health and Human Services.

His office focuses on ensuring that at-risk individuals, behavior health and community resilience are integrated into federal, public health and medical preparedness and response activities.

Before joining HHS, Dr. Dodgen served as a Special Assistant, CEO and Senior Legislative and Federal Affairs Officer at the American Psychological Association and is a fellow with the U.S. House of Representatives Committee on Education.

He has served on multiple federal advisory groups and he's authored numerous articles and book chapters on psychology and public policy. Before I introduce him, I want to say I've had the opportunity to work with Dan on a project that we did as the Board on resilience, and he's focused. He's knowledgeable and his outreach to people who can help with the development of the resilience that we need in this nation and in health is absolutely extraordinary. And so with that, Dan, you're on.

**Dan Dodgen:** Thank you, John. What a pleasure to get the chance to meet with the Board. I used to meet with you all a lot more often and it's always a pleasure to come. The work that you all have done and are doing and will continue to do is just super impressive.

I'm here today, though, to introduce Dr. Lurie who really needs no introduction. But in the event that there's anyone in the room who doesn't know a little bit about her, I'll say just a few words. As most of you know, Dr. Nicole Lurie is the Assistant Secretary for Preparedness and Response at the U.S. Department of Health and Human Services, a position she was appointed to by President Obama.

Prior to that, she was Senior Natural Scientist in the Paul O' Neill Alcoa Professor of Health Policy at the RAND Corporation. There she directed RAND's public health and preparedness work as well as RAND's Center for Population Health and Health Disparities. She has previously served in federal government as Principal Deputy Assistant Secretary of Health in the US Department of Health and Human Services, in state government as Medical Advisor to the Commissioner at the Minnesota Department of Health, and in academia as Professor in the University of Minnesota, School of Medicine and the University of Minnesota, School of Public Health.

Dr. Lurie has a long history in the health services research field, primarily in the areas of access to and quality of care, managed care, mental health, prevention, public health infrastructure and preparedness and health disparities.

Dr. Lurie completed medical school at the University of Pennsylvania and her residency and MSPH at UCLA, where she was also a Robert Wood Johnson Foundation Clinical Scholar. I think in the interest of time I may not read everything else in this.

But mostly what I want you all to know is what an exceptional leader she's been, not just in public health preparedness but in all the aspects of health that impact the everyday wellbeing of our members of our community.

**Dr. Nicole Lurie:** Thank you, Dan. Hi everybody and thanks. It feels like when I come and talk with you these days it's largely because of comings and goings of various people.

But today, I want to take the opportunity to thank our members who are stepping down. My talking points say retiring members, but none of you guys are the retiring type.

So thank you to our members who have completed their term of service on the Board. And to our new members, a welcome and I think you are in for a real treat. It's hard work but for sure a real treat. As I've said to our members of this Board before and I'll say again, this Board is just absolutely instrumental to the work that we do here at ASPR and the work that we do collectively on behalf of the country. The advice of the Board on so many issues has been pivotal.

I think you all know or should know or will hear that every single one of the reports that you have done for us has been taken to heart. We've taken the recommendations. We've acted on them and we've had the opportunity to come back and tell you exactly what we've done, which has been really great. And I'm very much looking forward to this next report and to get a sense of what's in it and to move forward.

The activities that you guys have taken on, as you know, have spanned just an amazing breadth. Whether it has been about the Public Health Emergency Medical Countermeasures Enterprise or the PHEMCE, whether it was about probably the hardest things we asked you to do, which was give us some advice about what to do about anthrax vaccine in children, whether it was about science preparedness, whether it was about resilience; across the Board, you guys have been amazing. It's been great. I will just say a word, since we haven't had any opportunity to talk

together about Ebola, that a lot of the work that you all did to help us reorganize the PHEMCE and our PHEMCE leader George Korch is sitting back there as well.

A lot of the work that you all did to help us figure out how to get that reorganized, and then a number of the things that we ended up putting in place as a result of all this is really the reasons that clinical trials of two vaccines are starting next week in Liberia. We are poised to start a trial that involves ZMapp within a very, very short period of time. Let's put it that way. And it's been kind of amazing for me in this position to be in a situation now numerous times.

And this is one of them, where we actually took some recommendations, we put some stuff in place and while I was still in this job I actually got to see it impact people or processes or situations.

And that's just been incredibly exciting and incredibly gratifying. And I thank you for all of your contributions to that. You'll see that over time you've given us a lot of advice about healthcare system preparedness. Our healthcare coalitions are growing and getting stronger.

We will be, in the next couple weeks, releasing the funding opportunity announcement that outlines the strategy that we are taking for a regional approach to preparedness for the sort of high-containment diseases like Ebola that we've been tasked and given the opportunity by Congress with the emergency funding.

And that's been interesting and actually a great opportunity to think about how are we certain that if Ebola finds itself back here and we have clusters whatever, we're ready for it. But also to take the opportunity to say we have some pretty significant gaps in our healthcare system preparedness here. And they were not ones that anybody imagined.

Let's figure out how we're not only going to fix them now for this outbreak but for whatever comes our way in that regard. So that's really where we're focused and we're quite excited about that work.

We saw this week, I think it was this weekend, of last week's report, of the first H7 and 9 cases in North America, imported cases, but a couple in Canada who got sick. As I think about that and I think about, we haven't had national freak out. We haven't had national panic.

Because when this vaccine, I mean when this virus showed up last year in China and we did this whole risk assessment about how worried we were about it, we were worried enough that we decided to make them stockpile some vaccine, enough for first responders and health care workers.

So yes, we're really vigilant. We continue to be concerned that this virus could be a bad actor. But you know what? We're ready and that's really a tremendous accomplishment, again.

On the resilience side, Dan and his team have done amazing work on resilience. I think you all know that we have our MOU in place now and are doing really interesting work with the Rockefeller Foundation. And its hundred resilient cities and taking advantage of the resilient cities in the U.S. to pilot some of the work and ideas that we have. And hopefully to learn from them about things that we ought to work together to scale nationwide.

A couple months ago, much to my delight, Facebook launched a safety feature that is now hardwired into Facebook. So that in an emergency people can let folks in their social networks know they're okay.

This has been something that I wanted to do since the day I came to this job and so it's actually, again, something that's just been really gratifying to see get done.

So there's a lot of work and a lot of accomplishment. A lot of it has its roots and its pushes here with the Board, which is really what I want to say. So now what I'd like to be able to do is spend a few moments thanking retiring members. I hate to say retiring, I didn't mean to, you know, thanking members for your service and contribution over the last couple of years. Then we'll welcome the new members and take the oath. But fortunately, I've lost my place here. Okay. Steve Krug, first a thank you.

I was going to say fortunately Steve is staying on, but my talking points do not tell me that. So I do know what's going on. Steve's staying on. I will say thank you to Steve first and then welcome him back. And I'm delighted that Steve's staying on and have continuity. It's also really fun to have pediatric strength here with this Board as we have our new children's advisory committee and that's a tremendous thing too. So Steve, first a ceremonial thank you.

**Steven Krug:** Thank you.

**Dr. Nicole Lurie:** And I'm looking forward to continuing to work together with you in office. So thank you. Good. Dr. Sarah Park, I know, is on the phone I think. And it's really early in the morning in Hawaii so thanks for getting up, Sarah. I hope you're lying in bed drinking coffee. And then Dr. John Parker. I had the opportunity earlier this week to meet with John personally because I will just say, his leadership has meant just so much to me and I had the opportunity to express that personally.

I expect when he hears from those of you who want to make some comment he will again turn red enough to match that red in his tie. But John has and he's one of the reasons, I won't say, members are retiring, cause John never retires.

He just keeps going and he has been with us day in and day out. Available, working hard, pushing the envelope, bringing people together, being creative, being energetic, being all the things you would want to have in any kind of a colleague but especially as a board Chair.

He has made a huge difference and I know that he takes great satisfaction in that. One of the people who, I think, is sort of an unsung hero in this, as John has reminded me has been his wife who has put up with all of this, who, as he says, listens, watches him tear his hair out, listens to him vent, listens to him do all these things.

So I thank you to her too and now she's going to have to put up with him when he doesn't have the Board. That might be probably an even tougher thing to do so we'll have to find some special assignments for John going forward. But John, you've just meant so much and thank you so much.

**John Parker:** Thank you for your leadership.

**Dr. Nicole Lurie:** I'm going to give you a hug. Now I know that our other board members who are stepping down would also like to make a couple of comments after which I think Captain Spires has a special skit for John. So let me turn this part over to you guys.

**Charlotte Spires:** Okay, thank you. Thank you all, and now the NBSB, the NPRSB and our ASPR family would like to take a few moments for a special tribute to Dr. Parker for his leadership. Our retiring members would each like to speak briefly to their experience working with Doctor Parker and we'll start with Doctor John Bradley.

**John Bradley:** Thanks, thank you very much. I'll try to be brief. It's difficult when you're talking about John Parker. My first interaction with John was at the Pediatric Anthrax meeting and I'm a pediatric infectious disease doctor and here is a retired Major General thoracic surgeon leading a group talking about pediatric vaccines.

But once I saw how incredibly capable he was of looking at the big picture, hearing all sides of the story, providing advice, his knowledge and experience, and leadership were just, were just amazing and in this past three years, working with John it's just been an incredible experience.

And I want to thank you personally for educating me on how to get things done and giving me some insight into how important it is to have all the pieces working together. Thank you John.

**John Parker:** Thank you John.

**Dr. Nicole Lurie:** I just going to I really messed up here because I didn't realize I had two-sided talking points, so I will present the other members who are stepping down with their certificates after we finish.

**Charlotte Spires:** That sounds fine. Not a problem. Not a problem. Next up Emilio Emini.

**Emilio Emini:** Thank you. Thank you very much Charlotte. Forgive me if I stand up. It's a testimonial so I have to stand up. It's certainly out of respect for John. So I joined the Board three years ago and I'm stepping down today. And I didn't know exactly what to expect when joining the Board.

I'd been associated with various government advisory committees over the years and I felt that this would be a particularly unique opportunity. I remembered the first day of the first meeting when I met John, whom I did not know before I joined. It immediately became evident within the first ten minutes of meeting John that this is an incredible person and that became even much more evident obviously over the following year.

He's an incredible teacher. I've learned an enormous amount being on the Board and the majority of it by far is due to John's teaching, John as a teacher and he's quite frankly an incredible American. An incredible teacher, as I said, dedicated to the public health, all right, and dedicated to service to his country. For all those reasons, John, I want to personally thank you for everything that you've taught me and for the inspiration that you've given me as I move on as well, in life. So, thank you very much John.

**Charlotte Spires:** Thank you Emilio. Dr. Manohar Furtado. Manohar, are you on the phone?

**Manohar Furtado:** Yes, I'm here Charlotte and thanks for the opportunity. I'd just like to thank John for making the three year's experience here a really fun experience. I, like Emilio, didn't know what to expect when I joined this committee. But, I'm thankful to John for all of his guidance, advice. He's kept us in line with respect to timelines, reined us in, in regard to adventures I guess. So I like to thank John for all of that. He's a dedicated public servant and I am honored to have worked with him for the last three years. Thank you.

**John Parker:** Thank you Manohar.

**Charlotte Spires:** Thank you Manohar. Dr. Steve Krug.

**Steven Krug:** I too will stand. Just to go over a few notes. It's been a joy working with John Parker. Much like John, I first met Dr. Parker at the Pediatric Anthrax Meeting. I was there as a subject matter expert. Actually I found myself in an awkward place where the room's filled with pediatric infectious disease specialists. I'm the guy giving the talk on anthrax disease in children for pediatric emergency commission. That made little sense.

But anyway, I did my best. But I was inspired by the process. I felt really privileged to be there. There was a great dynamic going on and John co-chaired that working group and as I recall was warmly greeted and we were treated well. There was kind of a contentious issue that was being discussed, yet it was well managed. There was a great outcome and this was also my first interaction with the NBSB, not just with John and here I am today. A member and I'll try to do my best and follow in his footsteps, easier said than done.

The past few years working with the Board have been a pleasure. I also did not know what to expect joining the Board. It's a terrific group of people, brilliant people, and John's been a really great leader. He's, as Manohar pointed out, he's kept us on task. He's guided us gently. He's provided us with insider advice that could probably only come from somebody who's done as much as he has over the years and understands how things work and sometimes how things don't always work.

He's been a teacher. He most recently, he really became a colleague and a friend as we've talked about why maybe I should try *unintelligible*. I'll remember that conversation and really want also to thank John for his dedicated service. If you look at his career, it's impressive and again John just wasn't a leader for the NBSB, NPRSB. He was also a worker bee. He had his hand in the lion's share of the fifteen or so reports that came out of the NBSB from 2007 and then under his chairpersonship. He's been directly involved in all and actually provided great insight to us as we are working on our current projects. So thank you so much John. It's been a joy and I hope we do figure out some way to keep you around and there's something that you bring to the table that most of us don't have.

**John Parker:** And thank you. Thank you very much.

**Charlotte Spires:** Thank you, Steve. Dr. Sarah Park?

**Sarah Park:** Aloha all. John, I just want to thank you for being such an inspiring leader and even sometimes cheerleader for the group over the years with your amazing encyclopedia of knowledge of the various government processes and relationships.

Even some of the nuances, which I can't say enough how extremely helpful it's been in sometimes navigating through some of the work that we've had to do. You've been an incredibly supportive mentor always assuring that everyone has an opportunity to contribute and no one is ever overlooked. Above all, you've been a great and caring friend and I wish I could be there in person to properly say good bye to you. But hopefully, not a permanent good bye and you are always welcome to come say hello here to me in the islands. So, thank you.

((Crosstalk))

**John Parker:** Thank you. I'll be on the next plane.

((Crosstalk))

**Charlotte Spires:** Thank you so much Sarah and now Dr. Parker from the NPRSB and your friends at ASPR we'd like to present you with a small token of our appreciation of your strong and dedicated leadership, your wisdom and guidance and your unfailing service to us. John may the wind always be at your back. Thank you so much for your service.

**John Parker:** Ladies and Gentlemen, Captain Spires has offered that I get to say a few words toward the end and I'll take that opportunity. I think we need this opportunity with the ASPR here to give her the podium back and enjoy the precious time with her and that's terribly important.

**Dr. Nicole Lurie:** Oh, thank you.

**John Parker:** Because she is a great leader. And if the crystal ball is right, she will go forth and teach others to be great leaders.

**Dr. Nicole Lurie:** Well I apologize for screwing up this order of things but I will very much continue here to thank folks. I think next is Dr. John Bradley. He has been Chief of the ID Division at Pediatrics at UCSD. Thanks John.

**John Bradley:** Thank you so much.

**Dr. Nicole Lurie:** Thanks for all of your great service.

**John Bradley:** Pleasure. Thank you, thank you.

**Dr. Nicole Lurie:** Great. Dr. Chao.

**Charlotte Spires:** Dr. Nelson Chao who is...

**Dr. Nicole Lurie:** Is he on the phone? No?

**Charlotte Spires:** He was unable to attend.

**Dr. Nicole Lurie:** Okay, great. Dr. Emilio Emini. Thank you so much for bringing all of your incredible perspectives and also bringing wisdom and knowledge from the private sector to help all of us in the public sector. It's been a great partnership.

**Emilio Emini:** Oh it's been my pleasure and honor. Thank you very much.

**Dr. Nicole Lurie:** Thank you. Thank you. And Dr. Furtado. I know you're on the phone. I can't shake your hand, but thank you as well.

**Charlotte Spires:** Dr. Sarah Park.

**Dr. Nicole Lurie:** Dr. Sarah Park who I know, she's on the phone. I thought I said thank you and welcome, too, but I will do it again. So thank you Sarah. Super. And now everything is super out of order here in terms of what I am supposed to do.

However, I think I am now supposed to be able to welcome new members of our committee. So what I'd like to do is ask them to stand in place. Fortunately we have people who are staying with us because their contributions have been incredible and we look forward to more.

So they are Dr. John Bradley, Dr. Christina Egan. And I'll, let me just read. I just mentioned that Dr. Bradley was in the Pediatrics Department at UCSD. Dr. Egan is Chief and Director of the Biodefense Laboratory at the Wadsworth Center at the New York State Department of Health, which has played a tremendous roll recently in Ebola in New York City.

Dr. Gray Heppner who is Chief Scientist in the Medical Division at TASC. Dr. Steve Krug who you all know from the Lurie Children's Hospital in Chicago, no relation. Sadly! Dr. Ross LeClaire from the Translational Bridge. Dr. Eva Lee, Professor of the School of Industrial and Systems Engineering at Georgia Institute of Technology. Dr. Sharon Stanley, President of the Association of Public Health Nurses. So thank you all for joining us. As I said, you are in for a treat. At this point, I would like to administer the oath.

So I'd like for you to raise your right hand and repeat after me. I and then state your name.

**All:** I, *unintelligible*.

**Dr. Nicole Lurie:** Yes, your right hand. Do solemnly swear.

**All:** Do solemnly swear.

**Dr. Nicole Lurie:** That I will support and defend the Constitution of the United States.

**All:** That I will support and defend the Constitution of the United States.

**Dr. Nicole Lurie:** Against all enemies, foreign and domestic.

**All:** Against all enemies, foreign and domestic.

**Dr. Nicole Lurie:** That I will bear true faith and allegiance to the same.

**All:** That I will bear true faith and allegiance to the same.

**Dr. Nicole Lurie:** That I take this obligation freely without any mental reservation or purpose of evasion.

**All:** That I take this obligation freely without any mental reservation or purpose of evasion.

**Dr. Nicole Lurie:** Okay, good. And that I will well and faithfully discharge the duties of the office on which I am about to enter.

**All:** That I will well and faithfully discharge the duties of the office on which I am about to enter.

**Dr. Nicole Lurie:** So help me God.

**All:** So help me God.

**Dr. Nicole Lurie:** Thank you. So these are among the nation's preeminent scientific public health and medical experts. I'm excited to work and to continue to work with all of you as we go forward. Thank you all.

**Charlotte Spires:** Now at this point, I would like the new members to come up to take a photo with Dr. Lurie. All of the new and returning members please, to take a photo. Then, we're going to call up the current members so we'll have the whole new Board.

**Dr. Nicole Lurie:** Okay, should we move this out of the way?

**Charlotte Spires:** Yes.

**Dr. Nicole Lurie:** So I'll just comment as I would *unintelligible*.

**Charlotte Spires:** Yes.

**Charlotte Spires:** The next speaker on our schedule is Mr. Ed Gabriel and he's on his way in right now. So we'll take just a moment and Mr. Gabriel will be here.

((Crosstalk))

**Coordinator:** This is the conference coordinator. Thank you for standing by. I've been informed by the conference site that the conference is still going on. You're going to hear some background noise until they resume.

((Crosstalk))

**Charlotte Spires:** I'd like to introduce our next speaker who's always a treat, is Mr. Edward Gabriel. Mr. Gabriel is the Principal Deputy Assistant Secretary for Preparedness and Response and in this role; he serves as principal advisor to the ASPR on all matters pertaining to and in support of the Department's public health emergency preparedness, response and recovery activities, programs and policies.

Mr. Gabriel provides strategic oversight to the organization with an emphasis on enhancing state and local preparedness, policies and plans relating to public health and medical emergencies. Emergency response operations, financial analysis and advanced development of and manufacturing of critical medical countermeasures for man-made and naturally occurring public health threats.

Prior to joining ASPR, he served as Director of Global Crisis Management and Business Continuity for The Walt Disney Company. He was responsible for the development and implementation of global policy, planning, training and exercises to manage crisis, provide leadership and direction to east and west coast medical and emergency medical operations.

Preceding this private sector position, Mr. Gabriel held positions in New York City. He was a twenty-six year Paramedic veteran of New York City's Fire Department, Emergency Medical Service and retired as Assistant Chief Division Commander. He was assigned to New York City's Office of Emergency Management as Deputy Commissioner of Planning Preparedness and was responsible for all preparedness and planning-related strategy.

Mr. Gabriel is credentialed through the International Association of Emergency Managers as a Certified Emergency Manager, the Disaster Recovery Institute International as a Certified

Business Continuity Professional and by the State of New York as a Paramedic. He holds a Bachelor's Degree from the College of New Rochelle and a Master of Public Administration Degree from Rutgers University. And with that, welcome, welcome Mr. Gabriel.

**Ed Gabriel:** Thanks, thanks Charlotte and good morning everybody. I know you heard from Nicki and she said many thanks to all of you. I wanted to add my special thanks to the team that's here that I've met before, many of you, to say hello again and the new members who are coming on to this very, very important project.

One of the things Nicki does is I think she just talked a little bit about what she sees the vision of the group. The people that have been here and heard me before know I have the same vision, just a little bit more of a practical sort-of operational perspective and that's only because my background is in a different part of the structure of preparedness and response. This particular group has a really unique ability to give us some direction, some guidance and some feedback on how we move forward.

Before I go any further, John thanks for all of the work. I'm going to miss you and I think that the group here that has worked with you for the last couple of years really appreciated your work. I certainly did.

This is my, actually, 41st month as a Fed. So I am not a Fed for a really long time and I am not counting. Now as Charlotte *unintelligible*. But the difference between, I guess a lot of us have similar, well maybe different backgrounds, but similar experiences.

None of you, or maybe not now are currently Feds. The reality is that I look at things from local and private sector up. What can the Federal government do for us as compared to don't get in our way?

I also look at things in a very practical way, because practicality is really important in preparedness and response. The ability to create and make guidance that can never operationally be implemented, is just silly. I know that the group here has in the past, represents the kinds of things that will make it practical and realistic. I'll give you a perfect example of that and if I've used this one before on this particular group, John, you can come and slap me.

What the key is, if you're going to develop a treatment modality and you're going to say it's going to be used for 100,000 people, it can't be packaged in a way that it's in minus 40 degrees centigrade. It takes 4 hours or 10 hours or 15 hours to sort of work its big way back down to a liquid.

Because by the time that happens, from a practical perspective, people are dead. When you look at those kinds of things, when I see George in the group and he's very practical about the things he does, it's important to keep that in mind. But also important to sort of look at the practical, sort of policies and recommendations you make, to make sure that they are implemented. We saw a little bit of this over Ebola, for example.

I'll tell you an inside baseball story here. We had the Federal Department of Transportation define waste removal. You get categorizing Ebola as like more dangerous than Sarin. Places that would actually destroy Sarin, didn't want to destroy sheets from Ebola patients.

I'm a paramedic, some of you are physicians. I understand this very, very clearly. The problem is there's a problem. But in addition to defining that policy, it took a while for them to define that policy and add to it what kind of containers that would be used to be shipped in, and how it can be shipped and where it can be shipped. And then we had a hospital in the Northeast location treating an Ebola patient that had to have escorts from 15 states to have this stuff destroyed with police in sealed in trucks.

So that would be, using my humble opinion, as a guy from Brooklyn and an old field medic and an operations guy, that that doesn't seem practical or operational.

So policy and the recommendations for policy, have to be connected to what can really be done and what is practical. You're all science experts and certainly a lot more than I am a science expert. My sort of appeal to you is when you think about that, whatever we do should be appropriate. Use your experiences and background, but be operationalizing, if you can if that's a word, whether it's something that can practically drive the recommendations that make it realistically useful at the bottom end, right?

So I know I'm preaching to the choir here. Some of you have already heard me say that before. My friends over at BARDA have heard me say that almost in every meeting we go to. George and I always agree on that. But the key here is just think about that when you're doing things. I also look at this from a different perspective. After September 11th, and I know that, Charlotte, you said, I was the Deputy Commissioner of Planning and Preparedness for New York City.

That was absolutely true and I was in Tower One on September 11th. I'm really pretty lucky to be there before the buildings went down, by the way.

So when I looked at that, after that event, there is an opportunity again for collaboration between federal assets and the local response. And again, because we're all friends here, I'll tell you that there was concern.

I went and said, hey, this new thing back then, this Strategic National Stockpile. Let's have it come to New York and it came to New York. We actually had it deployed to New York and we were worrying about it. If you're a paranoid planner like me at the local side, who's just seen two terrorist attacks in the last ten years, one in the '93 bombing and then the 2001 bombing. You were at both of them. You're saying to yourself and any good planner would say to themselves, what's next?

So why that stockpile after September 11th? Because we were concerned there'd be a bio attack and there was. It was anthrax. But we were concerned about it being smallpox. A lot more powerful, sort of, sort of like the nuke weapon of bio agents, presumably.

We said to the stockpile how much stuff you got to treat the 8.5 million people that could potentially be exposed, just in the city? The number that came back to us, I'll just leave it at not enough. Not even close to enough. Somewhere between not enough and ridiculously little.

That scares the stuff out of me as a local response person because there's an expectation from a citizenry that has an expectation that the federal government is doing things to prepare for these kinds of events. The vision was there, but we got to the point where it was just beginning to grow. It had never happened before and it was something that really required a lot of effort. Fast forward to now.

Look at where we've come, with PHEMCE group and how they bring together all of government to talk their way through stuff, the need for you to give us guidance in terms of science direction and doing it in an open format so that we can really hear what you really think. All of that are changes that weren't in place back then, you know. They weren't in place back then. And this I think is really where we should be. By the way they give me talking points. I never use them.

But the point is think about those things. I'll add one more thing. Think about what the expectations of the citizenry are. Take your doc hat off, your scientist hat off and say, what I'm preparing for and I don't mean to sort of preach here, so I'll try to be good. But if it happened and it was really, really bad, what would the expectations of the citizens and their families be with what the federal government would've put in place to take care of them.

And there are boundaries, right? Money is one boundary. But I will tell you that in New York after the anthrax cases in New York, people didn't care that we didn't buy enough of it.

What they wanted to know is, why we didn't buy enough of it, because every day they pay taxes so that we will buy enough of it. Just like we build an aircraft carrier that costs billions of dollars. Why do we do that? It's a similar thing. So when you think about that, think about the expectations on the other end of where we should be as you look through all the different things you're going to look through.

Especially as we look at pediatrics and some of those other things, some of the forgotten places. I laugh because Charlotte says I worked at Disney for a number of years and I did. It was sort of my recruitment into the private sector. I had always been a local government guy and they recruited me and I went out to work for Disney and I learned a lot.

Everybody here who works for a large company, a Fortune 500 company, whether it's selling smiling products to people, like Disney did, it's not fun. There is a commitment to a work ethic. There is focus on making profit and there's accountability throughout those organizations. So, you know, when you say Disney, I heard somebody says to me, well, that must've been a lot of fun working at Disney. All right. So I wasn't sending any people into big fires in New York City, but I could potentially get killed or hurt, or climbing into a wreck to pull somebody out.

But it was a difficult job and people look at the private sector and say, oh, it makes up 85, 90% of what we all do as government people, so keep them in mind.

What are the impacts and how can they help us, you know, get our way through these kinds of things? Our last pieces and your group's going to help continue to put ASPR and its components like BARDA, on the map. I go all across the country when I get invited to talk and sometimes I'll talk to the scientific community but most of the time, it'll be physician groups or emergency responders groups or emergency management or health department groups.

When I talk to them, I ask them some very basic questions about what's ASPR? What is the work that we do? They're better, but they still sometimes look at me like, yes, okay.

The second piece of that is when I go and I talk to them, I ask them about what are the federal things that are in place to be able to help prepare the country for disasters in those areas? You would be surprised; I'm surprised every time how many providers don't even know we have a PHEMCE, that there's a strategic national stockpile. By the way, these are probably the people that are going to put those needles and give those pills to those people, don't know it exists.

I think Dan goes with me all the time. We just spoke to 400 people a couple weeks ago where I was asked that. Docs, nurses, large hospital coalitions and there was about 400 people there and about I would say eight knew what the Strategic National Stockpile was and knew what the PHEMCE was. Because it's taking what you do as a board, taking what we do as an organization and giving it visibility. Not because we all want visibility, because that's important too, to know who you are and to know where people can go.

But also to give assurances that there are people working on these things prior to an event occurring. So all of those things, I think you can help us with by the way you make recommendations, you talk to each other, you lay out the frameworks for where we're going to go and you do those things. We have a lot of, we have a lot of roles in the organization here I think that are important, from George working with PHEMCE group and making sure that we're doing the right preparedness work, to your work, which is going to be very key for how the future is.

We have our response area, which leads forward and spends resources ahead of time for that big snow storm that petered out. I would love to be wrong 90% of the time and well, it hit New England but I'm a Yankees fan so I don't really care.

((Crosstalk))

**Ed Gabriel:** But the key here is, we have our operations resources moving forward. The Commissioned Corp working with us, CDC and ASPR are deployed over to Monrovia to take care of Ebola patients right now. I mean, it's a terrific response effort that we are, every single day trying to change and be more forward facing. So that if they call us to help supplement or support the local response, we're not four days away, we're a handful of hours away.

I mean, so that's one area and the BARDA group. BARDA's a terrific Ops place. Its creation was so necessary. Its work is so essential. The things that they do are well received in the scientific community, I think.

But really not a lot of the visibility to the response community is very little. And we've been working on that for the last couple of years to try to get us there, so that everybody sees all the stuff that we're doing. We don't do this alone. We have our friends over at FEMA. We sit and talk to them. I just had a meeting yesterday at the White House with our FEMA friends to talk about how we can, for non-traditional responses use the national response framework.

Which I'm not sure if you all know what's in that framework and maybe that's something for Charlotte or somebody to talk about in the future so you understand how that, how that operates. Because they traditionally will operate that framework for events that are, response-oriented, like a hurricane. We're all really good at that.

But we've noticed that in the last couple of events that are non-traditional events, unaccompanied children and this Ebola event that we didn't turn on that framework. Well, we're actually looking at, now, why. Some of it is just where those lines are between traditional disasters, terrorist events and these non-traditional responses. So everybody has a little bit of work to do.

I appreciate all of the things you do. I read your materials. I love coming to talk to you. As I told John as he leaves, there are no free Disney tickets here. I can't do that for you, John. Or maybe now I can, once you're gone.

**Charlotte Spires:** He doesn't want measles, I don't think. But you can send him to Hawaii, though.

**Ed Gabriel:** Yes, it's funny you said that. I talked to my friends out there the other day. After the first year, I'm allowed to talk to them here. They're doing very well. Because let's say, somebody may say people with measles is bringing down the number of people that would want to go, when in fact other people see it as an opportunity maybe to go, because their kids have been vaccinated and they are well prepared to sort of get in on the cheap, if you will. I'm not saying where that came from or if that's accurate or not. But in the private sector everything's an opportunity, right?

So I know they're giving me the axe, I get the signs from the back of the room, I get the hook. But I want to come back and chat with you anytime you want. If you want to engage me directly I'd be glad to do that. I appreciate all the work that you're going to and for the people that were here. I welcome the new Chair and say thank you for taking on that responsibility.

And I'm in the book. If you need me, Charlotte knows how to get me anytime of the day or night, but any of you can do that. So welcome. To the outgoing members, I'll see you all soon and we appreciate everybody's work on this.

So thanks a bunch, everybody. It's terrific meeting you, even though I'm looking around the room and I think I know almost every face. So I may actually be saying something that I probably shouldn't have said, which is who don't I know here?

I think I've met you. I haven't met you. I think everybody on this side, I have met. So you're the only guy. It's not that I never forget a face, Ross, it's just that I can't remember anybody. You know, you get older, your mind starts going.

Well, thank you, everybody. I appreciate you letting me spend a couple minutes saying hi. Charlotte, you and your team and Dan, I appreciate you for letting me come down here and be with you. So have a terrific day and welcome to the kickoff of the next group of the newly named NPRSB, or the old named changed to the new name, whatever they did.

**Charlotte Spires:** Also known as.

**Ed Gabriel:** Oh, is it formerly known, like Prince?

((Crosstalk))

**Charlotte Spires:** At this time, Mr. Willard, do we have any public comments? Okay. We have no public comments at this time. So now I'd like to turn the meeting over, just a couple of minutes early, to our new Chair, Dr. Steven Krug. Dr. Krug, the podium is yours.

**Steven Krug:** Thank you. Actually, in my first action I'm actually going to pass the baton to John Parker who promised that he had a little more wisdom to share and so we're all eager to hear.

**John Parker:** Well, Steve and members of the board and Charlotte, thank you. I'll try to be brief. First of all, I thank you for the opportunity. When we're given opportunities it means that people have faith in us and it behooves us to do the best we can. Success is not with the pronoun I. It is always with we or they.

Everyone we come in contact with in government, private sector and across this nation wants security, prosperity and peace. The alternative, and those that uphold that thought is miniscule, but sometimes visible because of the extraordinary number of standard deviations from the norm, makes them almost circus attractions.

Be careful how we focus. Be careful what you listen to. As members of the Board remember this is a national science board. The United States of America is a very large nation, six time zones, thousands of miles north. Priorities across the nation vary. In big cities, we fear fire, we fear explosions, and we fear chemical attacks and everything. Those in the Midwest, that priority is low. They fear tornadoes and droughts and lack of water.

And so when you think about preparedness and response, it's really important to think about the vastness of this nation and how different people need to have a priority. I have met no one, in any of the three branches of our government at all levels, who do not want to do their job well.

I think you will find that is an extraordinary factor in this United States. We don't recognize that fact enough and we don't express our recognition deep enough in the agencies of our government and the branches of our government.

Learn to listen. It's hard to listen. When a debate is ensuing and you're holding onto the idea that you want to express and you're holding onto it so tightly your ears sometimes close, because you don't want to lose what you want to say, but what you've lost is listening to others.

So learn to listen. It's a discipline. It's very difficult. Try to hear and try to understand. Then define the divide, negotiate and move toward a conciliation, progress and resolutions for the future.

God would want us to do that. I'm taking a risk here because there's a tendency not to speak of God in the public sector. It's important to me, so I'm speaking about it. Steve Krug will bring you great leadership because he will lead with his heart and his fine mind and his vast experience.

You are in good hands. You're all great folks. Do your jobs well because no one else can do them for you and we are all necessary for the preparedness, response and the national security of this nation. I leave with a wonderful feeling knowing that you're all here, your leadership's here and I will walk out the door with joy that I don't have to worry about this anymore. God bless you all.

((Crosstalk))

**Steven Krug:** Oh my. Tough act to follow. Once again, thank you, John. That was beautiful. That was perfect. So it has been an honor and a privilege to serve on this Board and it will be even more so to serve as the Chair. A great, a great role model to follow here, and a tough act to follow in many ways. John brings a special level of experience and a track record of service that is, arguably, unsurpassed.

So I can't do that, but I'll try. Somebody mentioned, actually, I think it was John mentioned the circle of life, or the cycle of life and so here we are. I'm sad to see many good colleagues who are rotating off. Sarah Park, if you're still awake out there in Hawaii, maybe I've said that

properly for the first time. But Sarah's migrating to or has already to the new National Advisory Committee on Children and Disasters, which is a very exciting new group.

Right next to me here, Emilio A. Emini. We will really miss your great expertise. My plan is to figure out a way that I can travel with you someday to some exotic place and stamp out AIDS or something like that. But your contributions are greatly appreciated. Manohar Furtado, who's also on the phone, again great expertise, great leadership in some of the working groups' efforts over the years. I don't think Nelson's on the phone but, a good reason to feel good about Duke.

I know people don't like Duke very much. The basketball team, I happen to be a fan, for whatever it's worth. That's kind of like talking about God, right. So I should stop doing that. I'm delighted that John Bradley's going to hang out with us. I've known John a long time and, exceedingly bright.

And though I haven't had a great opportunity to meet the new members based on your bios and based upon what I've heard from people that know you better than I do, I think we have great reason to be excited and very much look forward to working with you.

The ASPR's, the entity or the agency, whatever we want to call it, of ASPR is really kind of young. It's a relatively new group. It's a byproduct of PAHPRA and considering what things looked like before PAHPRA, I think a lot has been accomplished.

The ASPR's played a, and not just the ASPR herself, but the ASPR team has played a big role in that. Kind of like building a house so there's a foundation there. Now it's time to start building that house and so there's even more work that lies ahead. So we've come far, but we have even further to go and I believe this group has an opportunity to make a big difference.

Again if you take the time to look at all of the good work at the NBSB or NPRSB some very meaningful work, some cogent recommendations and I think even some evidence that that advice was followed.

We are an Advisory Board, we're not a Board of Directors. But I think we play a unique role in bringing not only the subject matter expertise here at the table is formidable. But also, again, I'm going to echo John again. You know, we're also citizens. We're parents, we're spouses, we're members of various communities and I think we get to bring that to the table, as well, because the goal is to if at all possible, to best prepare our nation to be safe and secure.

And there's a pretty good playbook out there, the National Health Security Strategy and I think this group can play an important role in helping to guide the ASPR and others towards that. This

is not the first time I've noted that I'm not the smartest person in the room. I'm not the best scientist in the room. We are a science board. That's true in most groups that I hang out with.

My style is to recognize that early on and to get beyond whatever bias I have and again to echo John, listen well and to guide because I think there is tremendous talent here to be leveraged, hopefully some great enthusiasm and energy. As John mentioned yesterday, I hope to engage this group early in our process towards thinking about what's the future for this group? What should we be working on? There's some very important work that we talked a little bit about yesterday. A report soon about future strategies.

I think that in some ways will kind of set a nice foundation. That doesn't mean we can't think about and do other things. But my commitment to the group is that the work we do and /or the work that we recommend that we do, will reflect the work that this group wants to do. I think there're a lot of challenges. The environment's probably no better than it was a decade ago when the ASPR got started. The environment appears to be changing. The economic climate is certainly more challenging.

So I think, again sort of echoing Ed Gabriel, we need to be thoughtful and prudent in terms of what we suggest, because the recommendations need to be practical. I think we can also play a role in sort of getting the ASPR and some other key activities on the radar screen because it presently doesn't exist on the radar screen. It's not surprising that the average citizen doesn't know about it and the average person who has some role in emergency preparedness may not even know about it and in the face of the challenges that we faced at least, at the very least, economically.

The only way that citizens, their appointed in or elected officials and /or others are going to make wise decisions with limited resources is if they become better aware of what's going on, what the risks are, what the opportunities are.

Again, I think this Board can help. We can't be the, we can't be the microphone, but I think we can help. But I think the opportunities are boundless and I look forward to working with you guys and I think we can do some great things.

So that's about all I think I want to say and again, thank you for your commitment. This afternoon we're going to talk about why are we here and my good colleague Dr. Bradley planted a wonderful idea in Dr. Lurie's head, which is maybe she can come back this afternoon and talk with us.

Because I think that would be terrific because it's a partnership and I think we can better serve the vision that the ASPR has if we have a little bit open time with her.

So I think if we can pull that off today, that'll be exciting. If we can't, because, she's a busy human and there's probably some disaster cropping up somewhere right now. It never seems to fail. As John remembers last time it was Ebola. But we'll work that out.

**Charlotte Spires:** Okay. Thank you so much, Dr. Krug and with those parting words, this meeting is hereby adjourned. Thank you so much.