

8 Now it's my pleasure to introduce forward thinking.
9 Euro-Atlantic cooperation, the way ahead, our concluding
10 session. And both Helena Lindberg and Brad Buswell have
11 thought about the two days and have some thoughts and
12 reflections on the experiences, lessons of the two days
13 and some ideas of how we should move forward. Please,
14 Helena Lindberg, if you will start.

15 MS. HELENA LINDBERG: Thank you, Bengt. Well, I don't
16 know about you all, but I think we've had two very, very
17 useful and exciting days here in Stockholm. Before
18 coming to this conference, I attended the European
19 Security Research Conference, and I think there were
20 quite a few of you there as well. And I really can see
21 now the synergies of having these two conferences back
22 to back. They have really been enormous. One of the
23 things that have become clear to me is to what extent
24 the Euro-Atlantic relationship can serve as a leverage
25 for our work in Europe, for us Europeans, providing us

1 with much greater incentive to get our act together, the
2 27 of us. All the EU member states. We are not yet the
3 United States. I don't think we might ever be the
4 United States of Europe, but we are a union, and I think
5 we could still pool our resources a lot more efficiently
6 than what we are doing today. So I would really like to
7 stress the excellent work of ESRIIF. We've heard about
8 the common security research agenda in Europe, and this
9 is really a big, big step forward. And it's certainly I
10 think a good starting point, an important starting
11 point, for our future trans-Atlantic dialogue. But in
12 order to move on and to deepen our cooperation across
13 the Atlantic, I would like to point out a few issues
14 that I hope we can bring with us as take-aways from this
15 conference. First of all, I can see that the next step
16 for us must be to start with the more -- much more
17 systematic analysis of mutual overlaps, gaps and maybe
18 blind spots. We have the ESRIIF research agenda. Why
19 don't we place this side by side with the DHS focus area
20 and see what we find. Are there overlaps? Are there
21 gaps? Are there room for cooperation?

22 Secondly, I see good reasons for us in Europe to pick up
23 on some of the very interesting ideas and concepts that
24 you have developed in the United States. A case in
25 point is the operational requirements that you have

1 established with different end users or for different
2 end users, like for instance the first responder
3 community. I see this as a potential model for our work
4 in Europe and also an area for a future trans-Atlantic
5 dialogue, Euro-Atlantic dialogue. So cooperation is
6 about sharing, and during these two days we've heard a
7 lot about the need to cooperate across sectors, across
8 disciplines, across jurisdictions and across borders,
9 and even across the civil and military sectors.

10 Yesterday we had the Swedish Minister For Defense,
11 Mr. Sten Tolgfors here, and he showed us a sea
12 surveillance system that we're developing here in the
13 Baltic Sea. I happen to know that the basic technology
14 that allows this comes from a science and technology
15 project between Sweden and NATO, which was an excellent
16 cooperation we had and that established a basis for this
17 system. Maybe this is another example of an area where
18 we could share good ideas. Another take-away that I
19 will bring with me is a very wise point made yesterday
20 by Sharla Rausch, and it's about that human science is
21 really the harder science. I think this is very true.

22 We have talked a lot about technology, but we mustn't
23 forget about the human element. I'm sure that many of
24 you in this room would agree that humans and human
25 behavior is a very worthy research task. Bengt brought

1 up and ESRI brought up the issue of trust yesterday.
2 So if we want community resilience, people need to trust
3 each other. They need to trust the authorities, and
4 they need to trust the technology. But how do you also
5 make this researchable? How do you get robust empirical
6 data on this? That's a challenge. So this line of
7 thought about the need to include the human and the
8 societal factor links in very well with my fourth and
9 last point here today, which concerns our citizens. I
10 think it's very, very important that we remember that
11 it's often the citizen who's really the end user, and
12 this is a great challenge in itself. It is one thing to
13 produce detailed operational requirements for first
14 responder technology, and a much, much more complex task
15 to do this for all the citizens, including young
16 children like the children that Dr. Henderson helped.
17 So in conclusion I must also say that I think we've
18 had -- we've done a pretty good job here fighting the
19 network threats during these two days, and my impression
20 is that we have all engaged very, very well, very
21 heavily in networked discussions of different kinds and
22 during the days and during the nights as well. So we
23 must continue this dialogue, and I also must admit that
24 I feel a little bit exhausted but also filled with
25 energy. I'm actually already looking forward to the

1 next time we meet together, and I hope it will be soon
2 again. So with these words I hand over the -- to you
3 Bengt or to Brad directly? Brad.

4 MR. BRAD BUSWELL: Well, thank you, Helena. Helena read
5 my speech obviously before she came up here. She hit
6 many of the way-ahead points that I see as well. And I
7 would echo her interest in laying side by side the ESRI
8 list of priorities with the U.S. list of priorities and
9 identifying the overlaps and the similarities, but, more
10 importantly, where are the gaps on one side or the other
11 and why has one side or the other decided that something
12 was important that perhaps has not been highlighted by
13 the other. And then what areas as we move through time
14 and continue the cooperation do we identify that neither
15 side right now considers to be important? This is a
16 constantly changing and challenging thing, and what I
17 think we've identified over the last couple of days
18 is -- and I could not be more pleased. Just let me say
19 that to begin with. This has been an absolutely superb
20 conference, and I'll thank those responsible here in a
21 minute. But we're looking forward to signing the
22 implementing agreement with the European Commission in
23 the coming weeks hopefully, and that will be the next
24 step to the Euro-Atlantic cooperation that we look
25 forward to. We've reaffirmed here over the last two

1 days that we share common values, and that is
2 fundamentally the thing that we'll have to keep coming
3 back to. There are those in this world that share none
4 of these values and would mean to do us harm at any
5 turn, and there are acts of nature that are unforgiving
6 and without a mind that we also have to be prepared for.
7 So I think fundamentally we've found some additional
8 common ground. I know my people have told me that
9 they've reaffirmed relationships and made new
10 relationships over the last couple of days that are
11 going to serve us long into the future in ways that we
12 can't -- that we don't even know right now, that we
13 don't even understand, but in ways that are important.
14 So let me get to the thanks. I want to thank our
15 Swedish hosts for your hospitality and, Bengt, and Lars
16 and Jesper (SP?), and Michael, absolutely fabulous job.
17 And all the members of MSB who came together to make the
18 last two days the tremendous success that it is. The
19 exhibits, thank you, Gustav. I loved the themed
20 pavilions: The critical infrastructure protection, WMD,
21 the CBRE, the disaster medicine, geospatial information
22 and incident management. Those are themes that are
23 obviously common on both sides of the Atlantic and
24 things that are of extraordinary value to both sides.
25 The combination of government, academia, private sector,

1 industry that came together from both sides of the
2 Atlantic clearly demonstrate to me the importance of the
3 international trans-Atlantic and multidisciplinary
4 public-private partnerships that we need to have to make
5 this homeland security endeavor and societal security
6 endeavor a success. I hope that we've been able to give
7 all of you some insight into what we think is important,
8 what we're trying to accomplish and the tools that we're
9 using to try and accomplish that. And we look forward
10 to you continuing the dialogue and continuing to ask us
11 questions. Additional thanks to the Minister of
12 Defense. That was an excellent, excellent demonstration
13 yesterday. We really did identify something specific I
14 think that we can move on to. Dr. Weissenberg and
15 Monique and all the distinguished speakers -- I mean I
16 could go on and on, but let me also thank my crew who
17 worked so hard on this. Dan Dayton, Chris Christopher
18 and the tech crew up there, God bless you. Except for
19 Starnes, I think Starnes doesn't like you guys at the
20 moment, but you guys were terrific. And the webcast, we
21 had, in addition to the countries that I mentioned
22 yesterday, we also had Poland and Indonesia added to the
23 list of participants. So those are two bookends that I
24 think pretty well quantify the interest around the
25 world. Also special thanks to Speaker Hastert and

1 Lanier Avant for coming over and to Goran Lennmarker,
2 who gave us really tremendous insight as to the
3 parliamentary aspects both from America and Europe.
4 I reflect on Lanier's challenge to all of us here not to
5 let the next event be the catalyst for working together,
6 and I think this conference indicates that we're not
7 doing that. We're being proactive, we're reaching out
8 across the ocean to our partners, and we're doing that
9 in advance of the next incident. And there will be a
10 next incident. We all understand that. Whether it's
11 man-made or natural. And we need to be ready for that,
12 no matter what. So finally, Helena, if you could -- I
13 thank you for your friendship and for everything that
14 you've done. You're a true patriot, and both of our
15 countries are safer because of the work that you do, so
16 thank you very much.

17 MS. HELENA LINDBERG: Thank you very much, Brad.

18 PROF. BENGT SUNDELIUS: Since we're still not quite done
19 looking forward a little bit, as you know, I've been
20 sitting here listening in my chair for two days, and,
21 like you, I've been thinking about what we've been
22 hearing and not hearing. So I had a few reflections,
23 maybe some food for thought that we can take with us for
24 the future. There are a few items. First of all, I
25 think that what we've been talking here is not science

1 and technology, but science and technology plus. It's
2 more than science and technology. We are not interested
3 in science and technology for it's own self. We are
4 interested in better practices, enhanced practices, and
5 we think the science and technology can help us improve
6 these better practices. In a sense science and
7 technology is the easy part. Don't misunderstand. It
8 certainly is not easy. But it's the easy part. It's
9 getting the results of science and technology into
10 improved practices which is the most difficult part, the
11 plus part. I think that's come out very clearly through
12 discussions here. One way to move from the results to
13 the practices is through training. We have not talked
14 about training here. It's one of my favorite topics
15 because I see that as an important channel to move into
16 improved practices. It's not been a subject here. We
17 talked about many other things. But for the future
18 maybe you should keep in mind that maybe we have to have
19 training as the main focus for a conference, for a
20 workshop. What we talked about rather than training is
21 another vehicle, another transmission belt from research
22 results to practices, and that's industry. Industry
23 wants to help. Business wants to help. Industry wants
24 to provide all kinds of services (unintelligible). We
25 talked quite a bit about all the obstacles. It's

1 difficult for the industry to be the providers that they
2 want to be for a price, and we want them to be. So we
3 have to think more about incentive structures to engage
4 industry more. That we talked quite a bit about here,
5 and I think that's important, valuable. We used the
6 terms "end users" a lot here. What's an end user?
7 Well, it's more and more clear it needs to differentiate
8 end users. It's everything from the first responder we
9 talked a lot about, but it's also the sick child that
10 you mentioned and Dr. Henderson put on the slide up
11 there. That's the end user. And the people like you
12 two, policy shapers, policy makers. You and the
13 parliamentarians we had this morning, they are certainly
14 end users, and what kind of things do they need? Most
15 likely very different products and services than the
16 first responders will need, so we need to think about
17 that market, if you want to call it that, as well.
18 Ultimately, as Helena points out, the citizen is the end
19 user. It's the ultimate end user like pointed out
20 earlier. So differentiate the concept of end user and
21 think more in different kinds of markets, if you want to
22 call it that way.
23 I've been struck by the term "inter." Very frequently
24 used term over these two days. Interoperative,
25 interagency, international, interdisciplinary,

1 interlocking, interblocking, inter. Internet. Thank
2 you. Which indicates then that we are in between
3 things; otherwise we wouldn't use the term "inter."
4 We're in between. And sociologists talk about boundary
5 role occupants. That's the term, "boundary role
6 occupants." There are (unintelligible) of boundaries,
7 and you have boundary role occupants. We all are
8 boundary role occupants. We know through research that
9 process of people are boundary role occupants often
10 threaten, threaten rigid structures. The difficulty
11 going across boundaries is because of the resistance.
12 We talked about the mid size that the strongest
13 resistance to losing weight is the mid. Easy up here,
14 easy down there. So crossing boundaries has been a
15 theme here, the "inter," and that is important to point
16 out when I say crossing boundaries it's not only
17 geographical boundaries. Again, perhaps, perhaps
18 international cross-geographical boundaries, perhaps
19 that's the easy part compared to crossing all these
20 other boundaries that we have touched upon in these two
21 days and that you want to think about for the future.
22 Already was mentioned the ESRI research agenda, the DHS
23 priorities, how can they match up, and I also think
24 that's a very valuable way forward. And that is the
25 balance between the short-term and urgent -- the urgent

1 short-term and the long term. That's a classical
2 research. The time line. In the ESRIIF report there's
3 an attempt for a time line. Where should we put the
4 money now and where should we put the money in the
5 future? What's more urgent research needs, to get that
6 balance? And I think maybe to discuss this time line
7 balance, where one should set priorities for five years,
8 for 20 years. In Brussels lingo the term is
9 "deliverables." You have to have both. You have to
10 have the deliverables immediately and then long term
11 research results. Both are needed. We talked about
12 that before, but it's a balancing issue that needs to be
13 addressed I think, and it's been touched upon here.
14 People at the core. We mentioned a number of times,
15 important. People are to be protected. But also we
16 turn the coin around. People, as we mentioned, people
17 are to be mobilized to effect resilience. If we are to
18 have a resilient society we have to mobilize people
19 individually and as groups so the proactive part is
20 focus on people. We haven't touched upon here so much,
21 although I think implicitly we have thought about it.
22 Finally the 9/11 report. The name of the 9/11 report I
23 think is interesting. "Failure of Imagination." We
24 don't want that again, so we made investments to avoid
25 another failure of imagination. Failure of initiative,

1 the Katrina report was titled "Failure of Initiative."
2 We cannot have that again, so we put more emphasis on
3 preparations of various kinds. What I fear, and many of
4 my colleagues fear, that the next report may be coming
5 out of Europe rather than North America. The next
6 disaster commission report would have the title Failure
7 of Coordination, Failure of Coordination. Because the
8 challenges are transboundary, transnational,
9 cross-boundaries of various kinds. It's very likely,
10 unless we do better than we do right now, we will have a
11 report that will point out the failure was not one of
12 initiative, it was not one of imagination, but it was of
13 transboundary coordination. How do we overcome this?
14 Well, science and technology should assist in trying to
15 reduce our vulnerability surpluses in Europe across the
16 Atlantic and help overcome our capacity deficits, and it
17 requires a long-term serious effort, continuous effort
18 to do so, to reduce the vulnerability of surpluses and
19 overcome capacity deficits so the next commission report
20 will not have this nasty name "Failure of Transboundary
21 Coordination." This is important within Europe among
22 the Union 27, but even more so across the Atlantic. And
23 I think that's something we should keep in back of our
24 head as we continue this effort hopefully together.
25 Those are some of the reflections I had to supplement

1 what you already said and I will now step down back into
2 my seat. And I want to thank you all very much for
3 being an attentive, energetic and well-informed
4 audience. I enjoyed being here very much sitting in
5 that chair most of the time, and I hand over to Helena
6 for some final words. I retire.

7 MS. HELENA LINDBERG: Well, thank you, Bengt, for those
8 very wise remarks and thank you, Brad, for the fantastic
9 flower bouquet you presented me with.

10 MR. BRAD BUSWELL: I feel like the professor has just
11 given us the review for the final exam.

12 MS. HELENA LINDBERG: Yes, he has. Well, all good
13 things come to an end, dear audience. Now this is
14 the -- the end is near. So before saying goodbye, I
15 have some thank-yous as well for all of you -- to all of
16 you, all the participants who have made this a very,
17 very worthwhile conference. That you took time from
18 your calendars we appreciate very much. Some of you
19 have come from very, very far away to Stockholm, and we
20 appreciate your effort there. I also want to thank all
21 our speakers here in the Aula Magna, in Norra Latin, and
22 also our speakers in all the breakout sessions, but a
23 particular thanks I think to our excellent moderator
24 Professor Bengt Sundelius, and I hope you can join me in
25 giving him a big applause.

1 I'm sure you've all enjoyed the exhibition. I have
2 myself. And I went for some exciting rides in a car,
3 and I looked into the customs car, and I spent time in
4 different booths. So particular thanks also to all of
5 the exhibitors who have in a very, very clear way
6 demonstrated how governmental requirements can be met by
7 academia, by industry. So this was I think a very, very
8 nice ingredient in this conference where we've met
9 across sectors, across governmental agencies sectors,
10 across the industry sector and academia, and I think
11 that's a very, very nice way of having a conference.
12 Not only with all the different nationalities
13 represented here.

14 And then of course a particular thanks to DHS and the
15 Science and Technology Directorate for helping us
16 organizing this big event, and a particular thanks I
17 would like to extend to your communications director,
18 Brad, Director Dan Dayton, and his team for really
19 making this possible and for partnering so efficiently
20 and effectively with my team at the MSB. A job very
21 well done, I think. So also an applause to you Dan and
22 your team. And of course as the Director General for a
23 new agency, the Civil Contingencies Agency, I'm
24 particularly proud and very also relieved that
25 everything has been organized so well by my staff at

1 MSB. I think this has been really demonstrated
2 throughout these days, and I know that there are lots of
3 you at MSB who have done huge work to make this
4 possible. I don't want to forget or let anyone out, but
5 I think we should give a particular applause to Lars
6 Sundstrom (SP?), who has been the spider in the net, so
7 to say. So with these words I leave you and I wish you
8 all safe trips back home, and I hope you're not
9 completely exhausted but, like me, that you feel filled
10 with energy. Thank you very much and safe trip back.