Syrian CWAs – Are they under control?



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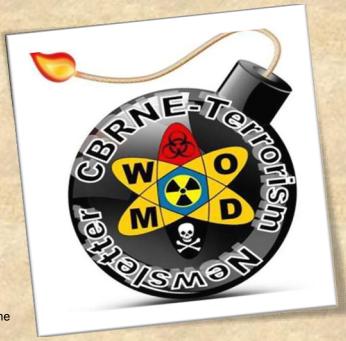
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COVER: CBRN exercise during the "CBRNe Asia 2012" conference (Ib Consultancy) in Thailand.



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Reading Audience

CBRNE-Terrorism Newsletter is:

- Read by First Responders in more than 60 countries around the globe;
- Distributed to more than 700 institutions, organizations, state agencies, think tanks, defense companies, institutions and universities.





Editor's Corner



EditorialBG (ret'd) loannis Galatas, MD, MA, MC *Editor-in-Chief*

CBRNE-Terrorism Newsletter

Dear Colleagues,

Newsletter is currently read by CBRNE-CT First Responders in more than 60 countries around the globe! The Editorial Team would like to thank you all for your enthusiastic comments and beneficial suggestions that will surely be taken under consideration.

In the last two months since the last issue of the Newsletter certain news caught our attention. Among them the most important of all has to do with the discovery that anthrax spores remain active on soil and can contaminate large areas. We also read about the first fly of a Hezbollah drone over Israel, the rising of piracy in West Africa most possible due to the diminishing activity of pirates off-shore Somalia, the new emerging threat of an EMP attack both from Iran and Israel and the possibility of cyber-attacks in future operations in Middle East.

Politico-social turmoil in Hellas is getting worse day after day. The melting point is now visible and no one can predict the final outcome. What is for sure is that it will not be a nice one! Financial terrorism should be included in the new emerging threats along with CBRNE threats and cyber-warfare! We have our share of responsibility that let it grow but our allies are equally responsible for not foreseeing the coming threat that will storm our European way of life. No nation is alone in this world and all nations should cooperate and assist each other for the common good of their citizens and the prosperity of the West civilization that is under attack. I faced a lot of criticism during international conferences I participated as a speaker or chairman. I take the opportunity to declare to all international friends/readers that your "financial state assistance/loans" never reached the people of Hellas – it disappears among the computers of our banks and invisible depts... Investments, progress, hope are words that haven't been heard for a long time in this gifted country! Due to the overall adverse situation I am not sure if I will be able to continue editing the Newsletter in 2013... Uncertainty of tomorrow leads to major cuts in many "luxuries" and Internet is becoming one of them. It will be a pity an effort started in November 2005 to end like this but currently I have to think of how to support my family and preserve my property or what it has been left from it. After 35yrs in military service, I have to look for a second career abroad at least for the coming 5 yrs or even to relocate abroad. Hope is the last thing to die but as a medical doctor I am afraid that hope is severely ill if not clinically dead...

Despite the odds, the Newsletter was invited to be a media partner in two important global conferences: CBRNe Asia 2012 held in Thailand and Counter Terror Expo & Conference held in Olympia London. We also contracted for two 2013 events: CBRNe Asia 2013 to be held in Kuala Lumpur, Malaysia and Counter Terror Expo & Conference 2013 to be held also in London.

Enjoy the "CBRNE-Terrorism Newsletter" and if you really like it, please feel free to pass it over to colleagues in your networks! Your support is our strength! And in order to pay you back please read our special offer for a fantastic weekend in the Island of Corfu that we are sure you are going to love it!

The Editor



Albanian extremist groups cause reaction in Greece

By Ioannnis Michaletos

Source: http://serbianna.com/analysis/archives/1563

Since 2010 and the beginning of the Greek debt crisis which has resulted in an outright economic depression in the country, the Greek security services have investigated around the potential of extremist groups, in this particular case, Albanian ones; taking advantage of the situation for either criminal or nationalistic purposes. The research has provided data of increased importation of armaments into the country, as well as, the formation of close-knit potential extremist groups within the Greek territory that are for the moment in communication with other cells in Albania and elsewhere.

In late August 2012, a video that briefly aired on YouTube showed a band of around 5 Albanians in a mountainous location near Kukes in Albania, firing against a Greek flag with AK-47 (Chinese type) and issuing threats

scattered between Albania, Kosovo and FYROM.

In Greece, a group of Albanians residing in the



for mass assassinations of Greek citizens, as well as arsons. Incidentally, there were several arson cases in Greek forests during the summer period, and also in FYROM and Serbia and a number of local pundits blamed - amongst other- Albanian extremist groups as responsible for such illicit actions.

The video where the Albanian group was firing rounds with Kalashnikov was clad in paramilitary summer uniforms, with the insignia of the "SS", a reminder of the 21st Waffen – Gebirgs – Division der SS Skanderbeg that was established in April 1944. Forensic security analysts in Greece have assured that this video was made for the purposes of "psychological warfare" and should be related with the inner workings of Neo-Nazi Albanian tendencies of extremist groups that are

Kalavryta of North-Western region Peloponnese and in the Menidi outskirt of Athens reposted the video through their Facebook accounts. Subsequent investigation by the Greek state security revealed that the group was in the process of evolving into an extremist one as well, by mimicking the Neo Nazi tendencies of those in the original video. Scores of photo material was confiscated and one person was deported for being without legal documentation in the country. What's most important though is that a wide-scale mobilization in the security forces was enacted in order to disband other groups before they became a threat in terms of social

It is interesting to note that the group in Greece had organized

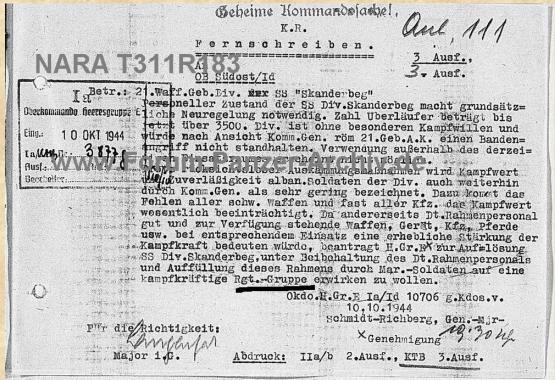
itself through their common passion for motorcycles and named it "Motorristat-Fierak-Albanian-Stunt". The Albanian (Mr. V.Z) who was mostly interrogated concerning the involvement of his group with extremist action within the country was also frequently travelling across the country using a Red BMW AXI...##.93 & Hyundai coupe YZT-...##09 and stayed in the expensive Hotel Mont Helmos in mid-August 2012. The ease of capital and the existence of photo material revealing weaponry such as berretta's is a lead that is still been reviewed by the authorities in charge, as to whether it is related with the organization of a "sleeping cell" in the country.

On April 2007, a paramilitary ethnic nationalist group known as UCC has claimed on a video their military actions and objectives against the Greek State in the Epirus Region. According to Research Terrorism Center in Washington, UCC is a known terrorist group with its first military action in Himara Region on 2003, killing a person, while in Northern Greece there has been an explosion in an electric station which links Italy and Greece in Egoumenitsa,

UCC is a by-product of the well-known UCK which has now evolved into the government of Kosovo and controls also most of Northern Albania in a delicate balance of powers with the President's Berisha's own clan support group. UCC is based in loosely connected cells in Vlore and in theory it can mobilize up to 5,000 men, although the nucleus is not more than a couple of hundred people at any given moment, many of those had combat experience of some sort in Kosovo (1998-1999) and FYROM (2001).

The Greek security forces are monitoring a dozen people, all Albanian immigrants residing in Greece, as possible UCC collaborators and espionage instruments. In parallel since 2007 around 20 caches and depots of armaments have been discovered by the authorities, especially in the region of Epirus, Boeotia and Attica and some 1,000 AK-47's, hundreds of pistols (Berettas and Makarovs), as well as, over 500 Chinese made hand grenades have been discovered.

Moreover, in several cases of narcotics contraband in Greece where Albanian



which by some accounts was blamed in that group. The combination of Albanian nationalistic plans for a Greater Albania along with the abundance of smuggled weaponry and paramilitary personnel is an alarming indicator for the security forces of the region in order to avoid any potential crisis.

smugglers were involved, links were established as for the ulterior motive of the smuggling which included raising capital for extremist purposes. In similar fashion, a leading Greek journalist and security expert, Manos Eliades has showcased in

a recent book of his, links and case studies of direct cooperation between certain Albanian immigrants to Greece and the Turkish intelligence service MIT.

For the time being it has been established that UCC, although still in nascent form, is being kept as a potential destabilizer regarding Greece and it is being supplied with weaponry from the Albanian black market. There is also support from radical Albanian-American groups and the Turkish intelligence service and the focus has been shifted from propaganda purposes into recruiting Albanian immigrants in Greece by using as a pretext the economic distress many of those have felt due to the ongoing economic crisis in the country and the lack of employment opportunities. Lastly smallscale paramilitary training is taking place in Northern Albanian and UCC serves yet another role -this time regarding domestic Albanian politics- by having the ambition of be seen in the South of the country as the "Long arm of the Kosovo Albanians", which do keep their aims of uniting the rest of Albania with Kosovo and not vice-versa.

The countermeasures implemented so far by the Greek state include a variety of intelligence and security actions. One of those that is on an training level and it is going to be fully operation by the end of 2012, is the creation of rapid and heavily armed Police mobilization units to intervene in cases both of heavy criminality (armed robberies with the use of AK-47) and any potential paramilitary actions, as the hypothetical threat by UCC.

The men selected to join these teams have served previously in the Greek special armed forces and receive an extra training by the already established Greek-antiterrorist and special crimes unit (EKAM). They will be equipped with heavy defense body armor and defense mechanisms for their off-the road vehicles, and will have for offence purposes P-90 submachine guns, UMP submachinesMP-5 with penetrating bullets and FN assault rifles, along with MAG machine guns. Lastly the units

will also use AK-47 (7,62×39 mm) and G-3 (7,62×51 mm). The units will interact with all the security and intelligence establishment of Greece and will be joined on occasion by other Army or Police units and have access to helicopters, airplanes and high speed sea transport. The rising organized criminality in Greece and the resurgence of Albanian organized crime involved in armed robberies by using machine guns played a decisive role into speeding up the process for the creation of such forces in the country.

Lastly, all available information points out that a mass of light weaponry has entered Greece through Albanian lately, and in a more worrying trend, the same development has been observed in FYROM, which according to many independent experts is a potential hot spot of any paramilitary action that will involve offshoots of UCK. In addition the Albanian government in Tirana is also fully aware around the developments and NATO itself is paying close attention in order to avert any potential destabilization caused by extremist groups that primarily live off by contraband, extortion and organized illicit activities and have as a hub of operations the territory of Kosovo. The upcoming USA elections in November 2012, whatever the outcome is, will bring back the American (and Anglo-Saxon) policy circles into re-examining their place in Europe (which for the moment has been reduced in expense of the rise of the German-Central European one). In parallel the dramatic developments in the Middle East, already have started to affect the "contraband routes" of heroin smuggling and illegal immigration into Europe. In addition the fragile political balance of powers in Skopje and the shift in international policies of Turkey. Bulgaria and Serbia are re-focusing the objectives in the Balkans of all interested parties be it state or supranational entities, legal and illegal ones. For all the above reasons, the security alertness in the region is increasing both for the countries located into and for the international forces serving there.

Ioannis Michaletos has been educated in the UK in the fields of Political Science (BA) and HRM (MSc). He is occupied as an indepedent journalist-security analyst for Greek & international organizations and media, including Jane's information Group, European Oil & Gas Monitor and European Energy Review. He is a correspondent analyst for ISRIA a security assessment agency.

An Interview with Phil Wood, Head of Department of Security Studies, Bucks New University

Source: http://www.srmti.com/news/an-interview-with-phil-wood-head-of-department-of-security-studies-bucks-new-u-10253/



In the first of our series of conversations with Academic Security Professionals Martin



Williams, editor srmti.com speaks to Phil Wood MBE MSC
CPP PSP CBCI Head of Department of Security Studies at New Bucks University.

Good morning Phil. Could I start by asking you what does Bucks New University offer?

Good morning Martin.

We have developed a portfolio of courses that is intended and designed to meet the needs and career aspirations of the modern organisational resilience professional. There is an ever-growing awareness of the need to demonstrate knowledge and capability through academic achievement and whilst there is a huge pool of experience out there, we feel that the competitive security, continuity and resilience practitioner will be best served by being able to demonstrate achievement in both areas. So, we offer programmes from Foundation Degree to Masters level, short courses, and accreditation of courses run by certain training providers along with bespoke programmes for companies and other organisations.

What specific subject areas do you cover?

Our main Foundation Degree is in Protective Security Management. Of course, this has been an area of growth in recent years and with many practitioners looking to move into management; this course is specifically designed for them. We have many of our graduates working at management level in private security companies both domestically and overseas; and with a recent revalidation and redesign, we are working hard to meet the demands of students and organisations to provide currency and relevance in our educational programmes. We aim to combine the discipline of academic study with real-world applicability.

At a higher level, the MSc in Business Continuity, Security and Emergency Management provides students with in-depth insight into organisational resilience, and is extremely popular. There is a growing and continuing interest in the taught subject matter and with the wide-ranging and diverse background of our students, the workshops within the programme allow us to explore multiple facets of these linked disciplines.

Also, this year we have launched the BA (Honours) in Security Consultancy, which is designed to provide an educational opportunity for those who wish to develop demonstrable expertise and depth of knowledge in the application of security and resilience disciplines for clients. This is another course that is proving to be extremely popular and, to me, is an indicator of the need for such a programme to allow those who may already have strong expertise in the subject matter to orientate it towards the wider business environment.

Okay, that's the degrees covered – what about other programmes?

Well, this year we launched the Business Continuity Institute Diploma, which has been hugely successful and will reach almost 100 graduates in its first year. Also, the Certificate in Security Management, which is at postgraduate level and allows students a point of entry into our MSc. Over and above that, we have the ability to design and deliver bespoke and short courses for individual client companies, alongside consultancy and academic advice and support. There are linked entry routes for many of our courses, with flexible entry requirements and standards.

What would you say is so special about Bucks then?

First of all, our driving philosophy is that we are here to assist the business of resilience to grow in capability, professionalism and academic depth. As a Department, I have made it our mantra that our students come first and that we will be there to provide them with the support that they need, to the standard that they need it, and promptly. We have a duty to



those who are spending their hard-earned cash and time on what will be their one and only academic experience - and my aim is to make that experience valuable in terms of service and career development.

We know all of our students and we don't treat them as numbers. We concern ourselves with helping them wherever and however we can in their aim to achieve; and we are truly proud to see the people who begin a programme without a great deal of academic experience make it to graduation. The potential to achieve is there in most people and we are there to help them to realise that. I believe that interaction, especially on distance and flexible learning courses, is essential and that we must do everything that we can as a department and institution to help students who may be working in the spare bedroom, at an airport or even on deployed operations. Wherever they are our job is to 'get alongside' them and to be ready and able to assist.

Where do you see the future of security education?

Security is a business enabler and component like any other. Its alignment with wider business disciplines is essential, as is the need for security to integrate and move more closely towards the other 'resilience' disciplines. I also believe that security is not necessarily about criminology and straightforward alignment with policing and security guarding – all components and aspects but not solely and at the core. The effective security professional is one who can move away from mental checklists, silos and thought processes and who can embrace concepts and ideas beyond the more parochial and traditional preconceptions related to the sector and its activities.

As far as learning is concerned, we at Bucks are well along the distance learning route. There will always be face to face teaching and tutorials for our students but we are of the firm belief that a properly designed programme, which provides several routes and processes to support, learning, including live feedback, is the way ahead. One thing that may surprise some is that for an area of business that many see as populated by traditionalists and inflexible people, the vast majority of our students come to us because of our ability to use technology to support them – they can even download an app to get their course materials delivered to their smartphones and tablets.

So that's where we see the future. Hopefully, there are people out there who agree with where we are heading and can appreciate what we are trying to do for them. As a University, we don't believe that we are in the business of making huge profits from our students and business partners — our focus is on them — not us! And we have been delighted by the response — we are attracting unprecedented numbers to this year's courses and are looking forward to welcoming even more students to Bucks from all over the World in the future. Thank you Phil.

Marines bid farewell to friend, brother

Source: http://www.dvidshub.net/image/647851/marines-bid-farewell-friend-brother#.UEmFsCKOtt0

CAMP LEATHERNECK, Afghanistan – On a quiet Friday afternoon, more than 100 coalition service members gathered to honor Sgt. Joshua R. Ashley, a fallen comrade during a memorial ceremony in the Regional Command Southwest chapel, Aug. 17.

Before the ceremony, Marines constructed a traditional field memorial providing them the opportunity to pay their final respects. The memorial consisted of a kevlar with identification tags signifying never to forget Ashley, a rifle with a bayonet upside down signifying a time of prayer and a break in action

to pay tribute and a pair of boots signifying this was Ashley's last march.

Ashley, from Rancho Cucamonga, Calif., was a dog handler with Military Working Dogs Platoon, 2nd Law Enforcement Battalion (Forward), I Marine Expeditionary Force Headquarters Group (Forward). He was killed in action, July 19, while

conducting combat operations in Helmand province. During the ceremony fellow dog handlers



and friends spoke of the man and Marine Ashley was and what they would remember most about him.

"Sgt. Joshua Ashley was a man who loved his job, family and his Marines," said Lance Cpl. Philip R. Beauchamp. "There's nothing more he wanted than to share the field of battle with his men. The men who fought beside him will never forget the loyalty and good nature of this warrior."

Ashley and how he would cope with the loss of a close friend.

"This is the first time in my adult life that I've had to deal with the loss of a good friend," Ferrell said. "While we can spend the rest of our lives wishing about what ifs, we can also celebrate the life of a true friend and an outstanding Marine. We can dive into the sea of sorrow or we can be incredibly grateful to have shared some incredible moments with



Sirius, a military working dog, pays his respects to his handler Sgt. Joshua R. Ashley during a memorial ceremony in the Regional Command Southwest chapel, Aug. 17. Ashley, from Rancho Cucamonga, Calif., was a dog handler with Military Working Dogs Platoon, 2nd Law Enforcement Battalion (Forward), I Marine Expeditionary Force Headquarters Group (Forward). He was killed in action July 19 while conducting combat operations in Helmand province.

During the ceremony, Lance Cpl. Kent F. Ferrell reminisced about his time spent with

Sgt. Ashley. Fellow Marines, family and we, his friends, have been blessed to have such a great guy come into our lives. Semper Fidelis sergeant I will not forget you my friend."

Corporal Ryan G. Hale, also spoke during the ceremony

"Today there is a large chunk of our hearts that is missing," Hale said. "We all know Sgt. Ashley to be an outstanding Marine. But to most of us, he was an outstanding person and an outstanding friend. Always remember 19 July 2012. Sergeant thank you for paying the ultimate sacrifice, watch over us."

New search-and-rescue tool: remotely controlled cockroaches

Source: http://www.homelandsecuritynewswire.com/dr20120907-new-searchandrescue-tool-remotely-controlled-cockroaches

Researchers from North Carolina State University have developed a technique that

uses an electronic interface to remotely control, or steer, cockroaches.



"Our aim was to determine whether we could create a wireless biological interface with cockroaches, which are robust and able to embedding a low-cost, light-weight, commercially-available chip with a wireless receiver and transmitter onto each roach (they



infiltrate small spaces," says Alper Bozkurt, an assistant professor of electrical engineering at NC State and co-author of a paper on the work. "Ultimately, we think this will allow us to create a mobile web of smart sensors that uses cockroaches to collect and transmit information, such as finding survivors in a building that's been destroyed by an earthquake.

"Building small-scale robots that can perform in such uncertain, dynamic conditions is enormously difficult," Bozkurt says. "We decided to use biobotic cockroaches in place of robots, as designing robots at that scale is very challenging and cockroaches are experts at performing in such a hostile environment."

A North Carolina State University release notes, however, that you cannot just put sensors on a cockroach. Researchers needed to find a cost-effective and electrically safe way to control the roaches, to ensure the roaches operate within defined parameters — such as a disaster site — and to steer the roaches to specific areas of interest. The new technique developed by Bozkurt's team works by

used Madagascar hissing cockroaches). Weighing 0.7 grams, the cockroach backpack also contains a microcontroller that monitors the interface between the implanted electrodes and the tissue to avoid potential neural damage. The microcontroller is wired to the roach's antennae and cerci.

The cerci are sensory organs on the roach's abdomen, which are normally used to detect movement in the air that could indicate a predator is approaching — causing the roach to scurry away. The researchers, however, use the wires attached to the cerci to spur the roach into motion. The roach thinks something is sneaking up behind it and moves forward. The wires attached to the antennae serve as electronic reins, injecting small charges into the roach's neural tissue. The charges trick the roach into thinking that the antennae are in contact with a physical barrier, which effectively steers them in the opposite direction. In a recent experiment, the researchers were able to use the microcontroller to precisely steer the roaches along a line that curves in different directions.

— Read more in Tahmid Latif and Alper Bozkurt, "<u>Line Following Terrestrial Insect Biobots</u>" (a paper presented at the <u>34th Annual International Conference of the IEEE Engineering in Medicine & Biology Society</u>, San Diego, California, 28 August 2012)



A soldier and his dog make a final journey together

Source:http://www.msnbc.msn.com/id/42016161/ns/health-pet health/t/soldier-his-dog-make-finaljourney-together/#.UEtU 66Ott0

Liam and Theo were a team, fast friends doing a dangerous job — searching out roadside bombs laid by insurgents in Afghanistan.

The jovial British soldier and his irrepressible dog worked and played together for months, and died on the same day. On Thursday they came home, flown back to Britain in a somber repatriation ceremony for the soldier remembered for his empathy with animals and the companion he loved.

senior veterinarian with animal charity PDSA. "Some dogs react very severely to their partner's loss."

She said it was not uncommon for pets to respond to an owner's death by refusing food and becoming sick — and the bond between working dogs and their handlers is especially

"The bonding that I have seen between soldiers or police and their dogs is fantastic.



Ministry of Defense / Reuters - A file photograph shows British soldier Lance Corporal Liam Tasker watching his military working dog Theo, a springer spaniel, during a training session in Camp Bastion, Afghanistan on Feb. 10.

Lance Cpl. Liam Tasker, a dog handler with the Royal Army Veterinary Corps, was killed in a firefight with insurgents in Helmand Province on March 1 as he searched for explosives with Theo, a bomb-sniffing springer spaniel mix. The dog suffered a fatal seizure hours later at a British army base, likely brought about by stress.

Military officials won't go so far as to say Theo died of a broken heart — but that may not be far from the truth.

"I think we often underestimate the grieving process in dogs," said Elaine Pendlebury, a When you see them working together, it's really one unit."

A military Hercules plane carrying Tasker's body and Theo's ashes touched down Thursday at a Royal Air Force base in southwest England. As the funeral cortege of black vehicles drove slowly away, it was saluted by a long line of military dog handlers, their dogs at their sides. A black Labrador retriever sat quietly beside its handler as the hearse carrying the flag-draped coffin disappeared from view.

At the nearby town of Wootton Bassett, where people line the streets in a mark of respect each time a dead soldier is repatriated, dozens stood silently - some with dogs at their feet — as Tasker's friends

and family laid roses atop the hearse.

The Ministry of Defense said Theo's ashes would be presented to Tasker's family later at a private ceremony.

Tasker, 26, from Kirkcaldy in Scotland, spent six years as an army mechanic before joining the military working dog unit in 2007. He felt he had found his calling.

boy!" and lets out a chortle of delight before tossing him a treat.

The ministry said then that Theo had been so successful — finding 14 hidden bombs and weapons caches, a record for a team in Afghanistan — that the dog's tour of duty had been extended by a month.



Mourners react as the hearse carrying the body of Lance Corporal Liam Tasker passes along the High Street on March 10, in Wootton Bassett, England. Lance Corporal Liam Tasker's body and the ashes of his dog, Springer Spaniel, Theo were flown into nearby RAF Lyneham in Wiltshire from Afghanistan.

"I love my job and working together with Theo," Tasker said in a profile of the pair released by the Ministry of Defense before his death. "He has a great character and never tires. He can't wait to get out and do his job and will stop at nothing."

The soldier and the 22-month-old dog had been in Afghanistan for almost six months, uncovering roadside bombs and weapons in a dangerous daily routine.

Theo became a bit of a military celebrity last month after the defense ministry released photos and video of him and Tasker to highlight the lifesaving work of military dogs. The footage, now deeply poignant, shows Theo — energetic, ears cocked, tail wagging — alongside Tasker searching a compound for explosives.

In it, Theo is seen feverishly circling the dusty area, his nose pressed to the ground. At one point he stops, tail wagging furiously, and begins digging the rocky earth before turning eagerly toward Tasker, who calls out "good"

Tasker was the 358th British soldier to die in Afghanistan since the 2001 U.S.-led invasion.



Theo was the sixth British military dog killed in Iraq or Afghanistan since 2001.

There are calls for Theo to receive the Dickin medal, which since 1943 has recognized wartime bravery by animals, from carrier pigeons to a World War II commando collie.

The loyalty of some dogs is legendary, from Greyfriars Bobby, a 19th-century Skye terrier who guarded his master's Edinburgh grave for 14 years, to Hachiko, a Japanese dog who awaited his owner's return at a train station every day for years after the man's death. Both are commemorated with statues.

Tasker's father, Ian, said Theo would have been devastated by Liam's death.

"I truly believe when Theo went back to the kennel, that that would have a big, big impact because Liam wasn't there to comfort him," he told ITV news.

Tasker's mother, Jane Duffy agreed. "I'm not nurse or a vet (but) I would like to believe (Theo) died of a broken heart to be with Liam," she told the broadcaster.

Tasker's colleague's recalled the soldier's bond with his dog and zealous attention to duty in

tributes released by the defense ministry.

"A natural with animals, he had an affection for his dog that truly was a window to his soul," said Maj. Alexander Turner, a commander of Tasker's unit.

He "was here to save life, finding explosive devices that kill more farmers than combatants in our area," Turner said. "His fortitude and zeal for that perilous task was humbling; it imbued us all with confidence. He used to joke that Theo was impossible to restrain but I would say the same about Lance Corporal Tasker."

Tasker's uncle, Billy McCord, said the soldier had been due to leave Afghanistan soon and worried about being separated from Theo.

"He actually said at one point that when he finished his tour he was not sure what would happen to his dog and that he could be separated from his dog," McCord told the local Courier newspaper in Scotland. "That was preying on his mind, but they are not separated now."







EDITOR'S SURPRISE!

If you think that the future refers to things to come, have a look here:

Source: http://www.humanupgrades.com/

Suspected Somali pirates fire on Italian navy helicopter

Source:http://www.chicagotribune.com/news/sns-rt-us-somalia-italy-piratesbre8860jc-20120907,0,6475 430.story

Suspected pirates opened fire on an Italian navy helicopter on patrol off the east coast of Somalia, hitting a window and slightly injuring a pilot, the force said on Friday.

The attack from a small boat broke the window, spraying out glass that hit one of the pilots in the neck, the navy said.

neck, the navy said.

The helicopter, which was taking part in a European Union anti-pi acy operation named 'Atalanta', did not return fire to avoid endangering any possible hostages, it added.

It later returned safely to the Italian navy's ship San Giusto, said European Union Naval Force spokeswoman Jacqueline Sherriff.

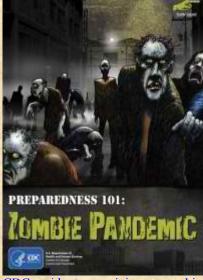
► EDITOR'S COMMENT: What if next time they fire with one of the thousands missing MANPADs?

ZOMBIE ALERT issued by Homeland Security

Source: http://www.nydailynews.com/news/national/zombie-alert-issued-homeland-security-article-1.1154245



Homeland Security issues ZOMBIE warning! Actually, it's part of a preparedness campaign for disasters.



CDC guide to surviving a zombie attack.

If zombies take over, the government wants you to be prepared.

The Homeland Security Department warned citizens on Thursday that the "zombies are coming," and urged them to be ready for a

walking-dead apocalypse, The Associated Press reported.

The zombie "warning" is part of a public health campaign calling for citizens to be ready for disaster —

to know to stock up on food, batteries and water, and to keep extra changes of clothes and medication on hand.

Of course, those same preparations will also come in handy in case of a hurricane, earthquake, pandemic or terrorist attack, and that's the idea behind the campaign.

In an online seminar, emergency planners were told to use zombies to get their point across that emergency preparation — for anything — is important.

The Centers for Disease Control used the same tactic last year with its zombie apocalypse social media campaign. The agency posted a blog post with detailed

recommendations of how to survive a zombie attack.

A CDC spokesperson explained at the time that the campaign was introduced to get Americans interested in its annual campaign for hurricane preparedness.

"I worry we try the same thing every year and I didn't know how many people we were actually engaging," Dave Daigle of the CDC told The Los Angeles Times. "Let's face it — preparedness and public health are not exactly sexy topics."

In a statement, the CDC later confirmed it does not know of any zombie-like virus or condition.

USA's First Monument to Honor Military Working Dogs

Source: http://www.tailsinc.com/2012/08/usas-first-monument-to-honor-military-working-dogs/



Every day there are hundreds of thousands of heroic dogs serving and protecting the people of this nation. From guide dogs who offer security and sight to their physically or mentally impaired human caregivers, to military dogs whose bravery and tireless efforts are an invaluable resource to soldiers. In 2013, the United States will be erecting the first ever monument honoring Military Working Dogs. Congress has never before elevated an animal to national monument status; a fact that reminds us just how truly deserving these dogs are. The monument—which will be made possible through private funding— will feature four current day combat dogs with a human handler, and will reside at the 341st Training Squadron at Lackland Air Force Base in San Antonio, Texas.

September is National Service Dog Month; a time to recognize these canine heroes and thank them for their loyalty, companionship, and for simply being their amazing doggie selves. Join Natural Balance Pet Foods and Petco—two companies that have been working hard to make the monument a reality—throughout September in support of our nation's military working dogs.





From September 2 - September 22, 2012, contributions can be made at any Petco or Unleashed by



Petco store or online at http://www.petco.com with all funds going to service dog organizations. In addition, proceeds from the purchase of 12 oz. Natural Balance Jerky Bar Treats will benefit the service dog monument at Lackland Air Force Base.

Danang, Vietnam, 1969

Muzzled sentry dogs and their handlers ride in the back of a truck as they return from a patrol. R. A. Elder / Hulton Archive / Getty Images



Successful launch of NCT CBRNe Asia 2012!



On September 3 - 6 2012 IB Consultancy held Asia's premier CBRNe event, The Non-Conventional Threat: CBRNe Asia 2012, in Bangkok, Thailand. The four day show brought together representatives from over 30 different countries, including Thailand, Vietnam, Malaysia, Indonesia, Singapore and India through to Europe as well as the US and Canada. On the last day an interactive table-top session took place. Senior representatives from the Royal Thai Government's Department of Disaster Management and Mitigation (DDPM) ran a fully interactive facilitator-led discussion, centered on a potential real-world scenario. The table-top was run as a News show, with IB Consultancy's Andrew Proudlove as the anchor-man in a news show covering a CBRN incident in Thailand. After the interactive table-top session ended delegates were taken to the DDPM training facility in Bangkok where the Royal Thai Government ran a live

the-art equipment provided by Bruker, Airboss and Pursuit Dynamics.

The event was seen as a total success and received fantastic feedback from sponsors, delegates and speakers alike. "I was more than happy with NCT: CBRNe Asia 2012. The event took place in an ideal



setting and we had our portable decontamination equipment used by the Royal Thai Government during the CBRN demonstration. The Royal Thai Government was very professional and demonstrated our equipment very well. Since the demonstration took place we have received numerous enquiries on our



technology." *David Crouch, Product Manager, Pursuit Dynamics*Those who attended are already looking forward to next year's NCT: CBRNe Asia taking place in Kuala Lumpur, Malaysia on the 24th – 26th September 2013. All presentations are available for delegates using the IB Consultancy Chatter portal.

Insurers face tougher times as Somali piracy drops

Source:http://news.yahoo.com/insurers-face-tougher-times-somali-piracy-drops-112457448--sector.html

A dramatic fall in pirate attacks off the Somali coast is forcing down the cost of piracy insurance for commercial ships, taking the shine off a fast-growing and lucrative market for London-based insurers.

International navies have cracked down on pirates, including strikes on their coastal bases, and ship firms are increasingly using armed guards and defensive measures on vessels including barbed wire, scaring off Somali seaborne gangs.

That reduced the number of incidents involving Somali pirates to just 69 in the first half of 2012, compared with 163 in the same period last year, according to watchdog the International Maritime Bureau.

"The chance of pirates being able to carry out successful hijackings are now very slim, which is probably deterring many would-be pirates from going to sea," said Rory Lamrock, an intelligence analyst with security firm AKE.

War torn Somalia is next to the Gulf of Aden's busy shipping lanes, and poverty has in recent years tempted many young men to take up piracy, storming commercial vessels and holding their crews and cargo to ransom.

Last year, they netted \$160 million, and cost the world economy some \$7 billion, according to the American One Earth Future foundation.

The drop in Somali pirate activity is weighing on the market for so-called marine kidnap and ransom insurance, which has grown for scratch to be worth about \$250 million in little more than five years, according to informal industry estimates.

Spending on marine K&R cover, which indemnifies shipowners against the cost of paying ransoms and recovering vessels and crew, has halved compared with two years ago, estimates Will Miller of Special Contingency Risks, a unit of insurance broker Willis.

"We are seeing a softening in the rates that underwriters are charging for piracy cover," Miller said.

"The key driver is the implementation of more robust security measures on board by the shipping community."

Brokers and insurers say a key factor in the downturn is the spread of on-board armed security, which has allowed shipowners to

negotiate discounts of up to 50 percent on their premiums in recognition of the reduced risk of being hijacked.

GUN CONTROL

Guards equipped with guns are seen as the best deterrent as no ship carrying them has ever been seized, although critics say they risk escalating conflict with heavily-armed pirates.

Governments including Britain last year dropped their opposition to armed maritime guards, triggering a big increase in their use. SCR's Miller says about two thirds of his clients now deploy armed security, compared with just 10 percent in 2010.

While the cost of piracy insurance is falling, the drop in the number of hijackings will reduce claims, helping to preserve insurers' profits.

That is encouraging a string of new entrants amid lackluster conditions elsewhere in the insurance market, ratcheting up competition and putting prices under further pressure.

"More people are competing for the same slice of cake," said Michael Sharp, an underwriter at Lloyd's of London insurer Beazley.

"With so many people writing the same business, that's driving prices down."

Still, insurers are confident demand for piracy cover will remain buoyant, pointing to other trouble spots including the Gulf of Guinea on the other side of Africa and the Straits of Malacca in Asia.

"If Somali piracy goes away, sadly there seems to be a number of other hot spots around the world where protection is needed," said Sean Woolerson of insurance brokers Jardine Lloyd Thompson.

Many in the industry also warn that it would be premature for shipowners to let their guard down in the Gulf of Aden. Somali gangs have responded to the drop in successful hijackings by ratcheting up their ransom demands, and the inflationary spiral is expected to tempt retired pirates back into business.

"As far as the pirates are concerned, they are being paid more for less work," said J. Peter Pham, Africa director with U.S. think tank the Atlantic Council.

The average ransom payment this year is \$6.5 million, up from between \$5 million and \$6 million



in 2011, according to Peter Dobbs, head of asset protection at Lloyd's of London insurer

Catlin.

"I don't think piracy has gone away," he said.

EDITOR'S COMMENT: Perhaps in the future we will read an article implying that insurance companies were behind piracy in order to increase their profits!!!

West Attempts to Trigger Clash of Civilizations

Source: http://www.globalresearch.ca/west-attempts-to-trigger-clash-of-civilizations/

In France where people are sent to jail for "Holocaust denial," considered by law a

religious hate crime, it seems strange then that well timed, raunchy cartoons designed solely to insult and inflame hate against and amongst Muslims worldwide would be defended vigorously by French politicians who claim, according to the Christian Science Monitor, that

"freedom of the press should not be infringed." With Neo-Conservative warmongers

provided state sponsorship of terrorism from Libya to Syria, arming, funding, and politically

> backing the very groups taking to the streets, burning Western consulates, and killing bystanders, diplomats, and security forces alike. France had armed, trained, funded, and provided air support for the UN-listed terrorist outfit, the Libyan Islamic Fighting Group (LIFG) last year in Libya, in their bid to overthrow the government of

Muammar Qaddafi.

Image: Libyan Mahdi al-Harati of the US



Band (NOSE) AND THE PROPERTY OF THE PROPERTY O

behind a recent inflammatory film titled, "The Innocence of Muslims," and their counterparts amongst radical sectarian extremists leading violent protests across the Middle East and North Africa, it would almost seem as if the publication of insulting cartoons by a French paper, "Charlie Hebdo," was part of a grander strategy to create a manufactured conflict between Islam and the West, setting the stage for more overt military operations to take over faltering covert operations in Syria and beyond. France (and the West) Are Playing Both Sides It is a fact that France itself has

State Department, United Nations, and the UK Home Office (page 5, pdf)-listed terrorist organization, the Libyan Islamic Fighting Group (LIFG), addressing fellow terrorists in Syria. Harati is now commanding a Libyan brigade operating inside of Syria attempting to destroy the Syrian government and subjugate the Syrian population. Traditionally, this is known as "foreign invasion." France is one of a handful of nations currently leading state-sponsorship of terrorist groups like LIFG in Syria.

LIFG had merged officially with Al Qaeda, according to a US Army West Point Combating Terrorism Center report in 2007, long before the French knowingly aided and abetted these terrorists in their bid to overthrow and overrun Libya. Currently, the government of France is funding and arming these very same terrorists, who promptly transferred weapons, cash, and fighters to Syria to begin terror operations there.

The report titled, "Al-Qa'ida's Foreign Fighters in Iraq" stated specifically:

The apparent surge in Libyan recruits traveling to Iraq may be linked the Libyan Islamic Fighting Group's (LIFG) increasingly cooperative relationship with al-Qa'ida, which culminated in the LIFG officially joining al-Qa'ida on November 3, 2007. (page 9, pdf)

France had recently announced its intentions to overtly arm these terror groups operating in Syria, now exposed by Human Rights Watch as carrying out systematic and widespread atrocities against the Syrian population.

The Hindu, in their article, "France to fund opposition in Syria," reported:

"Reuters quoted a "diplomatic source" as saying France had started supporting parts of Syria that are apparently being controlled by the armed opposition. More alarmingly, the report pointed out that Paris was considering supplying heavy artillery to anti-government fighters — a move that would harden the possibility of a full-blown civil war in the country."

Now France, through its media, and the complicity of its politicians' tacit support, is providing their new terrorist allies with something else — a causus belli for confrontation with the West to reinsert in the public's mind the adversarial plot device needed to introduce more direct military intervention where the covert support of listed-terrorist groups has now seemingly failed.

The Lie We Are Expected to Believe

What we are now expected to believe is that France, the US, UK, and other nations were benevolently, and unwittingly helping these groups into power, only to be betrayed by extremists.

In reality, the nature of these militant groups was known years in advance, these groups specifically chosen to lead the violent subversion of Western targets across the Arab

World – with the possibility of sectarian genocide and significant blowback acknowledged as an acceptable risk.

In 2007, an article by Seymour Hersh published in the New Yorker titled, "The Redirection" admitted that:

undermine Iran. predominantly Bush Shiite. the Administration has decided, in effect, to reconfigure its priorities in the Middle East. In Lebanon, the Administration has Arabia's coöperated with Saudi government, which is Sunni, in clandestine operations that are intended to weaken Hezbollah, the Shiite organization that is backed by Iran. The U.S. has also taken part in clandestine operations aimed at Iran and its ally Syria. A by-product of these activities has been the bolstering of Sunni extremist groups that espouse a militant vision of Islam and are hostile to America and sympathetic to Al Qaeda." -The Redirection, Seymour Hersh (2007)

Hersh's report would also include:

"the Saudi government, with Washington's approval, would provide funds and logistical aid to weaken the government of President Bashir Assad, of Syria. The Israelis believe that putting such pressure on the Assad government will make it more conciliatory and open to negotiations." -The Redirection, Seymour Hersh (2007)

Clearly the West, including the complicit regimes of Nicolas Sarkozy and now François Hollande, knowingly funded terrorists. Hersh's report admits that all parties involved even in 2007 knew full well the potential dangers involved in funding terrorist groups but believed these forces could be controlled:

"...[Saudi Arabia's] Bandar and other Saudis have assured the White House that "they will keep a very close eye on the religious fundamentalists. Their message to us was 'We've created this movement, and we can control it.' It's not that we don't want the Salafis to throw bombs; it's who they throw them at—Hezbollah, Moqtada al-Sadr, Iran, and at the Syrians, if they continue to work with Hezbollah and Iran." -The Redirection.

Seymour Hersh (2007)

For the West to feign that evidence Al Qaeda is now overrunning the Middle East is

somehow an unintended consequence, when officials in 2007 were on record already implementing such a policy is indeed a bold lie. To help sell that lie, the West is calling on its Neo-Conservative factions, and in particular. dusting off their Islamophobia brigades led by the likes of Daniel Pipes, a Project for a New American Century (PNAC) signatory and a chief proponent for war with Syria and Iran, as well as lesser demagogues such as Robert Spencer, Pamella Geller, and David Horowitz. The creation of a sectarian extremist front to undermine and destroy the governments of Syria and Iran began under Bush in 2007 -Syria and Iran being the specific targets Neo-Cons like Pipes have ceaselessly advocated war with. That Pipes and his compatriots are now claiming the rise of this terrorist front they themselves helped create is somehow the result of a "pro-Islam Obama" is immense designed for the propaganda most impressionable minds.

The Plan: Flip the Script (Again)

In reality, Obama provided left-cover for a singular corporate-financier driven agenda, decided upon decades ago, and part of the reoccurring patterns and themes that define all empires past and present.

It appears that the public is becoming increasingly aware that the US has just handed the nation of Libya over to sectarian extremists and is backing brigades of these same terrorists, now operating in Syria. The operation in Syria seems to have reached a stalemate, with the further arming and backing of increasingly visible terrorist forces a politically untenable option.

It appears that the alternative plan is to flip the script once more, turning Al Qaeda – who began as celebrated freedom fighters battling Soviets in the mountains of Afghanistan, to reviled terrorists waging a decade of war on America in Iraq and Afghanistan, to freedom

fighters seeking to oust Qaddafi and President Bashar al-Assad, to once again back to reviled, embassy attacking, ambassador-killing thugs. Seemingly fully committed to tipping off a "clash of civilizations," the ground is being prepared for false flag attacks and preparing public opinion for more direct military intervention in places like Syria and Iran. The failures of the last four years of corporatefinancier driven policy is compartmentalized around Obama and will be flushed with his presidency either in 2012, or 2016 with the hopes that the agenda itself will survive and carry on.

An Obama win in 2012 would allow the West to continue funding terrorists more openly worldwide against the governments of Syria, Iran, and even Russia and China – blaming it all on "Pro-Islam Obama." A Romney victory would allow more aggressive, direct military intervention. Either way, the nations of Syria, Iran, Russia, and China will continue to find themselves in the firing line of both covert and overt foreign military aggression.

The overall agenda is global corporate-financier hegemony, the destruction of the nation-state, and the primacy of Wall Street-London dictated "international law" for an "international order" corporate-financier think-tank policy maker Robert Kagan concedes "serves the needs of the United States and its allies, which constructed it."

By recognizing the singular agenda front-men like Bush, Obama, and Romney cover for, we can expose the corporate-financier special interests truly dictating Western policy. By understanding that it is corporate-financier interests, not politicians, that drive these nefarious, overarching agendas, we can formulate solutions based upon undermining and replacing their power and influence, rather than becoming absorbed in short-sighted political battles that ultimately change only the front-men, not the agenda itself.

CPG 201: Threat and Hazard Identification and Risk Assessment Guide

Source: http://wyohomelandsecurity.state.wy.us/grants/thira/THIRA_Guide_Toolkit.pdf

Every community has an obligation to understand the risks it faces. Knowledge of these risks allows a community to make informed decisions about how to manage risk and develop needed capabilities. Risk is

commonly thought of as a product of a threat or hazard, the vulnerability of a community or facility to a threat or hazard, and the resulting consequences that may impact

the community or facility. By considering changes to these elements, a jurisdiction can



Threat and Hazard Identification and Risk Assessment Guide

Comprehensive Preparedness Guide (CPG) 201

First Edition April 2012



understand how to best manage risk exposure. Many methodologies exist to understand, qualify, and quantify risk. These methodologies most often focus on a single threat or hazard type and a small area or fixed facility. However,

expands on existing local, tribal, territorial, and state Hazard Identification and Risk

Hazard Identification and Risk Assessments (HIRAs) and other risk methodologies by broadening the factors considered in the process, incorporating the whole community throughout the entire process, and by accounting for important community-specific factors. The THIRA guide describes a step-by-step process:

- Step One assesses the various threats and hazards facing a community of any size.
- Step Two assesses the vulnerability of the community to those hazards using varying time, season, location, and community factors.
- Steps Three and Four estimate the consequences of those threats and hazards impacting the community and, through the lens of core capabilities, establish capability targets.
- Step Five captures the results of the THIRA process to set an informed foundation for planning and preparedness activities across

prevention, protection, mitigation, response, and recovery.

The process can be illustrated with an example: a jurisdiction identifies tornadoes as a hazard and assesses its vulnerabilities if a

STEP 1 STEP 2 STEP 3 STEP 4 STEP 5 Give the Threats Examine the Core Identify the Set Capability Apply the Results and Hazards Context Capabilities Using the Threats and Hazards Threats and Targets Hazards of Concern

there are additional challenges when applying an approach designed for a single threat or facility assessment to geographic areas as large as cities and states and the full spectrum of threats and hazards. The specificity gained by complex probabilistic modeling and analysis is lost when trying to apply the results across the complex landscape of prevention, protection, mitigation, response, and recovery. This Threat and Hazard Identification and Risk Assessment (THIRA) guide provides a comprehensive approach for identifying and assessing risks and associated impacts. It

tornado strikes at different times, seasons, and locations. Using the core capabilities identified in the National Preparedness Goal (Goal), the jurisdiction assesses the impacts and identifies the highest potential capability target level for Fatality Management Services. Preparing for response, the jurisdiction develops typed resources using the National Incident

Management System to accomplish the required Fatality Management Services target. These resources are either built or sustained through collaboration

with non-traditional partners, mutual aid planning, or direct investment by the jurisdiction. The jurisdiction may also undertake mitigation planning and projects such as safe rooms and warning systems that have been proven to lessen fatalities. Taking these actions reduces vulnerability, lowering the Fatality Management Services capability target in future THIRAs.

Using the THIRA results, a jurisdiction can develop a strategy to allocate resources effectively to achieve capability targets and reduce risk. The strategy should consider finding, connecting to, and strengthening community resources by leveraging the expertise and capability of individuals, communities, the private and nonprofit sectors, faith-based organizations, and all levels of government. Ultimately, a jurisdiction may find that it must fill gaps in order to build and sustain capabilities. A jurisdiction can utilize

resources such as bond initiatives and local and state appropriations as well as Federal grants, as appropriate, to support building and sustaining capabilities. THIRA-informed planning is consistent with and expands on nationally accepted emergency management standards, which have long required using risk assessments, such as HIRAs, as the basis for planning across the mission areas. A continuous cycle of assessing capabilities, plans, and programs and incorporating the results into future THIRAs allows a jurisdiction to manage changes to its risk landscape. It also provides the means to educate and update individuals, families, businesses, organizations, community leaders, and senior officials on the risks facing a community. An informed public is the best advocate for building required capabilities and creating a secure and resilient community.

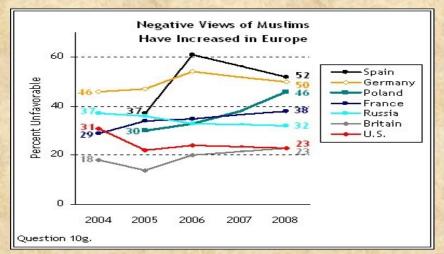
The threat is real and Pan-European...

Left: Athens (Hellas) - Right: London (UK) - 2012





Notice the similarity of synthematology of protesters in both demonstrations...



(source: sondage du PEW Global Attitudes Project, 17 septembre 2008)



QUIZ - Is there a connection between these two places?



Georgia Guidestones
(Elbert County, Georgia, USA)



Palace of Peace and Harmony (Astana, Kazakhstan)



Al Qaeda Set Europe's Forests on Fire - FSB Chief

Source: http://en.beta.rian.ru/world/20121003/176377748.html

Al Qaeda is responsible for the recent spate of forest fires in Europe, Russian security service

his claims with content on extremist websites talking about "forest jihad" - including



chief Alexander Bortnikov claimed on Wednesday.

"Forest fires in European Union countries should be considered one of the new trends in Al Qaeda's 'thousand cuts' strategy. This approach allows them to inflict significant damage on the economy and morale without any serious preparation, technical equipment, or financial outlay" Bortnikov told the 11th meeting of Russian and partner states' security and law enforcement services in Moscow.

Security services had only minimal chances of catching these arsonists, he added, supporting

suggestions about the most effective ways of starting a forest fire.

Bortnikov also said the security services' current priority is countering the spread of terrorist activity in the Middle East and North Africa, adding international terror networks could use these internal conflicts for their own ends, "threatening the stability of entire regions" and "posing a threat to

the entire international community."

Forest fires have become an annual occurence across Europe

in recent years, with southern European countries such as Spain, Italy, Portugal, Montenegro, Greece, and Serbia particularly hard-hit.

The European Forest Fire Information System in August noted that 2012 had seen more fires early in the season, reporting 100,000 hectares consumed by fire by the end of March.

Imagining first responders' high-tech future

Source: http://www.homelandsecuritynewswire.com/dr20121005-imagining-first-responders-hightech-future

What kinds of gear will be needed by future firefighters, EMTs, and police officers? To find out, DHS asked the department's research arm to ask the experts, then apply sophisticated math to discover unlikely patterns. The results are detailed in an intriguing report.

To believe that technologies once dreamed of in science fiction novels, television shows, and comic strips may one day be a reality, or that real-world technologies might make the fantastic devices of fiction obsolete, you would need to be either an optimist — or a futurist in the DHS's Science and Technology Directorate (S&T).

To keep dreams grounded, S&T maintains a team of futurists in Arlington, Virginia, at the Homeland Security Studies & Analysis Institute (HSSAI). There, in the Resilience and Emergency Preparedness / Response Branch, analysts explore the art of the possible, helping DHS shape dreams into a lucid, viable vision. "Revolutionary ways of working are often invented because visionaries saw a need and a novel way to meet it," said Deputy Director Bob Tuohy, who is an admitted sci-fi enthusiast.

In 2011 S&T's First Responders Group and FEMA's National Preparedness Directorate turned to Tuohy's team for assistance in forecasting first responder needs. The result was Project Responder 3: Toward the First Responder of the Future (PR3). The third in a series, PR3 identified the capabilities most critically needed to ensure that responders could meet disasters swiftly, surely, and safely in three to five years. "Faced with difficult budget choices, it's vital that the Department get it right so researchers explore the most pressing problems and companies develop the most wished-for tools," said Patrick Spahn, director of S&T's Operations Analysis / FFRDC Management Branch.

While PRs 1 and 2 (2004 and 2008) viewed technologies as a goal, the new report imagines how technologies will become workaday tools that are easily carried and

used. Going further, it singles out technologies that will be needed by responders in multiple disciplines — for example, by firefighters and medics, or by emergency managers and police. In this way, DHS and its partners can make the most of limited resources by solving several challenges at once.

Beyond today's fiscal constraints, state and local responders needed to envision a future when budgets may be more solvent. "They asked us to forget that, today, everyone's broke," recalls Tuohy, "and imagine a 'blue sky' scenario, where anything might be possible."

The researchers were also asked to remember that people, places, and industries were becoming ever-more connected and interdependent. How might these dependencies make energy, water, food, and cyberspace itself more vulnerable to attack?

PR3 was not the first time the Department gazed a full generation into the future. For FEMA's Strategic Foresight Initiative (2011), DHS futurists flashed-forward to 2026 to help emergency managers understand how their role would be redefined by changes in climate. technology, and society. Every four years, the U.S. Coast Guard conducts its Evergreen process. The Defense Department, through DARPA, routinely looks far into the future. The HSSAI researchers pored over similar studies from government, academia, responder groups, and industry. It was time well-spent. "We used Evergreen as a model for mapping scenarios against potential capabilities," says Tuohy.

PR3's data came primarily from comments and priorities voiced in 2011 by four focus groups, each composed of law enforcement officers, firefighters, paramedics, and emergency managers. The responders discussed and debated how their jobs would be transformed

by changes in the economy, technology, and society, as well as by future calamities rivaling 9/11 or Japan's 2011 nuclear



meltdown. How would these changes alter the role of the responder as an individual, on a small team? In a vast network? During a typical day or an anything-but-typical disaster?

If you are versed in network crime dramas — or Star Trek — PR3's findings will bear a familiar ring. If you are not, brace yourself for future shock:

 Start with Dick Tracy's 2-Way Wrist TV of 1964, fast-forward several decades, and you are on your way to envisioning the law enforcement officer/deputy of the future. In 2031, when an officer needs information, he will have it, as swiftly and surely as the good guys on Criminal Minds and CSI.

In fact, our future cop will seem blessed with a sixth sense. Donning "augmented reality" eyeglasses or a wristphone, he'll be able to ID a shady character while approaching him, pick out (and zoom in on) a terrorist, and find a weapon before it finds its victims. Armed with assistive technologies like data visualization, the law enforcer will also be fighting new forms of cyber crime. Wirelessly "plugged in" to a homeland-security network, he'll spend less time responding to crime, and more time thwarting it.

• Using telemedicine, the paramedic of the future will make tough calls and perform advanced procedures onsite, aided by expert systems and doctors watching from afar. Much as OnStar or Sirius can dial 9-1-1 when a car's airbags deploy, a victim's smartphone (or whatever might replace it) will summon an ambulance if its owner is unconscious. The ambulance can then arrive swiftly and safely, using a jammer that can mute loud music in nearby cars and turn a red light green. Reaching the victim, the paramedic relieves the good Samaritan who has been coached by her phone's virtual physician. As the paramedic's own phone downloads the patient's medical history, a tiny "tricorder" will read the patient's vitals and scan for injuries. It is all in a routine day.

"Routine," however, will not exist if a city is struck by an earthquake, a radiological ("dirty") bomb, or a chemical or biological weapon. The paramedic of the future will carry or wear a suite of sensors to detect victims, reveal which of them needs the most urgent care, and warn him if he cannot reach them safely. Together with stationary sensors, these mobile sensors will feed an

intelligent triage system that grows smarter with experience.

In the paramedic's "medical bag," you will find artificial red blood cells, perhaps artificial blood itself. When disaster strikes, the paramedic will be aided by 3D tracking, a lightweight protective suit, and a long-lasting oxygen supply that's trim and lightweight. Victims won't weigh down our paramedic: He will get a boost from a robotic cot, a stairchair, or perhaps an "Iron Man lite" exoskeleton.

- Lighter gear, sensors that warn when to clear out, and smoke-penetrating goggles ranked high on the wish list of responders envisioning the firefighter of the future.
- Like tomorrow's paramedic, the future firefighter may rely on robots to do heavy lifting or scope out a hostile environment. But mostly, he'll rely on headgear that streams "situational awareness" from a symphony of sensors. Warnings, maps, and other vital data will be beamed to a firefighter's eyes and ears, keeping hands free as they guide him into a fire and back out before the ceiling caves, his oxygen empties, or his body succumbs to heat.
- Software will help the emergency manager (EM) of the future make urgent decisions, undistracted by logistics. When a hurricane in Florida creates hundreds of calls for portable generators, fresh water, and food, an expert system will sort them out, sending supplies public and private where they will do the most good. After an earthquake, smart sensors will "phone in" injuries and damage; the results will be color-coded onto high-resolution maps.

The EM, the cop, the fireman, and the medic share a need for game-changers such as multithreat protective suits that comfortable, light, and slim; intelligent avatars that understand the spoken word: universal translators to let them converse with nervous immigrants; and new learning tools to help them master the new technologies. Responders will need smarter ways to work, team, enlist savvy citizens, and do their jobs if technology fails.

If you think S&T's researchers reached these

conclusions by taking notes and tallying votes, think again. Since focus groups are small, findings can be unreliable. To firm up their findings, the HSSAI researchers



turned to a survey technique called the Q Methodology — an intensive exercise that revealed, in nuanced detail, how respondents felt about their various needs. Each responder studied a long list of needs, ranking each need's priority from +3 to -3. Then, the researchers used factor analysis — a technique for describing how dramatically correlations vary — to reveal clusters of like priorities farther down the responders' wish lists.

Through factor analysis, an also-ran technology — much like an also-ran talent-show contender — may emerge as an unlikely favorite. When voters merely vote for their favorite contender, the nerd will lose — the fallback of millions, the favorite of few. When voters voice how strongly they feel about each contender, however, their new idol may turn out to be the improbable, unglamorous nerd.

Meanwhile, responder agencies must face greater challenges imposed by budgetary belt-tightening, fiscal shortfalls, out-of-reach costs, out-of-touch policies, and out-of-date procedures.

Perhaps the pop-culture accounts of responder technologies are part of that problem. "Everything people see on TV, they think we

have," one first responder remarked, adding that this delusion complicates matters when responder agencies are appealing for funds. Talent-show viewers can vote with their phones, but responders must vote with their wallets. This is why S&T is appealing to private industry to provide affordable answers.

Some answers will raise legal or ethical questions. For example, will a paramedic be free to view a patient's entire medical history, or view only the parts that can help her save a life? If a surgeon in Scranton is guiding a paramedic in Pittsburgh, what happens if the link fails?

How do you sue an avatar for malpractice? Before telemedicine makes its debut, responders will need to hear from experts in medical malpractice and privacy.

This is fine with Spahn, who noted, "Anytime you deploy a new technology, life gets in the way. That's one reason we look so far into the future."

Project Responder 3 marked the first time S&T tuned its crystal ball twenty years out. It will not be the last, however. In 2014 the digital ink will dry on PR4. What new capabilities, and new challenges, might that report describe? DHS and HSSAI will have the answer.

Anti-terrorism 'fusion centers' get failing marks from US panel

Source: http://azstarnet.com/news/world/military/anti-terrorism-fusion-centers-get-failing-marks-from-us-panel/article_77c27bdb-693d-50de-9511-308dab9a9a0b.html

Arizona agencies were among those singled out in a two-year Senate probe that reported "widespread deficiencies" in a Homeland Security Department program that officials touted for years as a centerpiece in U.S. counterterrorism efforts.

The report found that the local-federal "fusion centers" that were supposed to aid the federal government in terrorism prevention instead produced intelligence that was "oftentimes shoddy" and "unrelated to terrorism." It also said federal officials could not adequately track millions of dollars directed to the centers.

Included in the questionable spending was money to Arizona law enforcement agencies that was used to buy sport utility vehicles and to outfit the "wire room," a surveillance monitoring room at the Arizona Counter Terrorism Information Center, the state's fusion center.

Sen. John McCain, R-Ariz., a member of the Homeland Security and Governmental Affairs Committee, said in a written statement that the committee's Permanent Subcommittee on Investigations "found a remarkable degree of ineffectiveness, ineptitude and waste" in the program.

Homeland Security Secretary Janet Napolitano, a former Arizona governor, said the subcommittee's report is "wrong and misleading by omission." She said she believes fusion centers provide "a big service to the community" by augmenting existing counterterrorism efforts.

There are 77 fusion centers across the country. While the state and local law enforcement hubs perform many roles, their anti-

terrorism functions were beefed up, and the number of centers increased, after 9/11 to aid the

federal government in terrorism prevention.

Matt Mayer, a former senior Homeland Security official who worked under Secretaries Tom Ridge and Michael Chertoff, said he fought the expansion of the centers but lost. Mayer said the department focused on "quantity over quality" and is underfunding centers in critical areas.

"There are bright spots out there ... but, unfortunately, a lot of (fusion centers) exist that don't deserve funding," said Mayer, now a visiting fellow at the Heritage Foundation.

Among its findings, the subcommittee said that DHS could not provide an "accurate tally" of the program's total costs, but that estimates ranged from \$289 million to \$1.4 billion.

Some of that DHS grant money went to the Arizona Department of Public Safety to fund initiatives at the Arizona Counter Terrorism Information Center.

The subcommittee questioned federal oversight of some of the Arizona spending, including one case when a state official expressed concern about the legitimacy of spending \$1.98 million to lease space, which is not strictly allowed. The state official was assured it would be OK in an email, complete with smiley-face emoticon, from an official at the Federal Emergency Management Agency. Federal funds also paid for two SUVs outfitted with specialized equipment, most of which fell outside of the scope of the program, the report said.

The Department of Public Safety used about \$33,500 in grant funds to buy an SUV in 2008 for a terrorism liaison officer at the Flagstaff Fire Department, and another \$9,400 on aftermarket equipment that would let it respond to chemical, biological and other events. But the report said such responses are unrelated to "essential fusion center capability" under the program.

"The city official to whom the vehicle was assigned told the subcommittee he keeps the truck at his house and uses it primarily to commute between his home and the Flagstaff Fire Department," the report said.

In 2009, the Arizona State University Police Department got an SUV that was paid for with about \$47,000 in grant funds, also for a

terrorism liaison officer. Again, the subcommittee found the expenses outside the grant's purpose.

The subcommittee also pointed to \$64,000 in federal funds used to buy software, a laptop, monitors and two 42-inch flat-screen televisions for "the wire room," a surveillance room used for criminal investigations. But the subcommittee noted that program guidelines "do not include covert or surreptitious intelligence gathering."

The report said the centers have not "yielded timely, useful" counterterrorism information. It noted that ACTIC was linked to incorrect information after the 2011 shooting of Rep. Gabrielle Giffords, D-Tucson, which suggested that shooter Jared Lee Loughner was linked to an anti-Semitic and anti-government group. Many of the claims made in the document were later proven false, the report said.

Fusion confusion

Included in a Senate investigation into federal spending on local-federal "fusion centers" was spending by Arizona officials on items that members of the subcommittee questioned:

- In 2008, the Arizona Department of Public Safety spent more than \$33,500 on a Chevrolet Tahoe SUV and another \$9,400 to install aftermarket equipment. The report said the expenditures were unrelated to "essential fusion center activity."
- In 2009, the state used \$47,000 in Department of Homeland Security funds for a Chevrolet Tahoe SUV that it gave to the Arizona State University Police Department.
- In 2009, roughly \$64,000 went for surveillance-technology training and to equip a criminal-investigation surveillance room, known as "the wire room," for Arizona's fusion center. It bought software, a new laptop, monitors and two 42-inch flat screen televisions, even though the program does not call for "surreptitious intelligence gathering."
- In 2011, faulty intelligence originating from the Arizona fusion center suggested Tucson shooter Jared Lee Loughner might have been be linked to an anti-Semitic and anti-government group, claims that later proved to be false.



Oshkosh Defense unveils new light vehicle for unconventional missions

Source: http://www.homelandsecuritynewswire.com/dr20121007-oshkosh-defense-unveils-new-light-vehicle-for-unconventional-missions

Using the occasion of the Modern Day Marine 2012 exposition, held 25-27 September in Quantico, Virginia, Oshkosh Defense, a division of Oshkosh Corporation, unveiled its new Special Purpose All-Terrain Vehicle (S-ATV) designed for unconventional and reconnaissance missions. Oshkosh showed its Light Combat Tactical All-Terrain Vehicle (L-ATV), which was selected for the Joint Light Tactical Vehicle (JLTV) Engineering, Manufacturing and Development (EMD) phase. "We have developed a broad range of highperformance light vehicles to offer Warfighters next-generation capabilities for future battlefields," said John Bryant, vice president and general manager of Joint and Marine

unconventional and reconnaissance missions.



The S-ATV utilizes Oshkosh's off-road technologies and expertise to travel across



Corps Programs for Oshkosh Defense. "Our L-ATV and S-ATV platforms, coupled with an array of Oshkosh-developed HMMWV upgrade solutions, demonstrate exciting innovations. The off-road mobility, crew protection and reliability that are hallmarks of our heavy, medium and MRAP platforms have been leveraged in different ways across these light vehicles to meet a range of operational needs." Oshkosh said it specifically designed the S-ATV based emerging worldwide on requirements forces performing for

rugged, remote, and urban terrains at high speeds. The vehicle is available in multiple weight and protection configurations.

Oshkosh received a contract in August to deliver twenty-two Light Combat Tactical All-Terrain Vehicle (L-ATV) prototypes for the JLTV EMD phase, as well as to support government testing and evaluation of the vehicles. The joint services are expected to replace tens of thousands of HMMWVs with the JLTV.

"The Oshkosh JLTV solution was designed with a purpose — to keep Warfighters safe on future battlefields with unpredictable terrain, tactics, and threats," said John Bryant, vice president and general manager of Joint and Marine Corps Programs for Oshkosh Defense. "Oshkosh has a 90-year history of delivering high quality military vehicle programs on-time and on-budget, and our JLTV program is no exception. We understand how critical this light, protected, off-road vehicle will be to Warfighters."

The company says the L-ATV offers an advanced crew protection system that has been extensively tested and is proven to optimize crew survivability. The L-ATV can accept multiple armor configurations, which allows the vehicle to adapt to changing operational requirements. The L-ATV also applies the Oshkosh TAK-4i intelligent independent-suspension system to provide faster speeds when operating off-road, which can be critical to troops' safety.

Thermite fire-fighting robot removes firefighters from harm's way

Source: http://www.gizmag.com/thermite-robot/24445/

Howe and Howe Technologies of Waterboro, Maine, has unveiled the firefighter of tomorrow called the Thermite RS1-T2. Based on immune to smoke, fumes and fatigue – the last of which is a major cause of death in firefighters by heart attack.



technology developed for the U.S. Army, this squat little modular robot on tank treads is a small, powerful fire fighting machine that provides crews with a means for remote reconnaissance and fighting fires in hazardous areas safely.

The Thermite is designed to be used in areas of extreme hazard, such as aircraft fires, refineries, chemical plants or nuclear reactors. In fact, brothers Mike and Geoff Howe, who founded Howe and Howe, used the Fukushima nuclear disaster as an example of the kind of location where the Thermite is intended to be used. Not only is it preferable to risk a robot instead of a person, the Thermite is also

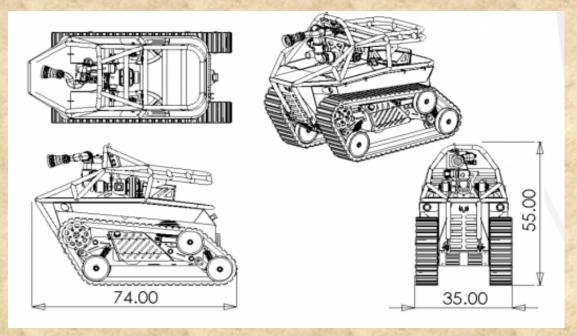
The Thermite is remote controlled and can be operated from up to a quarter of a mile (400 m) away. It's not large, measuring only 74 inches (187.96 cm) long, 35 inches (88.9 cm) wide and 55 inches (139.7 cm) high, and weighing in at 1,640 pounds (743.89 kg). However, it's small size is a deliberate design feature. The Howe brothers wanted the Thermite to be able to go through doorways and navigate interior spaces. Also, being small means the Thermite is easy to transport in city traffic – especially

when using the company's Bulldog fire fighting truck, which is designed to carry a pair of Thermites or similar sized robots.



It's also powerful for its size. Its 25 bhp (18.64 kW) diesel engine can haul up to 1,270 pounds (576 kg) and its steel and aircraft-grade

for reconnaissance, or configured as a bulldozer. By sending in a combination of robots, firefighters can not only put out fires,



aluminum construction help it to traverse the most rugged of terrain and provide reconnaissance. Its main firefighting tool is a

but also assess the situation, search for survivors and clear debris.

This is a Swiss Army knife of a robot. The



multi-directional nozzle that is backed by a pump that can deliver 600 gallons per minute (2271.25 l/min).

The Thermite is derived from the Howe and Howe RS-1 Base, which is a robot platform that can also be fitted with a robotic arm or cameras question is, will its modular design make it into a versatile firefighting team or will it, like the eponymous knife, be able to do many things, but few of them well? It's no substitute for human firefighters, but it does



provide an alternative to sending people into extremely dangerous situations and with its

multiple configurations it can perform a range of tasks in hazardous environments.



Scenario-based gaming exercise to improve intelligence analysis

Source: http://www.homelandsecuritynewswire.com/dr20121009-scenariobased-gaming-exercise-to-improve-intelligence-analysis

Raytheon Company has created a scenariobased gaming exercise to study in depth the intelligence analyst's tradecraft. The company says the goal is ultimately to help analysts produce the best intelligence products and streamline workflows.

"One way to think of this is that we are analyzing the analysts," said Karen Ebling, analytics strategy director for Raytheon's Intelligence and Information Systems (IIS) business. "We are conducting research to help the government look more closely at both the critical and creative modes of thought within the analyst tradecraft. Our end goal is to enable analysts to produce the best products possible."

Called the User-Centric Analytics Grand Challenge, Raytheon data scientists and engineers use instrumented software tools to assess the analytic process and to recommend

approaches. This process — backed with scientific rigor — gains quality improvements and helps to find efficiencies for intelligence and defense customers.

The cognitive researchers are using a gaming concept along with Raytheon data and analytic software to reproduce a day-in-the-life of analyst teams. The objective is to help the teams learn what they can do to build on their day-to-day productivity and product quality by closely studying how they make decisions.

Penn State University has provided complex data sets based on real scenarios to support the exercise.

"We created unclassified, high-fidelity physical and soft data sets based on real information over a two-year period," said Dr. David Hall, dean of the Penn State College of Information

Sciences and Technology and a former Raytheon employee.

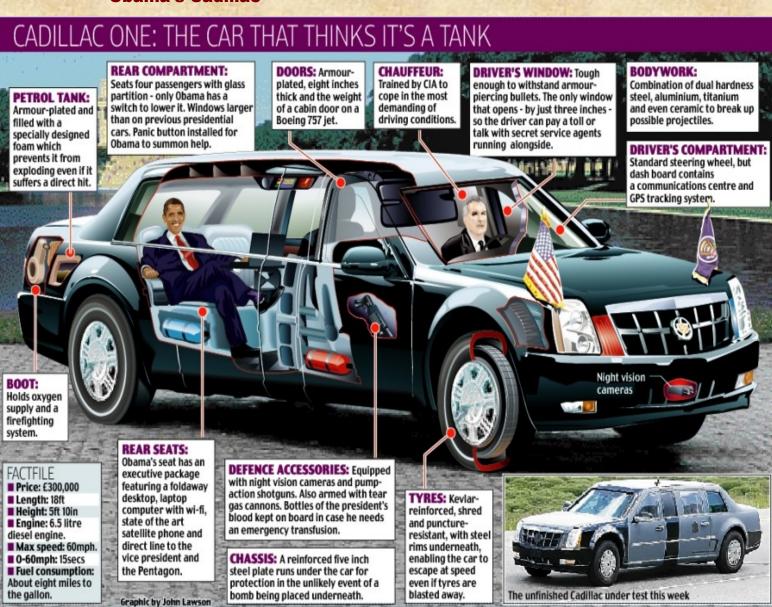
Jake Graham, a retired U.S. Marine Corps colonel, is professor of practice and director of the Center for Network-Centric Cognition and Information Fusion. He leads the team that has supported Grand Challenge. "We brought realism to the exercise using plausible data messages and storylines in miniature vignettes," Graham said.

Former intelligence analysts who now work for Raytheon, and current analysts serving in the reserve component, are participating in the first phases of the exercise. Later stages of the study will include exercise engagements with government analysts.

"We have been working shoulder to shoulder with our intelligence analysts for decades," Ebling said. "This research is an extension of our commitment to deepen our understanding of our customers, their mission data, and how they work, so we can continue to provide them the best analytics solutions."

As each phase of the Grand Challenge concludes, Hall said the university plans to build on the findings to contribute to continued research and teaching at the university in reasoning, analysis and decision making.

Obama's Cadillac





QUIZ

What comes out when you paste the following coordinates in *Google Maps* application?

52°28'47.02" 62°11'7.71"



Holloman AFB mourns the loss of Military Working Dog

Source: http://www.holloman.af.mil/news/story.asp?id=123321833



Roky, a five-year-old German Sheppard, military working dog, died after a demonstration at Holloman Air Force Base, N.M., Oct. 2. A memorial service was held at Holloman AFB base chapel Oct. 11. Roky served as a military working dog at Holloman AFB and in deployed locations. While deployed, Roky found more than 10,000 grams of illegal narcotics, conducted a thousand random anti-terrorism measures, and performed 400 hours of foot patrol. (U.S. Air Force photo by Airman 1st Class Daniel E. Liddicoet/Released)

Holloman Air Force Base members said their goodbyes to one of their own at a memorial service that rendered full military honors to a 49th Security Forces Squadron Military Working Dog Oct. 11.

Roky/M628, a 5-year-old German Shepherd, died immediately following a demonstration Oct. 2 at Holloman AFB. The cause of his death has not been determined at this time.

"Military Working Dog Roky was my friend, my comrade, my wingman and my partner," said Staff Sgt. Christopher Secondi, 49th Security Forces Squadron military working dog handler. "MWD Roky showed love to many, I just happened to be the one chosen to interact with him daily as his partner and handler." Roky arrived at Holloman AFB in Sept. 2010 and was certified as a patrol and narcotics working dog.

"While deployed, Roky found over 10 thousand grams of illegal narcotics from a combined 90 different finds," said Staff Sgt. Michael Haeberle, NCO in charge of military working dogs. "During Roky's time assigned to the 49th SFS and deployed, he conducted approximately1000 random anti-terrorism measures, along with over 400 hundred hours of foot patrol."

In addition, Roky had a large role in many outreach events, which helped build the connection between Holloman AFB and the local community, said Haeberle.

"He loved to perform in demonstrations, I could see how excited he got when it was time to perform," said Secondi. "Roky never failed to put a smile on my face and those he worked with."

Roky also assisted the First Sergeants and Commanders drug enforcement policies on base by conducting 10 dorm sweeps that located eight different

illegal substances during those searches, said Haeberle.

"I have been in this program since 2003 and I have spent enough time to know a very talented dog when I see one," said Haeberle. "I am going to say Roky is the top of the line, I have never seen a dog like him."

Like all other active duty members, Roky was provided full military honors, which included presentation of the colors, playing Taps, a flag-folding ceremony and a three-volley firing party.



"The loss of Roky is a blow to our squadron, the Air Force and the United States of America to lose such a valuable asset," said Secondi. "He was one of the most loyal and compassionate friends I had



and the loss of Roky will never be forgotten in my mind."



A brave soldier passed away

My name is SSgt John Makripodis. I am from Seymour-Johnson Air Force Base in North Carolina. My MWD Carlos (F337) was euthanized today due to cancer. MWD Carlos was 11 years old and had served 8 tours in Iraq, Afghanistan, Jordan, and Saudi Arabia.

He was a legend at Seymour-Johnson and to all who worked with him. He was a Dutch Shepherd. We lost a great MWD who prevented the loss of life many times with his great nose. He was a true hero.

MWD Carlos has changed 6 handlers' lives in the past eleven years and he will never be forgotten.

A picture of the two of us while we were on a mission outside of Bagram, Afghanistan.

Thank you very much.

Could Texas' Office Buildings be Vulnerable to Bio-Terrorism?

Source: http://www.prweb.com/releases/2012/10/prweb9936489.htm

According to a study by Hach Homeland Security Technologies, Colorado State University and the U.S. Army Corps of Engineers, the simplest form of terrorist attacks

hours to have a complete reaction, the death toll would approach twenty-five thousand before the weekend.

The scenario is completely possible and could



that could inflict mass casualties would be a backflow contamination event. In less than 30 seconds, a terrorist could possibly commit more murders in one Houston or Dallas office building than were committed during the 9/11

be achieved through the buildings' backflow device. Most of the city devices are in the open and have no security cage to protect them from attack. The backflow device is used to protect water supplies from contamination or pollution



Twin Towers attack. Skeptical? If even five of Houston's largest buildings were attacked on Monday with a chemical that takes a mere 72

due to backflow and is a vulnerable point in any building.
A Houston-based company has created the solution. BackFlow

Armor has engineered a new security cage which is anchored to a concrete slab and the device is only accessible once the cage is unlocked and opened. This patent-pending adjustable cage fits 95% of the backflow devices by adjusting from 28"-51" in length.

To increase the security of the cage, it is constructed of a heavy gage pressed metal with the anchors embedded in concrete. The locks are shrouded in a steel box and are positioned in a way that makes it impossible to get to the lock with a bolt cutter. Many common

market cages use eye bolts to anchor the cage to the concrete slab making it easy to access with bold cutters.

BackFlow Armor is asking that you contact your city official and office building management companies and insist that they secure this bioterrorist access point. The monetary cost is low for something that could save lives.

The security cage is now available statewide by calling a plumber or irrigation company and asking for the backflow armor protection.

Communicating in a Crisis

By John Wagley

Source: http://www.securitymanagement.com/news/communicating-a-crisis-0010526

When organizations are experiencing a crisis, they must communicate with customers and other stakeholders quickly. It's also important to be as honest as possible, to show compassion, and to avoid blaming others. These are a few of the best practices recommended by experts when it comes to crisis communications.

The popularity of social networks and blogs makes it all the more important for organizations and professionals to communicate expeditiously about a crisis, says Jane Jordan-Meier, founder of Jane Jordan & Associates, a high-risk communications consulting firm. That's because people won't wait to hear from the company. When a crisis occurs, one of the first sites people turn to is Twitter, she says. In the absence of direct communications from the company, people will be even more likely to pay attention to rumor, innuendo, and other false information.

To be able to respond quickly, organizations must be prepared. One way they can prepare is to make sure that their traditional public relations or communications personnel work closely with others within the company who are responsible for communication via social media, Jordan-Meier says. In many organizations, the various employees with those different responsibilities do not coordinate their communications, she notes.

Executives should meet with all of the appropriate personnel to plan how the company can present coordinated communications during crises. The plan should include a discussion of the means and the timing of communications. Organizations

should make sure that they can communicate through a variety of channels. These could include the telephone and e-mail in addition to blogs and sites such as Facebook and Twitter. Those multiple avenues of communication provide redundancy if one fails but also, it's important to reach "stakeholders by ways that they prefer," says Jordan-Meier. She advises organizations to practice implementing the plan to make sure that it can be carried out as intended.

In terms of the content of what is communicated, it's important to be clear and honest, says Jonathan Bernstein, president of Bernstein Crisis Management. There are several main categories of dishonesty, he says. These include lies of commission, omission, exaggeration, and understatement. Regardless of which type of dishonesty occurs, "the public will look at all of those as lies," he says.

Companies should consult with their legal counsel before providing any type of response, according to Jordan-Meier. That said, relying too much on attorneys can sometimes lead to situations where organizations will not say enough. In these instances, organizations may even appear to be "hiding behind their attorneys," she notes. It's "important not to put yourself in jail," but when an organization does not provide "basic information for shareholders, it can be perceived as stonewalling or doing something wrong," she adds.

One area that is sometimes contentious is whether a company should say it is sorry about the incident. Some do not recommend it on the

theory that it might be interpreted

by the courts as an admission of guilt. Others say that it can avert lawsuits because people appreciate any statement where management expresses contrition. Though not an attorney, Jordan-Meier says she does not believe that organizations will incur any liability for telling customers and others that they are "sorry" about a situation.

It's important to take responsibility for failures. Organizations and people "start to get themselves in trouble when they start to blame other people," she says.

Demonstrating compassion is equally important. That can sometimes be lacking in

responses by corporations and governments, Bernstein says. When compassion isn't shown, an audience frequently won't listen to what is being said. To build trust long before a crisis, companies should reach out to stakeholders and customers before problems arise.

Social media tools offer organizations and executives a way to communicate more frequently with customers and others when crises aren't imminent, Jordan-Meier says. This can be an opportunity to build credibility on an ongoing basis, which can help when a crisis hits.

Book: Cooperation aids disaster response

Source: http://www.upi.com/Health_News/2012/10/13/Book-Cooperation-aids-disaster-response/UPI-66611350153725/?spt=hs&or=hn

Two emergency medicine and bioterrorism experts say collaborative effort and good

communication is essential in responding to tragic events.

Leonard Cole and Nancy Connell of the Center for BioDefense at the University of Medicine and Dentistry of New Jersey -- New Jersey Medical School wrote the book "Local Planning for Terror and Disaster: From Bioterrorism to Earthquakes," which aims to educate both first responders and the general public on best practices for responding to and coping with the uncertainties of tragic events.

Connell specializes in biodefense and biological weapons, local

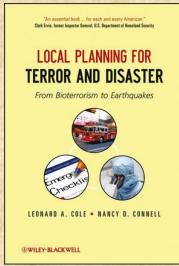
preparedness, assessing the quality of preparedness and offering directions for improvement. Cole is an adjunct professor in Emergency Medicine Department who also directs the Program on Terror Medicine and

Security.

The book explores the relatively new field of terror medicine and concludes properly informed bystanders and survivors can play helpful roles. It says anticipating improbable should be an part essential preparedness. which depends not only on the skills of responder groups. but also on their interactions with each other.

Cole and Connell say

responsible awareness can save lives and effective communication is central to a successful response during tragic events.



Iran's Secret Plan to Contaminate the Strait of Hormuz

By Erich Follath

Source:http://www.spiegel.de/international/world/iranians-planning-to-create-environmental-catastrophe-in-hormuz-strait-a-861343.html

Iran could be planning to create a vast oil spill in the Strait of Hormuz, according to a top secret report obtained by Western intelligence officials. The aim of the operation is to both temporarily block the

vital shipping channel and to force a suspension of Western sanctions.

If there is a man who brings together all the fears of the

West, it is General Mohammed Ali Jafari, commander of the Iranian Revolutionary Guards.

Hardened by torture in the prisons of the

such an attack would result in several thousand deaths on both sides.

Now Jafari and his supporters are allegedly preparing new potential horrors. Western



former Shah, Jafari was among the students who stormed the US Embassy in Tehran on Nov. 4, 1979. He later fought in the Iran-Iraq War, and in 2007 Jafari, who has a degree in architecture, assumed command of the Revolutionary Guards, also known as the Pasdaran. The group, founded by revolutionary leader Ayatollah Ruhollah Khamenei to defend the Islamic regime, has since developed into a state within the state.

Today the Pasdaran control several companies and are likely a more effective military force than the regular army. Of the 21 ministers in the Iranian cabinet, 13 have completed Pasdaran training. Within this group of hardliners, Jafari, 55, is seen being particularly unyielding. In 2009, for example, he declared that Iran would fire missiles at Israel's nuclear research center in Dimona if the Israelis attacked Iran's nuclear facilities -- knowing full well that

intelligence agencies have acquired a plan marked "top secret" and code-named "Murky Water." Together with Ali Fadawi, an admiral in the Pasdaran, Jafari is thought to have proposed a senseless act of sabotage: to intentionally cause an environmental catastrophe in the Strait of Hormuz.

Expression of Growing Frustration

The goal of the plan seems to be that of contaminating the strait so as to temporarily close the important shipping route for international oil tankers, thereby "punishing" the Arab countries that are hostile to Iran and forcing the West to join Iran in a large-scale cleanup operation -- one that might require the temporary suspension of sanctions against Tehran.

Western intelligence experts speculate that Jafari's planned

operation is an expression of growing frustration. Contrary to claims made by Iranian Foreign Minister Ali Akbar Salehi in an interview with SPIEGEL last week, the embargo imposed on Tehran is causing far more than "discomfort." Iran derives more than 50 percent of its government revenue from oil exports, which declined from about 2.4 million barrels a day in July 2011 to about 1 million barrels in July 2012. But Iran has only cut back production by less than a quarter, because of the technical complexity and expense involved in temporarily capping wells.

Iran can hardly sell its oil because of the embargo. Even countries that don't feel bound to uphold the sanctions are shying away from deals, because no one wants to insure the oil shipments. The storage tanks on the Iranian mainland have been full for some time, and there are no neighboring countries to which Tehran's leaders would entrust their treasure. For weeks now, tankers have been carrying 40 million barrels of oil through the Gulf around the clock.

Most of the giant 15 VLCC supertankers and five smaller Suezmax ships, sailing under the Iranian flag, have switched off their automatic identification system. This makes it more difficult for foreign spies to detect them, but it also increases the risk of accidents. Countries bordering the Gulf have apparently complained to Tehran about the risky practice several times.

The Final Decisions

Jafari's plan allegedly describes in detail how a massive environmental catastrophe could be created if, for example, the Iranians were to steer one of these supertankers onto a rock. During the 1991 Gulf War, then Iraqi dictator Saddam Hussein had millions of barrels of oil dumped into the Gulf. The fishing industry in Gulf countries was shut down for months, and the ecological damage was felt for years to come. In 1994 and 1998, accidental oil spills threatened desalination plants in the United Arab Emirates and Saudi Arabia, thereby imperiling fresh water supplies for the two countries.

According to the Pasdaran leadership, if there were a tanker disaster today, the International Compensation Fund for Oil Pollution Damage would have to step in financially. But a decontamination effort would only be possible with the technical assistance of Iranian authorities, which would require lifting the embargo, at least temporarily. Iranian oil companies, some owned by members of the Pasdaran, could even benefit from the cleanup program. Jafari's plan also foresees the Iranian people rallying around the government in such a situation, pushing Tehran's failing economic policy into the background.

The "Murky Water" sabotage plan is currently thought to be in the hands of religious leader Ayatollah Ali Khamenei. He makes the final decisions.

Translated from the German by Christopher Sultan



Real footage and radio transmissions from October, 1993

Source: http://www.military.com/video/aircraft/downed-aircraft/real-audio-video-from-black-hawk-down/1897242583001/

Mogadishu, Somalia – Black Hawk down



Muslims protest 'age of mockery' as thousands descend on Google HQ

Source: http://www.telegraph.co.uk/news/9607763/Muslims-protest-age-of-mockery-as-thousands-descend-on-Google-HQ.html

A protest by 10,000 Muslims outside the offices of Google in London today is just the first in an orchestrated attempt to force the company to remove an anti-Islamic film from website YouTube in Britain.

Thousands had travelled from as far afield as

Glasgow to take part in the demonstration, ahead of a planned million-strong march in Hyde Park in coming weeks.

The scene outside the Google offices in Buckingham Palace Road, London. (GEOFF PUGH)

Anger over 'The Innocence of Muslims', an American-produced film which insults the Prophet Mohammad and demeans Muslims, according to protesters,

remains available to watch on the website YouTube, a subsidiary of Google.

Organiser Masoud Alam said: "Our next protest will be at the offices of Google and YouTube across the world. We are looking to ban this

"Until it is banned we will keep protesting," he added.

Today's demonstration was the third organised in a month, and took place on the central London street where the website search giant has its UK headquarters. A demonstration



outside the American Embassy in London last month drew little attention as protests in Libya, Tunisia and Yemen dominated headlines, including the storming of embassy in Benghazi, Libya, that led to the death of the US

Ambassador to Libya Christopher Stevens.

Barricades were erected in front of Google's headquarters and a crowd bearing placards with the words "We love our prophet more than our lives" and "Prophet Muhammad is the founder of freedom of speech" had amassed by lunchtime.

Protest outside Google HQ on Buckingham Palace Road organised by the Muslim Action Forum. (GEOFF PUGH)



film.

"This is not freedom of expression, there is a limit for that. This insult of the Prophet will not be allowed.

The group's next action was a march Mr Alam hoped would be "a million strong" would take place in Hyde Park "in the next few weeks", he said.

Speeches by more than a dozen imams in a mixture of Arabic, Urdu, and English urged Muslims to honour the name of the Prophet and not to back down in the face of Google's continuing reluctance to act, and were met with

passionate cries of "God is Great"

and "Mohammad is the Prophet of God" in Arabic.

One of the speakers, Sheikh Faiz Al-Aqtab Siddiqui, told The Daily Telegraph: "Terrorism is not just people who kill human bodies, but who kill human feelings as well. The makers of this film have terrorised 1.6 billion people.

"Organisations like Google are key players and have to take responsibility for civility. You can't just say it doesn't matter that it's freedom of speech. It's anarchy."

Sheikh Siddiqui, a barrister from Nuneaton, said he wanted to form a coalition with the Church of England, Catholics, Jewish groups, Trade Unions and even Conservatives to encourage their ranks to join his "campaign for civility".

"We want everyone in society to recognise these people are wrecking our fragile global society. We want the Church, the Synod, Jewish groups and establishment figures involved," he said.

As many as 800 imams in mosques across Britain helped to organise today's protest,

which lasted four hours and blocked roads almost up to the Queen's doorstep on Buckingham Palace Road.

Muslims from Blackburn, Birmingham, Glasgow, Luton, Manchester and Peterborough were in attendance. When asked where where the women attending the protest were, one protester replied: "Right at the back".

Self-employed businessman Ahmed Nasar said he was worried the video could lead to violence in Britain in the same way as it had abroad. "If you push people too far," he said, "You will turn the peaceful elements into violence."

A YouTube spokesperson said: "We work hard to create a community everyone can enjoy and which also enables people to express different opinions.

"This can be a challenge because what's OK in one country can be offensive elsewhere. This video - which is widely available on the Web - is clearly within our guidelines and so will stay on YouTube."

Horrors of War: US, UK Munitions "Cause Birth Defects in Iraq"

Source:http://www.globalresearch.ca/horrors-of-war-us-uk-munitions-cause-birth-defects-in-iraq/5308406

US and UK weapons ammunition were linked to heart defects, brain dysfunctions and malformed limbs, according to a recent study. The report revealed a shocking rise in birth defects in Iraqi children conceived after the US invasion.

Titled 'Metal Contamination and the Epidemic of Congenital Birth Defects in Iraqi Cities,' the study was published by the Bulletin of Environmental Contamination and Toxicology. It revealed a connection between military activity in the country and increased numbers of birth defects and miscarriages.

The report, also contains graphic images of Iraqi children born with birth defects. (The images were not published on RT due to their disturbing content.) It documents 56 families in Fallujah, which was invaded by US troops in 2004, and examines births in Basrah in southern Iraq, which was attacked by British forces in 2003.

The study concluded that US and UK ammunition is responsible for high rates of miscarriages, toxic levels of lead and mercury contamination and spiraling numbers of birth

defects, which ranged from congenital heart defects to brain dysfunctions and malformed limbs.

Fallujah, around 40 miles west of Baghdad, was at the epicenter of these various health risks. The city was first invaded by US Marines in the spring of 2004, and then again 7 months later. Some of the heaviest artillery in the US arsenal was deployed during the attack, including phosphorus shells.

Shocking findings

Between 2007 and 2010 in Fallujah, more than half of all babies surveyed were born with birth defects. Before the war, this figure was around one in 10. Also, over 45 percent of all pregnancies surveyed ended in miscarriage in 2005 and 2006, compared to only 10 percent before the invasion.

In Basrah's Maternity Hospital, more than 20 babies out of 1,000 were born with defects in 2003, 17 times higher than the figure recorded in the previous

decade.

Overall, the study found that the number of babies in the region born with birth defects increased by more than 60 percent (37 out of every 1,000 are now born with defects) in the past seven years. This rise was linked to an increased exposure to metals released by the bombs and bullets used over the past decade. Hair samples of the population of Fallujah revealed levels of lead in children with birth defects five times higher than in other children, and mercury levels six times higher. Basrah children with birth defects had three times more lead in their teeth than children living in areas not struck by the artillery.

The study found a "footprint of metal in the population," Mozhgan Savabieasfahani, one of

Fallujah children with birth defects clearly indicates that metals were involved in manifestation of birth defects in these children," she said.

The study's preliminary findings, released in 2010, led to an in-depth inquiry on Fallujah by the World Health Organization (WHO), the results of which will be released next month. The inquiry is expected to show an increase in birth defects following the Iraq War.

According to the WHO, a pregnant woman can be exposed to lead or mercury through the air, water and soil. The woman can then pass the exposure to her unborn child through her bones, and high levels of toxins can damage kidneys and brains, and cause blindness,











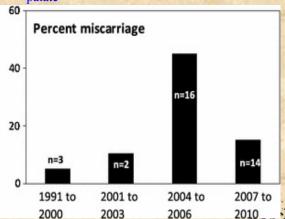


the lead authors of the report said. Savabieasfahani is an environmental toxicologist at the University of Michigan's School of Public Health.

"In utero exposure to pollutants can drastically change the outcome of an otherwise normal pregnancy. The metal levels we see in the seizures, muteness, lack of coordination and even death.

Photos of some birth defects reported from Fallujah General Hospital between May and August 2010. a Gastroschisis, b Hydrocephalus, c Encephalocele, d Macrocephaly, e Spina Bifida; f Cleft lip and palate





US and UK 'unaware' of rise in birth defects

US Defense Department responded to the report by claiming that there are no official reports indicating a connection between military action and birth defects in Iraq.

"We are not aware of any official reports indicating an increase in birth defects in Al Basrah or Fallujah that may be related to exposure to the metals contained in munitions used by the US or coalition partners," a US Defense Department spokesperson told the Independent. "We always take very seriously

public health concerns about any population now living in a combat theatre. Unexploded ordnance, including improvised explosive devises, are a recognized hazard."

An UK government spokesperson also said there was no "reliable scientific or medical evidence to confirm a link between conventional ammunition and birth defects in Basrah. All ammunition used by UK armed forces falls within international humanitarian law and is consistent with the Geneva Convention."

Metal contamination and the epidemic of congenital birth defects in Iraqi cities

Al-Sabbak M, Sadik Ali S, Savabi O, Savabi G, Dastgiri S, Savabieasfahani M.

Department of Obstetrics and Gynecology, Al Basrah Maternity Hospital, Al Basrah Medical School, P.O. Box 1633, Basrah, Iraq.

Source: http://www.ncbi.nlm.nih.gov/pubmed/22983726

Abstract

Between October 1994 and October 1995, the number of birth defects per 1,000 live births in Al Basrah Maternity Hospital was 1.37. In 2003, the number of birth defects in Al Basrah Maternity Hospital was 23 per 1,000 live births. Within less than a decade, the occurrence of congenital birth defects increased by an astonishing 17-fold in the same hospital. A yearly account of the occurrence and types of birth defects, between 2003 and 2011, in Al Basrah Maternity Hospital, was reported. Metal levels in hair, toenail, and tooth samples of residents of Al Basrah were also provided. The enamel portion of the deciduous tooth from a child with birth defects from Al Basrah (4.19 μ g/g) had nearly three times higher lead than the whole teeth of children living in unimpacted areas. Lead was 1.4 times higher in the tooth enamel of parents of children with birth defects (2,497 \pm 1,400 μ g/g, mean \pm SD) compared to parents of normal children (1,826 \pm 1,819 μ g/g). Our data suggested that birth defects in the Iraqi cities of Al Basrah (in the south of Iraq) and Fallujah (in central Iraq) are mainly folate-dependent. This knowledge offers possible treatment options and remediation plans for at-risk Iraqi populations.

More companies adopt cloud disaster recovery solutions

Source: http://www.homelandsecuritynewswire.com/dr20121018-more-companies-adopt-cloud-disaster-recovery-solutions

In 2008, Jessica Carroll, managing director of IT and digital media as the United States Golf Association (USGA), was faced with the task of bringing her IT shop into the twenty-first century. Carroll needed a quick, seamless way to access her information, which led her to consider and eventually adopt a cloud disaster recovery solution from IBM. "It enabled us to port our data to an off-site location without adding strain to the administration of managing the backups, without adding huge amounts of infrastructure and without unreasonable costs." Carroll told Search CIO.

The idea worked so well that the USGA set up a secondary site at an IBM facility in Sterling

Forest, New York, which included servers and personnel prepared to recreate the IT environment in case of an emergency.

Now other companies are starting to do the same. In a recent 2012 TechTarget Cloud Pulse survey, a majority of the 926 companies that responded have said they are now using a cloud disaster recovery system or plan to in the next six months.

For Alan Berman, president of the Disaster Recovery Institute (DRI)
International,the rise is no surprise

after giving speeches on the subject in North America, South America, and Asia. "We've



already seen more and more use of [cloud disaster recovery] on a personal level, and we're going to be seeing more and more on a



business level." Berman told Search CIO.
Berman said at a recent DRI International show, 25 percent of businesses are using cloud-based disaster recovery now and thirty-five percent plan to in the future.

The rise in cloud disaster recovery is mostly due to small and medium businesses. The ease of use is an attraction for small businesses with limited IT expertise, but the price tag is the biggest draw. "It's the perfect thing for small businesses," Berman said. "It gives them full portability, and it's relatively cheap, especially the backup storage — 100 gigs costs about \$100 a year, and you never have to worry about backup."

SearchCIOnotes that in today's economy, many companies do not want to invest in hardware, knowing that at some point they will have to increase their server pool when they

need to expand. A cloud solution alleviates these issues, and at the same time can remove disaster recovery related assets off the books,

increasing revenue.

"Real estate is expensive; electricity is expensive; hardware is expensive and has to be replaced. I think the fact that businesses can knock all that from capital expenditures is an important part of what's driving this." Berman said.

As good as cloud disaster recovery has been, Gene Ruth, an analyst at Gartner Inc.,is cautioning businesses, especially large ones, to do their research on cloud before

committing to it. "I'm very bullish on cloud storage in general, but I don't know about the six-month time frame," Ruth told Search CIO. "You need to be patient, because it's an evolving industry." In particular, the infrastructure that allows access to the cloud to begin with is still developing, as are cloud gateways and software that supports disaster recovery in the cloud. "Customers need to get comfortable with it."

For Carroll the cloud system has paid off nicely and as a result she would recommend the system to any business. "Focus on the information that is most critical to your business and that you will absolutely need in order to get your business up and running in a disaster," Carroll told Search CIO. "And at the end of the day the best answer to comfort with cloud DR/BC is test, test, test."

Global Risks 2012

World Economic Forum

Source: http://reports.weforum.org/global-risks-2012/

Across every sector of society, decisionmakers are struggling with the complexity and velocity of change in an increasingly interdependent world. The context for decision-making has evolved, and in many cases has been altered in revolutionary ways. In the decade ahead, our lives will be more intensely shaped by transformative



forces, including economic, environmental, geopolitical, societal and technological seismic shifts. The signals are already apparent with the rebalancing of the global economy, the presence of over seven billion people and the societal and environmental challenges linked to both. The resulting complexity threatens to overwhelm countries,

companies, cultures and communities. We need to explore and develop new



conceptual models which address global challenges. It is in this spirit that I present the World Economic Forum's Global Risks 2012 report. Now in its seventh edition, the report features more refined risk descriptions and rigorous data analysis covering 50 global risks. It aims to improve public and private sector efforts to map, monitor, manage and mitigate

This report captures the input of risk leaders in thought and practice, including members of the World Economic Forum's Global Agenda Councils. It is also underpinned by the support and guidance of all the partners of the Risk Response Network. Underlying all these risks are velocity, multiplicity, and interconnectivity – creating a global system where mastering



global risks. It is also a "call to action" for the international community to improve current efforts at coordination and collaboration, as none of the global risks highlighted respects national boundaries.

complexities will be the foremost challenge.

The more complex the system, the greater the risk of systemic breakdown, but also the greater



the potential for opportunity. Together, we have the foresight and collaborative spirit to shape our global future and particularly the survival instinct to move from pure urgency-driven risk management to more collaborative efforts aimed at strengthening risk resilience to the benefit of global society.

Example of Business and Operational Risks and their Domino Effects (Fukushima incident)



The World Economic Forum's Global Risks 2012 report is based on a survey of 469 experts from industry, government, academia and civil society that examines 50 global risks across five categories. The report emphasizes the singular effect of a particular constellation of global risks rather than focusing on a single existential risk. Three distinct constellations of risks that present a very serious threat to our future prosperity and security emerged from a review of this year's set of risks.

http://www3.weforum.org/docs/WEF GlobalRisks Report 2012.pdf







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Japanese first responders to wear robotic exoskeletons

Source: http://www.gizmag.com/japanese-first-responders-robotic-exoskeleton/24555/



Professor Yoshiyuki Sankai presents the modified HAL exoskeleton during Japan Robot Week 2012

Since the Fukushima Daiichi nuclear disaster in March 2011, the Japanese government has been testing robotic technologies to help deal with future accidents. The Hybrid Assistive Limb (HAL) exoskeleton, developed by the University of Tsukuba spin-off Cyberdyne, is being considered for first responders.

For protection the suit incorporates tungsten shielding which reduces radiation exposure by about 50 percent, as well as a cooling system to prevent heatstroke. Much of the weight of the suit, including tools used for repairing damaged pipes, can be carried by the exoskeleton's legs. Vital signs such as heart rate and body temperature will also be measured in real-time.

As part of the same initiative, the Chiba Institute of Technology (CIT) is developing remotely-operated robots that can enter radioactive areas. CIT researchers have already built

two generations of search-and-

rescue robots, which have been tested in

annual competitions like the RoboCup Rescue challenge. Their latest unmanned robot. Sakura, can be used to inspect levels, radiation pipes, temperature, humidity, among other things. It negotiates stairwells and narrow passages by moving on tank-like treads and is equipped with a camera and other sensors. The team expects the robot to maintenance-free for three years after carefully selecting build materials, which will further help reduce radiation exposure.

The New Energy and Industrial
Technology Development Organization
(NEDO) says the robots will be unveiled to the
public in the coming days during Japan Robot
Week 2012. In the future a mock-up facility will
be built where further research and
development can be done. Until now

Cyberdyne has marketed the HAL suit as a

walking aid (and for rehabilitation), though the company has also shown it with an upper-body extension that multiplies the wearer's lifting strength by a factor of 10. And, with further miniaturization, it is expected that Sakura may go just about anywhere within a reactor building.

The Japanese government has been widely criticized for its lack of preparedness in the face of nuclear accidents, including its reliance on foreign robot technology (remote-controlled Warrior robots developed by

Roomba maker iRobot trumped their own systems). However, the Japanese government has actually invested millions into related technologies, with the cooperation of industry giants and academia, since the 1980s.



Multi-National Corporations and Stability Operations: A New Role?

By Jason Thomas

Source: http://smallwarsjournal.com/jrnl/art/multi-national-corporations-and-stability-operations-a-new-role

Introduction

United States foreign policy is underpinned by a three-pronged strategy of diplomacy, development and defence within an era of extremely tight US fiscal and budget constraints. As former US Defence Secretary, Robert Gates stated in 2011, "the overarching goal will be to preserve a US military capable of meeting crucial national security priorities, even if fiscal pressure requires reductions in the force's size." While not limited to, the focus of US foreign policy on denying safe havens for trans-national terrorists, geo-political stability, access to resources and commodities and working through bi-lateral security treaty obligations. This paper puts forward the concept that multi-national corporations, particularly those from the extractive sector, with 10-20 year project life cycles, their access to global capital funds and the attractive return on investment in unstable states, could act as a force multiplier for the US military and signal a new phase in civil-military operations.

Corporate Stability Operations a Post-Afghanistan Opportunity

In a recent Small Wars Journal paper, Irregular Warfare and the Two Minds of the Venture Capital Green Beret, EM Burlingame says that an economy can only be created and sustained through boundless energies and limitless creativity of the people living at the expansive, chaotic edge of a system, employing the Mind of the Disruptor to establish new assets and wealth. While the post-Afghanistan security environment may mean pulling back to core principles for Western armed forces, it is also an opportunity to engage disruptive thinkers so we can adapt as fast as our enemies.

Despite a war weary nation and as the United States and its coalition partners prepare to

withdraw from Afghanistan insurgencies will continue to threaten the stability of many regions across the world. Post-2014 Afghanistan will remain high



on the US watch list of states teetering on the edge of failure along with a host of other nations with the potential to provide a new era of trans-national terrorists or an open door policy of influence to Iran.

At the same time it is imperative that the US maintains a strong and enduring strategic posture to insure against the consequences of instability and in the face of a rapacious China that is increasing its ownership of infrastructure of key commodities around the world. China's current posturing in the South China Sea is a case in point. While the current application of counterinsurgency may be at the end of its military life this paper argues that the US military and its bilateral partners in other nations fighting insurgencies, such as the Philippines, could turn to the corporate sector and enter a new phase of counterinsurgency or what could be described as corporate stability operations.

In a 2009 Rand Corporation paper Corporations and Counterinsurgency, Rosenau et al emphasised lessons for the US military and how US policy makers often overlook the provision of security outside the state structure. This paper goes further and recommends a strategic partnership between multi-national corporations and the US military for future stability operations where the US has a foreign policy priority. The resource sector or extractive industries tend to have the financial capacity, long project time frames and deep footprints in a foreign country's local and national political landscape required for a counterinsurgency or stability operation to be effective. Given the attractive return on investment from oil, gold, copper and other commodities, resource companies such as ExxonMobil, BHP Billiton, Rio Tinto, AngloGold Ashanti and Chevron are prepared to embark on major projects in conflict or post conflict environments.

Alignment of multi-national corporations and US Command Operations

The US Africa command mission statement stipulates that: "U.S. Africa Command protects and defends the national security interests of the United States by strengthening the defense capabilities of African states and regional organizations and, when directed, conducts military operations, in order to deter and defeat transnational threats and to provide a security environment conducive to good governance

and development." With the exception of conducting military operations, resource companies operating in Africa such as Shell in Nigeria or AngloGold Ashanti in Mali or PETRONAS in South Sudan require the same secure environment and good governance to protect their people and assets. These resource companies embark on significant economic development projects requiring a careful study of the human terrain and HUMINT as well as building connections into community leaders, potentially complimenting the US mission in Africa.

As with US military operations in Africa, Asia or South America resource companies operate in complex environments requiring an in-depth analysis of areas, structures, capabilities, organizations, people, and events (ASCOPE), in order to understand the human terrain. This is not about corporate social responsibility where global companies feel compelled to support local communities in order to be positively perceived by growing numbers of politically-correct international monitoring While global corporations organisations. should adhere to the Voluntary Principles on Security and Human Rights, it should not lead to cultural and social engineering in an attempt to avoid being morally stigmatized into providing free social and community services. It is not about creating a corporate welfare trap. That is a blanket that became wrapped

trap. That is a blanket that became wrapped around much of our COIN efforts in Afghanistan, led by many Western political leaders with a deep confusion as to why troops are committed. One minute Western Governments state we are defeating terrorism and the next they declare we are using our military to drive a cultural agenda through a government or international NGO welfare scheme.

Resource companies are focused on stability in order to reduce the threats to their people and assets. The US and host nation security forces are focused on stability in so called 'grey-areas' of some countries to prevent them from becoming breading and training grounds for regional or global terrorism. It also advances US foreign policy interests by building a stronger and more reliable regional partner for

trade or mutual defence obligations. Taken together we are presented with an opportunity to shape the operating or project environment in order to reduce

corporate security risks and establish local relationships that allow foreign investment and US foreign policy to co-exist. The Guiding Principles for Stabilization and Reconstruction published by the United States Institute of Peace and the US Army Peacekeeping and Stability Operations Institute, asserts that security is a the platform for development and stable governance. The authors acknowledge that while progress has been made by the US to leverage and coordinate civilian and military assets it still lags behind the adaptive abilities of the enemies of peace. Where there is not a direct war, the human security imperative cannot be delegated only to peacekeepers or military intervention forces. Even in Afghanistan, a focus on getting the full productive operation of the Mes Aynak copper mine Logar Province, may have been far more effective in delivering stability and assisting in the war effort, than any Western government aid program. Here is an example where a unity of effort between the US military the Afghan Government and multi-national corporations could have been tested to deliver and sustain a military objective. This does not overlook the enormous challenge in reducing large scale violence, restoring public order, physical security, territorial security and improving the legitimacy of the host government in an environment influenced by insurgencies.

Corporate Foreign Investment and US Military

In Rethinking Insurgency, Steven Metz suggests different ways of thinking are required contemporary defeat insurgencies. Insurgencies can destabilise regions, adversely affect resource flows, and markets; the create avenues for transnational crime: humanitarian disasters and transnational terrorism. Metz argues that given this, the U.S. goal should not automatically be the defeat of the insurgents by the regime (which may be impossible and which the regime may not even want), but the most rapid conflict resolution possible. It may be difficult to find examples where a rapid end to conflict involving insurgencies has actually been achieved. However, given the time it takes to eliminate the seeds of an insurgency. coordinating with resource companies with their generationally long project operating timeframes, along the focus on economic development could contribute towards village

stability at the local level and build a stronger regional partner at the national level.

The areas of operations for US Command and the location of hydrocarbons and mineral resources often overlap. Minerals are in fixed locations and companies must invest significant funds to develop and operate their mining projects. Resource companies require the same environmental factors to establish a more predictable area of operation as US foreign policy for some of its important regional strategic partners. This includes protecting and separating the population from the insurgents. training and advising the host government's security forces, restoring law and order, reconstruction of basic services and functioning In Nigeria Shell not only infrastructure. supports the police force but also provides what the military would describe as a range of non-kinetic support in healthcare, education and agricultural services. At the same time US AFRICOM is concerned with Islamic extremism and terrorist havens while ensuring Nigeria has adequate military training and support to defend itself against antigovernment forces. Could US AFRICOM military planners benefit from working more closely with corporations such as Shell?

This proposal is not without political and public challenges and politically correct reasons why such a partnership should not be considered. Shell has learnt the hard way in Nigeria with human rights organisations quick to point the finger. Shell's stability and community approach has more to do with reducing security risks than being socially responsible corporate citizens. Similarly, in seeking to address hotspots of instability, defeating insurgencies and removing the conditions that support transnational threat organisations, the US military is never going to receive praise from wellmeaning international monitoring organisations who take their own freedom for granted.

The Philippines is another example where multi-national corporations could be seen as potential partners in delivering benefits to US foreign policy and military objectives. Given the US foreign policy interests are 'pivoting' back to the Asia-Pacific region, the US requires the Philippines to be a stable and economically

strong regional partner. The Philippines has also been at the forefront of the global war on terror, with a specific focus of US military advisors in Basilan and

Zamboanga, Southern Mindanao. Philippines has large deposits of gold, copper and other extractable mineral wealth, especially in Southern Mindanao. At the same time many areas of the Philippines provide the right conditions for criminal banditry, terrorists and insurgent groups not only to destabilise the Philippines but also to plan, train and prepare terrorist operations in other countries. Joint Special Operations Task Force (JSOTF-P) has been active since 2002 and consists of rotating units of US military advisors focused on to targeting the Abu Sayyaf Group, which has ties to al Qaeda and Jemaah Islamiyah.

As highlighted in a 2006 Military Review article by COL Gregory Wilson, Anatomy of a Successful COIN Operation, the US modus operandi in the Philippines is to work "by, with and through" the indigenous forces. US military planners of Operation Enduring Freedom – Philippines developed their strategy by adopting Gordon McCormick's Diamond Model. The principles of the Diamond Model of targeting insurgent safe havens. infrastructure and support, developing an indigenous security force. enhancing government legitimacy and control, focusing on the people's needs and security are precisely what a resource company looks to manage in order to reduce their exposure to risk. The Philippines Armed Forces (AFP) Commander of Eastern Mindanao believes the New People's Army (a Communist insurgent group) is the military's biggest problem with more than half of the NPA's force in Mindanao - twentyseven NPA fronts. They pose a massive threat to Philippine stability, distract the AFP from fighting Abu Sayyaf and regularly target mining operations with grenades, RPGs and high powered weapons.

US military assistance also aims to support the Armed Forces of the Philippines (AFP) transition away from being a domestic focused defence force to an outward one, and to help the country establish a credible maritime security presence and capability. The Philippines has one of the largest undeveloped copper-gold projects in the world located in Southern Mindanao. The Tampakan Copper Gold project is enormous and requires USD5.9 billion of capital investment. If it proceeds, the

project could be a 'game changer' for Southern Mindanao and Philippine, providing a strong economic growth platform for strengthening US/Philippine strategic objectives. There is an overlap between the need for stability in an area of the Philippines that has suffered from insurgent groups and the US need for a stronger regional partner with an outward focused defence force who can contain and eliminate trans-national terrorist US military planners could organisations. look to develop a civil-military operations partnership with the right multi-national corporate in the defeat threats that undermine stability in the Philippines and generates the revenue to modernise its armed forces. This is in the interests of US foreign policy in Asia-Pacific. It may be all a matter of how far military leaders and foreign policy planners believe it is in their interests to explore a new strategic arrangement.

Conclusion

This paper argues that multi-national corporations, particularly those from the extractive sector could act as a force multiplier for US military and foreign policy planners. The social, economic development and security activities required by a resource company provide an opportunity for civilmilitary operations or a new phase of counterinsurgency that may be unconventional, but proves highly effective. It does not require more boots on the ground, therefore appealing to fiscal constraints and working around increasingly strict rules of engagement or the need for US troops in sensitive conflict environments.

No doubt such a proposal is not without fault and pitfalls requiring further exploration. It does not mean the militarisation of corporations or a new COIN fad. But if we can hold back the legal and political affairs departments, who are an anathema to disruptive thinking, then we may enable the US military to recalibrate their own efforts and resources across a wider AO.

Given the US military is one of the most adaptable in the world, with an entrepreneurial mindset there may be merit in factoring this new partnership into current or future stability operations.

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Track in PNG, a World War Two battleground. Opinions, conclusions, and recommendations expressed or implied within are solely those of the author.

The bombed Sudanese factory produced Iranian Shehab missiles

Source: http://www.debka.com/article/22469/The-bombed-Sudanese-factory-produced-Iranian-Shehabmissiles

The Yarmouk Complex of military plants near Khartoum, whicht was bombed five minutes after midnight Wednesday, Oct. 24, by four fighter-bombers, recently went into manufacturing Iranian ballistic surface-to-surface Shehab missiles under license from Tehran, debkafile's military and intelligence sources disclose. Western intelligence sources have not revealed what types of Shehab were being turned out in Sudan but they believe the Yarmouk's output was intended to serve as Tehran's strategic reserve stock in case Iran's ballistic arsenal was hit by Israeli bombers.

The Israeli Air Force has a long record of preemptive attacks for destroying an enemy's long-range missiles in the early stages of a



Western sources did not divulge information about the comings and goings of Iranian



conflict. In June 2006, for instance, the IAF destroyed 90 percent of Hizballah's long-range missiles in the first hours of the Lebanon war. Videos of the explosions caused in the air raid over Sudan showed large quantities of phosphorus flares in the sky suggesting that a large stockpile was demolished along with the manufacturing equipment.

missile specialists or whether the Bashir government had given Tehran permission to stage attacks from Sudan against Middle East targets, in return for the allotment of a number of missiles to the Sudanese army.

All they would say is that the complex's structures had been completely leveled by the aerial

bombardment and subsequent fire.

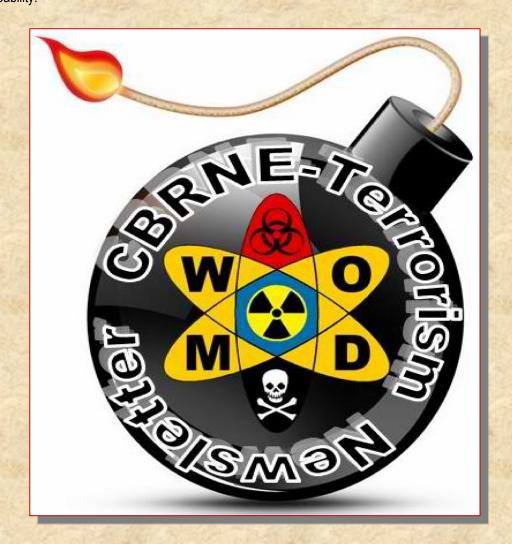
Sudan accused Israel of the attack and stated it reserved the right to respond at a time and circumstances of its choosing. Israeli officials declined to comment in answer to questions. If Indeed Israel was responsible for the bombing raid, it is possible to postulate the following objectives:

1. Its air force flew 1,800-1,900 kilometers to reach the Sudanese arms factory, a distance longer than the 1,600 kilometers to the Iranian underground enrichment site of Fordo. This operation may have been intended to show Tehran that distance presents no obstacles to an Israeli strike on its nuclear program.

2. The IAF has an efficient in-flight refueling capability.

3. The raid would have degraded Iran's ability to retaliate for a potential Israel or US attack. If it was conducted by Israel, it would add a third item to the list of backdoor assaults in which Iran and Israel appear to be engaged in the past three months.

On August 17, the power lines to Fordo were sabotaged, interrupting the work of enrichment taking place there and causing some of the advanced centrifuges to catch fire. On Oct. 6, an Iranian stealth drone was launched from Lebanon into Israeli air space and photographed its most sensitive military sites as well as the Dimona nuclear reactor before Israel brought it down.





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