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NEWSLETTER **TERRORISM**

E-Journal for CBRNE-CT First Responders

EDITOR'S CORNER



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CBRNE-Terrorism Newsletter is:

- Read by First Responders in more than **80** countries around the globe (**right**: top-20 countries);
- Distributed to more than **700** institutions, organizations, state agencies, think tanks, defense companies, institutions and universities.

Current Country Totals From 14 Jul 2011 to 23 Jul 2013

	United States (US)	1,806
	Greece (GR)	1,015
	United Kingdom (GB)	876
	Italy (IT)	285
	Canada (CA)	239
	Netherlands (NL)	234
	France (FR)	208
	Germany (DE)	189
	India (IN)	141
	Switzerland (CH)	94
	China (CN)	93
	Spain (ES)	89
	Belgium (BE)	86
	Australia (AU)	84
	Russian Federation (RU)	82
	Austria (AT)	66
	Sweden (SE)	60
	United Arab Emirates (AE)	55
	Israel (IL)	55
	Brazil (BR)	52



Editor's Corner



Editorial

BG (ret'd) Ioannis Galatas, MD, MA, MC

Editor-in-Chief
CBRNE-Terrorism Newsletter

Dear Colleagues,

This is the last issue for 2013 as we approach to the New Year's Eve. It was a very interesting year both for the CBRNE-Terrorism Newsletter and me. World continuous to be unstable although many of us have the virtual belief that our societies are doing just fine forgetting that the unexpected is always in the next corner waiting to happen!

My personal impression is that CBRNE is slowly progressing to "Cannot Bother Right Now" because those in high places continue to believe that it "Cannot Be Really Nasty". Money is their poor excuse the moment that they sign for new armory, missiles, satellite systems, extraterrestrial defenses and alike. They have forgotten (?) that the enemies of our societies are pretty good in improvisation and that a few pounds of explosives can be combined with almost everything in order to produce mass casualties and chaos. It seems that we have to wait for the next Tokyo sarin incident to wake up and assume actions to protect the populace and infrastructure. Always post-active instead of pre-active!

Syria's chemical arsenal was the bad joke of 2013 but a good opportunity for a Nobel Prize. The small problem is that those involved do not have the money to continue what they started in a country that is still suffering a civil war with hecatombs of innocent citizens. It is a fine example of the conflict between logic and politics. Same with the long lasting Iran's nuclear ambitions and the supposed negotiations leading to non acceptable solutions!

Situation in Greece is stable! Incapable politicians and their foreign associates care only for their chairs, their pockets and the global banking system. They materialize to the point my belief that we live only (on average) 70 years and in that limited fraction of time they have to do everything possible for themselves, their families and offspring. They do not care about the dignity of a nation and its citizens; they do not care about suicides on daily basis; they do not care about education, production, progress; they do not care about the elderly, the pensions of people who worked hard their whole life or the holes in the social web that is gradually deteriorating. In our case the "unexpected" is visible and an explosion will happen sooner than expected and for no "apparent" reasoning. Since the initial explosion is followed by secondary explosions soon our continent will experience the ugly reality hidden below the carpet.

In that environment the Newsletter progress well with new partnerships in major events and a steady growing reading audience that follow us since 2005. In 2014 we will "celebrate" our ten (10) years in the field of CBRNE-CT awareness and we will continue to do this on monthly basis starting from January next year. We would like to thank you all for your support, comments and suggestions that are taken into serious consideration leading to improvement of our final product.

Personally, I thought that the Houston, TX opportunity (described in the [Editorial of October 2013 issue](#) under the title "Who dares, does not win!") could be my chance to reactivate and start working again in the area of expertise I am so passionate about. Especially in a country that is in the epicenter of terrorism both conventional and asymmetric. Instead of doing so I found myself involved in a fraud organized by a person that still is moving freely among Texans looking for the next naïve creature to bite. During my short stay in the USA I was really amazed by the innocent way people interact with each other having never heard about the words "suspicion" or "background check". Nevertheless this is history now and God will take care of the rest (since federal authorities are dealing with more important issues) because whether we like it or not it comes a time that we pay back for all the illegal actions we are held responsible of.



CBRNE-Terrorism Newsletter – December 2013

It is in our hands and souls to make our world better and let us hope that the New Year will fulfill all our expectations and efforts. Knowledge is power and be informed is the only weapon worth investing on.

The Editorial Team of the “CBRNE-Terrorism Newsletter” wishes to all First Responders and their families a very Happy New Year full of health, peace, joy, happiness and success in personal and professional levels.

The Editor-in-Chief

**HOUSTON, TX UPDATE**

- The November 11th conference “2013 Global Threat Assessment” organized by Athena Risk Mitigation LLC was cancelled for the second time (as expected) due to lack of audience, interest and organization!
- My name remained at the conference web page until Nov 5th, 2013 along with other speakers that cancelled their participation.
- A colleague mentioned at the home page as “Board Member” was surprised to be given this title without a related contract on hands!
- Webmaster of the company’s website still has his compensation pending.
- Church authorities replied that they have also noticed that “... *something was wrong with that woman*” and now will be more careful!
- People that were recruited to start the company never get paid and never given back their money spent during the initial phase of “company’s” build-up!
- One of my new friends who paid for my ticket (Salvador → Houston) never paid back!
- The construction company who sold the two houses will proceed to deep search on her ability to pay for them and if necessary take legal action.
- Future “targets” both in the US and Latin America were notified to be extra cautious if they approached – directly or indirectly – by her.
- The only action that I am not aware of is if the FBI or other related local authorities showed any interest about this case.

The game has just begun!



Corrupt practices: U.S. visa-granting easily compromised

31 October 2013

By Grant M. Lally

Source: <http://www.homelandsecuritynewswire.com/dr20131031-corrupt-practices-u-s-visagranting-easily-compromised>



While serving as a Foreign Service Officer in Guyana, Thomas Carroll sold visas to anyone who would pay, making millions of dollars in the process. Carroll's scheme differed from the petty favors and kick-backs, which had typified FSO visa fraud in other embassies and consulates, mostly in scale. He took retail visa fraud and made it wholesale.

The Thomas Carroll Affair: A Journey through the Cottage Industry of Illegal Immigration, by David Casavis. Deeper Look Books, New York, New York, ISBN 978-0-9856525-0-0

The 9/11 attacks on America prompted an examination of the security gaps which allowed a group of nineteen al Qaeda operatives to enter the United States — with valid visas and under false pretenses — and stay for months while taking flight classes and training for terrorism in the United States. Most obvious were the institutional Chinese walls which prevented effective communication among law enforcement and intelligence agencies that might have identified and stopped the plotters, and the investigative failures that overlooked the sometimes obvious clues to an often amateurish plot. Mostly airbrushed out of the historical picture was the initial failure at the U.S. Department of State in issuing visas to each of the plotters, allowing them ready access to enter the country.

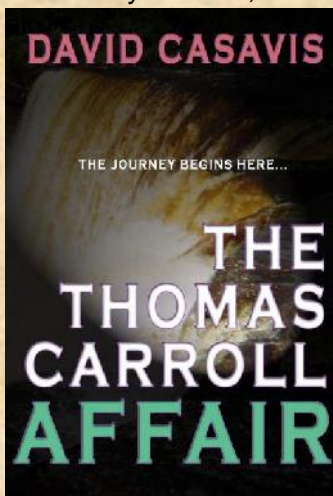
This failure was all the more glaring in light of the U.S. visa corruption scandal that had broken, just one year earlier, involving the sale of thousands of U.S. visas by a corrupt U.S. embassy official, in the small South American country of Guyana. Thomas Carroll, a U.S. Foreign Service Officer (FSO) at the U.S. Department of State had converted his two-year posting in Georgetown, Guyana into a multi-million dollar criminal enterprise, dispensing U.S. visas in exchange for cash, to criminals, economic migrants, and anyone who could pay the tab.

Operating through organized crime figures who acted as his "visa brokers," Carroll collected as much as \$10,000.00 per visa, and sold thousands of such visas. Convicted criminals, rapists, murderers, and other undesirables were sold U.S. visas by Carroll, while many honest applicants were denied, so that Carroll could maintain his "quota" of rejected applicants. The millions of dollars flowing into Carroll's hands, and his status as U.S. Deputy Consul, gave him the means to ingratiate himself and corrupt the Guyanese police force, which Carroll increasingly used as his private enforcement squad. When people threatened to talk, or brokers refused to pay, Carroll called upon his new friends — the police — to beat-up, threaten, or try to kill those who were creating problems.

Fueled by the demand for tens of thousands of U.S. visas by Guyanese seeking to "temporarily" visit their families in the United States, and backed by family financial reserves from the already extensive emigre population in the United States (more than 400,000 Guyanese now live in New York), Carroll eagerly provided the supply — U.S. visas — for a considerable price.

The Thomas Carroll Affair by David Casavis is the first serious account of the Carroll visa sale scandal. It could not be more timely.

One of the more interesting aspects of the book is that it exposes the often sordid power relationships within the U.S. Department of State, and between the U.S. embassy staff and local nationals at foreign missions. The State Department is staffed by a corps of Foreign Service Officers — the State Department's corps of U.S. citizens — professional bureaucrats who are posted to U.S. embassies and consulates around the world. The FSO's have all passed the U.S. Foreign Service Examination, undergone State Department training, and often view themselves as the Mandarin elite of U.S. foreign policy. Contrary to their self-perception, however, many FSOs seethe with petty bureaucratic resentment against their colleagues, especially those few who rise to a coveted ambassadorship. At the same time, especially in Third World postings, many



CBRNE-Terrorism Newsletter – December 2013

FSOs hold the local populations, and the Foreign Service Nationals (FSN) — local country nationals employed by the U.S. State Department to do clerical and manual tasks at U.S. embassies — in utter contempt. It is an unhealthy brew.

Prior to 2001, the process of issuing U.S. visas ran through one, nearly unsupervised, critical choke point — the visa desks, manned by FSOs — at U.S. consulates abroad. The Visa Desk FSOs were vested with virtually absolute discretion, with no appeal to any court, to approve or deny a visa to a foreign national applicant. It is still common, at U.S. consulates abroad, for hundreds of applicants to line-up every day, often gathering before dawn, to wait hours to have their visa applications reviewed by an FSO. This gave the FSOs manning the Visa Desks tremendous power over the lives of the applicants.

In addition, the institutional structures of the State Department, and the traditions of the Foreign Service, combined to insulate FSOs from effective oversight and policing, allowing, even encouraging, misconduct in office. The first barrier, akin to the “blue wall” of police officers, is the sense of entitlement and immunity within the Foreign Service. Casavis labels this diplomatic world “the Bubble World” — the interior bureaucratic world of the U.S. Foreign Service — which resists all oversight from outside. Problems are to be solved internally, not by bringing outside review — and negative scrutiny and publicity — which could discredit all members of a U.S. diplomatic mission. This institutional defensiveness protected Carroll several times, such as when local Guyanese complained to the U.S. ambassador or other Embassy personnel about Carroll’s activities.

Equally glaring was the minimal oversight at the Visa Desk, and the tradition of shredding visa applications, once they were processed. When initial inquiries were made about Carroll, there was nothing to research since all his processed visa files were routinely destroyed. No one could easily prove that Carroll had routinely approved criminals or obvious economic migrants for U.S. visas, since there were no files to go back to. Carroll simply stated that he was doing everything properly, and any complaints were motivated by resentment against a veteran FSO just doing his job.

Finally, the internal policing by the State Department, through their Diplomatic Security, was equally weak. The arrival of a team from DS was quickly noted at U.S. diplomatic missions, and the instinct of mutual protection inside “the bubble world” worked to frustrate any serious inquiry or consequences. It is telling that despite the fact that small-scale visa selling was commonplace at U.S. embassies — with FSOs all over the world routinely taking gifts and sexual favors from local visa applicants or visa brokers — no FSO was ever prosecuted for visa fraud, until Thomas Carroll.

Carroll’s scheme differed from the petty favors and kick-backs, which had typified prior FSO visa fraud, mostly in scale. He took retail visa fraud and made it wholesale. Carroll’s fellow Georgetown FSO, Deborah Rhea, had given away U.S. visas in exchange for the “gift” of a new piano; and his former FSO colleague, Charles Parrish, the section chief at the U.S. embassy in Beijing, had dispensed U.S. visas in exchange for cash, and the sexual favors of young Chinese women. But Carroll transformed US visa sales into a mass business.

At its peak, Carroll’s scheme was generating well over \$1,000,000.00 per month. Ironically, the very success of Carroll’s operation proved its downfall. In order to launder tens of millions of dollars, Carroll attempted to convert his local cash into gold. Guyana is a gold producing nation, with a steady stream of prospectors — “pork-knockers” in local parlance — bringing their diggings to the gold brokers of Georgetown. But rather than buy on the open market, which would attract attention, Carroll purchased gold only through selected gold brokers, and he was willing to pay a premium to launder his cash into gold. That premium undercut all the other gold brokers, who suddenly saw their own suppliers divert to supply Carroll. The money laundered by Carroll was thus distorting the local gold market. One of the rival gold brokers, Joe de Agrella, decided to investigate. He found that the money trail led right back to the U.S. embassy, and brought his complaint directly to the U.S. ambassador. Although he raised suspicions, even that was not enough to stop Carroll.

Carroll’s fatal error was confiding in Benedict Wolf, his scrupulously honest successor at the U.S. embassy, an FSO, who had once been a seminary student. Carroll sought to entice Wolf to continue the highly profitable visa sale enterprise after Carroll was posted back to the United States.

Wolf taped Carroll outlining his visa sale schemes, and Carroll was finally arrested in 2000.

At his home in Palos Hills, Illinois, just outside of Chicago, the FBI found millions in cash and ten gold bars hidden in safes and stashed in secret compartments. Carroll was convicted, but served only 3.5 years in prison. Most of the money was never recovered.



CBRNE-Terrorism Newsletter – December 2013

The Thomas Carroll Affair does an important service by bringing this obscure chapter to light. It is particularly relevant for highlighting the failure — even willful resistance — of the State Department to learn from its errors and institute serious visa scrutiny. That bureaucratic obduracy may have prevented a more thorough examination of the visa approval process at U.S. embassies. There is no way to tell whether such an examination would have prevented some of the 9/11 terrorists from gaining a visa to enter the United States — two or three of them were already on the U.S. intelligence community's radar. Although the rest were not — but there is no doubt that the Thomas Carroll affair should have made the Department of State aware that the visa granting process was flawed and easily compromised.

The Thomas Carroll Affair does a commendable job in framing and building the story to its climax, but like many non-fiction books from self-publishing firms, this book is in desperate need of a sound editing and re-structuring.

Unfortunately, the book fails to ground or frame the story in the unique context of Guyana. Until haphazardly and inadequately, at the very end of the book, Casavis never gives readers the history or feel of the profoundly racially divided, Caribbean-flavored land that is Guyana. Dominated by two ethnic groups — Afro-Guyanese (descended from slaves brought from Africa) who make up 35 percent of the population; and Indo-Guyanese (descended from contract workers from India brought in the late nineteenth century) who make up 50 percent of the population — Guyana has had a tragic post-colonial history. Following independence from Britain in 1966, the Afro-Guyanese leader Forbes Burnham and his Peoples National Congress (PNC) established a virtual dictatorship that only ended, after his death with U.S.-supervised free elections in 1992. Those elections put the mostly Indo-Guyanese Peoples Progressive Party (PPP) of Cheddi and Janet Jagan in power.

Casavis never mentions the fascinating fact that Janet Jagan, the president of Guyana during most of Carroll's posting, was an American woman — originally Janet Rosenberg from Chicago — the first American woman head of state. Jagan, while a young woman, moved to Guyana in the 1940s with her new husband, Cheddi, and founded the PPP. Imbued with the heady Marxism of the late 1940s, the Jagans went on to dominate the Indo-Guyanese majority of the population, leading to the British and the Kennedy administration to install the Burnham dictatorship to keep them out of power.

This historical context is lacking, and would have provided some reference to the readers about the crime waves referred to repeatedly in the book. Those crime waves gripped Guyana during the first fifteen years after the 1992 elections, and pitted the new, mostly Indo-Guyanese, PPP government — and its mostly Afro-Guyanese police force — against heavily-armed criminal gangs, nearly all Afro-Guyanese. The gangs were closely affiliated with the opposition PNC, and often spearheaded violent street protests, assaults, and sabotage. The story of Guyana in the year 2000 was not that of a monolithic corrupt Third-World sinkhole, as shallowly portrayed in the book, but of a new democratic government struggling to rebuild after twenty-five years of dictatorship and struggling against criminal gangs sponsored by the opposition that had once been the core of that dictatorship.

A good editing would also have eliminated the often awkwardly repeated phrases, such as Casavis's frequently repeated quote of the U.S. ambassador calling Carroll his "sweet young thing;" and the offensive use of inappropriate pejoratives, such as repeatedly spelling Deborah Rhea's name as "Deboh-rah" to mimic and mock her over-enunciation of syllables, an annoying pose and manner of speaking sometimes assumed by older African-American women to flaunt their presumed erudition.

Despite its real flaws, *The Thomas Carroll Affair* is a valuable addition to the corpus of literature examining the conduct of the U.S. Department of State, with its bureaucratic blind spots, undeserved elitism, and serious failings which allowed criminals and, just months later, nineteen terrorists, to enter the United States.

Grant M. Lally is a contributing editor of the Homeland Security News Wire

EDITOR'S CORNER: During my recent adventure described above I traveled from Athens → London → Sao Paulo → Salvador → Miami → Houston → Dallas → New York → Paris → Athens! If I have read this book when published, a stopover to Guyana could be highly beneficial. **An extra \$3000 would do no harm!**



The post-email era and what it means for business

Source: <http://www.iod.com/connect/technology/articles/the-post-email-era-and-what-it-means-for-business>

Just like the typed memo and the fax, email as the primary means of communication has had its day, superseded by the faster, more immediate connections provided by social

previous channels in terms of engagement, provenance of decision-making, and for the process of innovation and change and communication," he explains.



As a process, email has always complemented the linearity of management processes; holding meetings, writing reports, and sending each other emails, and moving slowly towards a decision. Fast-forward to the post-email era, one characterised by collaborative tools, social software, and non-linear Facebook-like engagement, facilitating much faster decisions.

The end of the email age is part of the process of technological evolution. Just as typewriters were replaced by computers and word processing software, email communication is being outpaced and outperformed by modern social tools, networks and systems.

Contrary to what many people believe, social is not about young people. It is about business processes imagining new ways of decision-making, says Smith, adding: "Social tools are the only way ahead."

That is the conclusion being reached by a growing number of business leaders, as highlighted in research

media. What will this mean for business?

The post-email era doesn't sound particularly attractive to those who have always used it as their main channel of business communication. But the truth is, what once had the feel of leading-edge technology – attaching an Excel spreadsheet or PowerPoint slide presentation to an email – is old hat and coming to an end. The signs are everywhere and cannot be ignored says David Smith, chief executive of Global Futures and Foresight (GFF).

"Many universities no longer offer email accounts to students, and instead are moving towards the use of social tools and platforms. Corporates, too, are getting to grips with social and its many applications and recognising that it offers a far better proposition than any

from the recent MIT Sloan Management Review and Deloitte Social Business Study into executives' views of the social business opportunity.

In the 2011 report, 18 per cent stated that they thought social was important to business. The following year, the number had doubled to 36 per cent, while 54 per cent believe it will be important a year from now. On that basis, it no longer makes sense to say that email will persist forever. The typing pool didn't, word processing systems by themselves didn't, and email is destined to go the same way.

So how will directors use social to run their businesses, and remodel their decision-making processes?

How will they remodel their



CBRNE-Terrorism Newsletter – December 2013

relationships with their suppliers and distribution channels? And how will they innovate using these social tools across their organisations and beyond? In the post-email era, the time for action is now, not a year from

now. Business leaders must start exploring the opportunities offered by social, and the benefits it can bring to their business, and build a social strategy that will give them a competitive edge.

NOTE: You can read the full paper shown in picture above at the end of the article in source's URL



Read all the latest security news regarding coming mega sports events in the special page of CBRNE-Terrorism Newsletter!

Just In Time Disaster Training – Library

Source: <http://www.drc-group.com/project/jitt.html>



Purpose

The purpose of this on-line video library is to provide a single, easy to search source in which individuals, agencies and organizations can access Just In Time Disaster Training videos.

The videos found in this library cover disaster related mitigation, preparedness, response and recovery training for a wide variety of areas.

If you know of Just In Time Training videos that should be included in this on-line library please access the [Just In Time Disaster Training](#) submittal portal.

Video Library Categories

The library is comprised of the four categories found below. Each category has sections that focus on various subjects related to that category.

Category	Subject
Mitigation	Choose A Subject
Preparedness	Choose A Subject
Response	Choose A Subject
Recovery	Choose A Subject

Special Interest / New Subjects

The subjects of the videos listed below are either of Special Interest based on current disaster conditions or have recently been added to the library.

Category	Subject	Subject
Preparedness and Response	Special Interest	<p>School Shooting Incidents</p> <ul style="list-style-type: none"> • School Active Shooter Safety • School Lockdown • School Preparedness • School Safety / Security Assessment



Why Is Crisis Mapping So Popular?

Source: <http://www.emergencymgmt.com/disaster/Crisis-Mapping-Popular.html>

I was recently asked this question by a colleague. I didn't have a full answer at the ready, so I thought about it some more.

Crisis mapping is usually conducted



Ushahidi

with the aim of producing "maps" that have key geographic data relevant to a response. According to Wikipedia:

"Crisis mapping is the real-time gathering, display and analysis of data during a crisis, usually a natural disaster or social/political conflict (violence, elections, etc.)."

So why is crisis mapping so popular? To understand the popularity, we have to look at when "mapping" was first popularized in the Haiti earthquake on Jan. 12, 2010. Prior to Haiti, crisis mapping did exist, but primarily with the resources and motivations of National Geographic only.

To support the response effort, a group of "mappers" nowhere near the earthquake used an open source tool, called Ushahidi, to begin mapping tweets and other information collected from the Internet to provide better situational awareness. At one point, Craig Fugate, the administrator of FEMA, praised the Haiti crisis map as "the most comprehensive and up-to-date map available."

The "crisis mappers," as they became known after, though, were just a group of unaffiliated and spontaneous volunteers. Most had no prior mapping or GIS experience. They worked independent of any one authority to produce maps that would be useful to on-the-ground responders and coordinators.

Ushahidi was designed around the needs of a consumer and a problem, not a list of technical requirements given to it by an organization. As a result, the software was developed for non-technical people to use. This enabled people not formally trained in mapping and GIS to support mapping efforts and launched a slew of

publicity for Ushahidi as the go-to crisis mapping tool.

Of course, as with every platform, each has its



limitations. Still, Ushahidi has worked hard in recent years to improve the software and even released a hosted version called CrowdMap. Similarly, other tools such as MapBox have devoted considerable effort to developing easy-to-use mapping tools.

However, easy-to-use tools while important, are not the only reasons for the popularity of crisis mapping.

Consumerization

This "consumerization" of technology is now enabling mapping to shift from an EOC support function to a skill of the modern emergency manager. Without the support of a technical specialist, emergency managers can begin to answer their own questions faster and easier through a response. They can get further detailed in their analysis and research to better understand the situation before them.

This was a critical factor in allowing the crisis mappers to utilize Ushahidi during the Haiti response. They were able to easily adjust their work based on the expanding needs of on-the-ground responders without much technical knowledge and support.

Consumer-based technologies help reduce interdependencies, add efficiencies and enable emergency managers and responders at all levels of the response to take more ownership of their functional area.



CBRNE-Terrorism Newsletter – December 2013

Emergency managers get to focus on their domain and answer their own questions as the response progresses, while the GIS specialist is freed up to work on more complex geospatial needs applicable to a broader audience. Pretty soon, there will be no need for a GIS specialist as everyone will be a GIS specialist! The skill is becoming commoditized and ubiquitous.

Availability of Data

Getting data from multiple sources is becoming easier and easier as governments and organizations devote more resources to “freeing” data from their closed, antiquated and locked databases. The shift in thinking has moved from protecting all data from outsiders to recognizing the value of certain shared data across different organizations. In the case of Haiti, the crisis mappers were able to pull public data via social media and a special texting shortcode that had implied consent. However, a lot of great data still exists in the silos of organizations.

In early 2011, New York City hired a chief digital officer to help navigate the complex policies that have prevented such access to data before. To help disseminate data, NYC launched an Open Data Portal where you can easily access flood zone, shelter data and fire station locations in a variety of formats. Better yet, you can actually bring this data into your own systems and mash it up against other data to produce more value-oriented analysis and solutions. Prior data and real-time data need not be mutually exclusive anymore.

The more data that is available, the more you can do. In creating your risk profile, you can easily see and map which of your buildings or offices are in designated flood zones. Have to discharge patients before, during or after a disaster? Check to see if they may be in a designated flood zone prior to discharge so alternative arrangements can be made.

Brandon Greenberg, MPA, CEM, is a Ph.D. student at George Washington University studying the intersection of technology and disaster management. He has more than 10 years of experience in emergency response and disaster management, and is the founder of DisasterNet where he blogs regularly and advises organizations and communities on the synergies between resilience, innovation and technology.

Adoption Costs

I have always said that technology should be intuitive for the person who knows his or her job well. This helps reduce costs in two ways: training and efficiency. If a tool is intuitive, less time and money needs to be spent on learning how to use this tool. Additionally, the more the tool is intuitive and matches the needs of the functional area, the easier it is for the designated person to get his or her job done faster and with fewer errors.

Ushahidi was designed with quick adoption in mind and enabled the crisis mappers to quickly adopt it as their tool of choice. Little training was needed on the tool itself, and the mappers were able to focus more on how to get the data into the system for added value and insights. The simplicity of the system enabled them to work quickly (as humanly possible) without fretting over the large and expansive feature sets and options that bog down so many tools. In a way, Ushahidi was an “expert” system that focused on the best practices in crowdsourcing rather than giving the user all the options in the world.

Conclusion

Crisis mapping, while the popular concept of the day, is well on its way to becoming a de facto skill in the industry. The lessons from crisis mapping are still being extracted, but the rise in popularity has started giving us a blueprint for what other technologies we should embrace.

We are beginning to better understand how technology is helping us do our jobs better. The easier that tools are and that do their designated function well, the better off we will be in the future as more data becomes available.



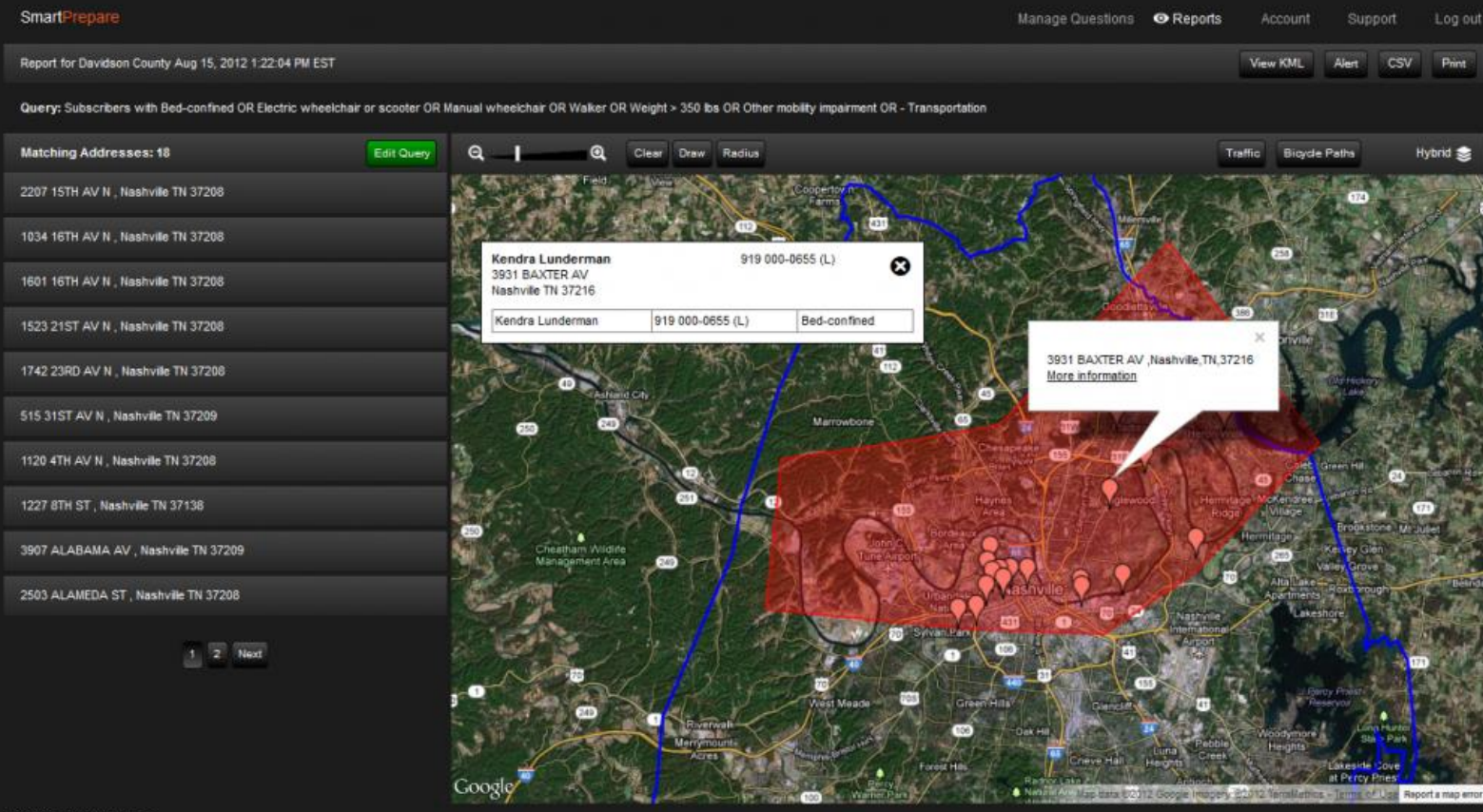
CBRNE-Terrorism Newsletter – December 2013

Arkansas deploys first statewide SmartPrepare system

Source: http://www.homelandsecuritynewswire.com/dr20131029-arkansas-deploys-first-statewide-smartprepare-system

Arkansas uses citizen-supplied data for more efficient emergency planning and response. The service allows citizens to create secure profiles online which contain vital details about their household. Public safety officials can use the data to gain greater insight into their communities and identify potential challenges

more effectively for disasters, allocate resources, and expedite emergency response and recovery efforts during events. The company notes that SmartPrepare was first introduced in New Canaan, Connecticut in September of 2012. One month later, emergency management officials used the



in order to prepare more effectively for disasters, allocate resources, and expedite emergency response and recovery efforts during events. Framingham, Massachusetts-based Rave Mobile Safety, developer of software for campus and public safety, has announced the first statewide deployment of SmartPrepare in Arkansas. The service allows citizens to create free, secure Safety Profiles online which contain vital details about their household. Public safety officials can use the data in SmartPrepare to gain greater insight into their communities and identify potential challenges in order to prepare

effectively for disasters, allocate resources, and expedite



service to prepare for and respond to Hurricane Sandy. The megastorm, and other natural disasters highlighted the importance of enhanced planning and preparedness, and SmartPrepare has been adopted by emergency management officials in many communities. The company notes that the service is now used in more than 90 communities in ten states.

"In 2011, we were hit hard by Hurricane Irene, so when we learned about SmartPrepare we realized there was a service that could improve our ability to handle these types



CBRNE-Terrorism Newsletter – December 2013

disasters,” said Carol McDonald, the Director of Human Services for the Town of New Canaan. “When Hurricane Sandy was on the horizon, it served as a rallying point; our residents felt empowered to participate in their own preparedness. This provided us with greater insight into the needs of our community and has further served to enhance our emergency planning and response capabilities.”

“In the past two years, our emergency management partners across the State have responded to numerous significant events from tornadoes to flooding and power outages. We are constantly striving to better prepare for the needs of Arkansans and the more information we have in advance of a disaster, the better we are able to do so,” said David Maxwell, the Director for the State of Arkansas Department of Emergency Management. “Through the interoperable platform of SmartPrepare, our ability to plan for and respond to incidents that require evacuation, emergency sheltering or other actions will be greatly enhanced.

The company says that SmartPrepare allows residents of a community to share critical information about themselves and their families with emergency management. This can include general data on a household — ranging from the identity of residents, locations of bedrooms, and utility information — to specific details about disabilities and medical conditions requiring such things as oxygen, dialysis and more. This data is automatically validated and geocoded by SmartPrepare, allowing for rapid identification and visualization of an entire community’s needs, supporting both emergency planning and response.

For example, should a storm result in a power outage or necessitate evacuations, SmartPrepare lets officials quickly determine which residents require electricity for medical conditions, identify individuals needing assistance evacuating their homes, and even facilitates the proper handling of pets and livestock. It is particularly useful in proactively planning for emergencies and ensuring the effective use of resources.

SmartPrepare also provides some peace of mind to those with functional or access needs.

“We take great pride in working with our partners across the state to improve preparedness for individuals living with disabilities, who are disproportionately impacted during disasters,” said Roberta Sick, the Project Director of Arkansas’ University Center on Disabilities Partners for Inclusive Communities. “With SmartPrepare, all members of the community, including those with disabilities, can easily participate in preparedness by making emergency officials aware of their particular needs prior to a disaster. We expect this vital program to save lives and reduce unnecessary suffering.”

SmartPrepare shares data with Rave’s public safety service, Smart911, which automatically displays Safety Profile details to 9-1-1 dispatchers during citizen’s calls to expedite emergency response. The service is used by public safety answering points in more than 450 municipalities in thirty-three states, including all of Arkansas. In a recent weekly address, Governor Mike Bebee discusses SmartPrepare, while noting how Smart911 has supported more than 20,000 9-1-1 calls since its deployment last year, including the successful search for a missing child. Safety Profiles are safe and secure, and residents manage their own information.

“Having access to the right information greatly improves the ability to respond to an incident. SmartPrepare enables emergency management officials to anticipate the needs of the community long before a disaster strikes, allowing for a much more efficient and coordinated response,” said Tom Axbey, president and CEO, Rave Mobile Safety. “SmartPrepare is growing rapidly, and through public-private partnerships, we look forward to providing municipalities across the U.S. with this unique ability to counter disasters and proactively take part in their own safety preparedness.”



FRONTEX Annual Risk Analysis 2013

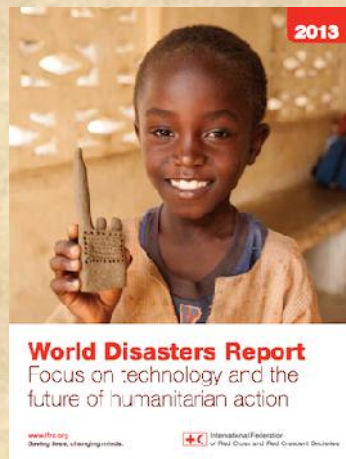
Source: http://www.frontex.europa.eu/assets/Publications/Risk_Analysis/Annual_Risk_Analysis_2013.pdf



Digital Technologies have become Integral to Disaster Management

Source: <http://homelandsecurity.org/node/1049>

The International Federation of Red Cross and Red Crescent Societies has released the 2013 World Disasters Report, focusing on the profound impact of technological innovations on humanitarian action, how humanitarians employ technology in new and creative ways, and what risks and opportunities may emerge as a result of technological innovations.



According to the report, “The development of a more technology-oriented approach to humanitarian action is essential – and inescapable – to take advantage of the opportunities to improve, for example, information gathering, analysis, coordination, action or fund-raising.”

Tools that foster data gathering and communication with communities include crowdsourcing, big data or big data analysis, crisis mapping, and digital data collection. The report also details some of the innovative uses of technology during Hurricane Sandy in the U.S.

The report covers how information and communication technologies such as mobile phones and social media are creating new ways for disaster-affected communities to organize, coordinate and respond to their own problems, and enabling people-centered humanitarian action. However, the report cautions that as humanitarian agencies

increasingly turn to new technologies as a source of information about disaster-affected communities’ needs, they run the risk of only listening to those who are connected, and excluding those who are not. The report concludes that technologies have become an integral part of operations for disaster preparedness, mitigation, response and recovery. The report also points to several new trends - increases in accessibility, connectivity, usability and open-source technology and a fusion of networks, hardware, applications, social media and mapping



CBRNE-Terrorism Newsletter – December 2013

platforms. The three key action points in successful technology deployment in humanitarian actions are innovation, evaluation and diffusion.

According to the Centre for Research on the Epidemiology of Disasters (CRED), 364 natural disasters and 188 technological disasters were reported worldwide in 2012.

The number of natural disasters is the second lowest of the decade, while the number of technological disasters is the lowest of the decade, almost half the number for the peak year of 2005.

'So help me God' optional in Air Force oath

Source: <http://www.usatoday.com/story/news/nation/2013/10/25/air-force-oath-god/3189977/>



Air Force Academy cadets are no longer required to say "so help me God" at the end of the Honor Oath.

School officials said Friday the words were made optional after a complaint from the **Military Religious Freedom Foundation**, an advocacy group.

Academy Superintendent Lt. Gen. Michelle Johnson says the change was made to respect cadets' freedom of religion.

The oath states, "We will not lie, steal or cheat, nor tolerate among us anyone who does. Furthermore, I resolve to do my duty and to live honorably, so help me God."

The academy says cadets are required to take the oath once, when they formally enter the school after boot camp.

The school outside Colorado Springs has about 4,000 cadets. When they graduate, they are commissioned as second lieutenants.

Sure! When you fly high, you think you are God yourself...



What do Muslims Today Really Think?

Posted by Mzubair Qamar on October 30, 2013

Source: http://zubairqamar.com/2013/10/30/what-do-muslims-today-really-think/?goback=.gde_1528217_member_5802247140008812544#

Assumptions of violent interpretations of Islam are different from what Muslims today actually believe and think. While blaming Islam's scriptures for terrorism, Patrick Sookhdeo and Katharine Gorka — two Islamophobes — cast doubt and suspicion on the intentions of the Muslim majority.

In their book, *Fighting the Ideological War*, and commenting on The 9/11 Commission Report's statement, "Most Muslims prefer a peaceful and inclusive vision of their faith, not the violent extremism of Bin Laden," Sookhdeo and K. Gorka say,

"Is that based on researched and documented fact, or on wishful thinking?" (p.5).

If most Muslims follow "the violent extremism of Bin Laden," as the authors insinuate, then why is the overwhelming majority of the 1.6-billion Muslims today behaving non-violently? This question will be answered by well-known polls below that Sookhdeo, Katharine Gorka, and the other authors appear to be unaware of, as the results did not inform their analysis.

Published in 2007, *Who Speaks for Islam? What a Billion Muslims Really Think*, is a study "based on six years of research and more than 50,000 interviews representing 1.3 billion Muslims who reside in more than 35 nations that are predominantly Muslim or have sizable Muslim populations. Representing more than 90% of the world's Muslim community, it makes this poll the largest, most comprehensive study of its kind."[[i]]

The following are key findings of the poll that answer Sookhdeo's and Katharine Gorka's question:

a) Do most Muslims support the 9/11 attacks?

Most Muslims *condemn* the 9/11 attacks.

b) What is least liked by Muslims in their own societies?

Most Muslims least like extremism and terrorism. Esposito and Mugahid say,

"Far from being glorified by Muslims, the 'terrorist fringe' is rejected by citizens of Muslim majority countries."

This majority is separated from the "7% who are 'politically radicalized.'" In other words, most Muslims worldwide are *not* politically radicalized. While 7% of politically radicalized Muslims is a large number, the authors note the comparison:

"In America, 6% of the public think that attacks in which civilians are targets are 'completely justified.'"[[ii]]

c) Are the 7% of "politically radicalized" Muslims motivated by religion?

Authors of the study say,

"radicals use politics, not piety, to justify 9/11, while moderates argue against 9/11 using religious justifications."

In other words, religion is used by the majority of Muslims to *condemn* — *not support* — the 9/11 attacks. Religion is not unique to the politically radicalized. "While most radicals — 90% — cite Islam as an important part of their daily lives (90%), most moderates — 94% — do as well."[[iii]]

(In another poll of Arab countries from 2004 to 2010 by Shibley Telhami, the question was asked, "What aspect of Al Qaeda do you admire the most, if any?"

Explaining the results, Tehlami says,

"Those who embraced Al Qaeda because of its aims to establish a Taliban-like Islamic state or because they liked the group's methods of operation were a small minority."

He continues,

...only 7 percent in 2004 and 3 percent in 2010 identified its methods; and 7 percent in both years identified its objective of an Islamic state. About one-quarter in both years said they did not admire any aspect of the group."[[iv]]

Therefore, only a minority of Muslims today support the radicalism of militants. The vast majority of Muslims reject them.)

d) What do moderate Muslims resent about the West?

The authors of the study say,



CBRNE-Terrorism Newsletter – December 2013

“Muslims resent what they perceive as a War on Islam in the West that equates their religion with terrorism and extremism.”^{[[v]]}

This means that the recommendations of Sookhdeo and other Islamophobes who blame Islam for terrorism will make matters worse between the US and the Muslim world. This cannot be good for US national security or for America’s relations with the Muslim world.

e) Do most Muslims support Shari’ah and theocracy?

The study’s authors say,

“The majority of Muslims admire the West’s political freedoms and value self-determination. However, Muslims do not appear to want secularism or to imitate Western democracies; instead, many Muslims, both male and female, state they want *Sharia* as at least one source of legislation”

and that

“many Muslims see no contradiction between democratic and Islamic principles.”

They say, Muslims

“wanting *Sharia* involved in politics does not translate into Muslims wanting theocracy. Majorities in many countries remarked that they do not want religious leaders to hold direct legislative or political power.”

Moreover,

“[M]any Muslims desire neither a democracy or theocracy, but instead a unique model incorporating both democratic and religious principles.”^{[[vi]]}

f) Do Muslims dream of doing combative jihad?

The authors of the study say,

“When asked to describe their dreams for the future, Muslims don’t mention fighting in a *jihad*, but rather getting a better job.”^{[[vii]]}

The Report: “The World’s Muslims: Religion, Politics, and Society”

This Report^{[[viii]]} is based on public surveys by the Pew Research Center between 2008 and 2012 in 39 countries and territories in Africa, Asia, and Europe. The surveys

“involved more than 38,000 face-to-face interviews in 80-plus languages and dialects, covering every country that has more than 10 million Muslims except for a handful (including China, India, Saudi Arabia and Syria) where political sensitivities or security concerns prevented opinion research among Muslims.”^{[[ix]]}

The following are key findings of the poll:

a) Shariah and its application

The authors of the study say,

“Although many Muslims around the world say sharia should be the law of the land in their country, the survey reveals divergent opinions about the precise application of Islamic law. Generally, supporters of sharia are most comfortable with its application in cases of family or property disputes. In most regions, fewer favor other specific aspects of sharia, such as cutting off the hands of thieves and executing people who convert from Islam to another faith.”^{[[x]]}

b) Do most Muslims think Shari’ah should apply to non-Muslims?

The authors of the study say,

“Among Muslims who support making sharia the law of the land, most do not believe that it should be applied to non-Muslims. Only in five of 21 countries where this follow-up question was asked do at least half say all citizens should be subject to Islamic law.”^{[[xi]]}

c) Do most Muslims support the death penalty for those who leave Islam?

The authors of the study say,

“Compared with attitudes toward applying sharia in the domestic or criminal spheres, Muslims in the countries surveyed are significantly less supportive of the death penalty for converts.”^{[[xii]]}

d) Do most Muslims oppose democracy and do they stop non-Muslims from freely practicing their religion?

The authors of the study say,

“Muslims around the world express broad support for democracy and for people of other faiths being able to practice their religion freely.”

Regarding non-Muslims practicing their religion freely, “. . . among those who view non-Muslims as very free to practice their faith, the prevailing opinion is that this is a good



CBRNE-Terrorism Newsletter – December 2013

thing.” Specifically, “[i]n 33 of the 38 countries where the question was asked at least half say people of other faiths are very free to practice their religion.” That is, “... three-quarters or more in each country say this is a good thing.”[[xiii]]

e) Do most Muslims support Islamic militant groups?

The authors of the study say,

“Many Muslims express concern about religious extremist groups operating in their country. On balance, more Muslims are concerned about Islamic than Christian extremist groups.”[[xiv]]

f) Do most Muslims support suicide bombings?

The authors of the study say,

“[T]he vast majority of Muslims in most countries say suicide bombing is rarely or never justified [...]”[[xv]]

Moreover,

“In most of the 21 countries where the question was asked few Muslims endorse suicide bombing and other forms of violence against civilian targets as a means of defending Islam against its enemies.”[[xvi]]

g) Do most Muslims think religious leaders should have a large influence in politics?

The authors of the study say,

“With the notable exception of Afghanistan, fewer than half of Muslims in any country surveyed say religious leaders should have a large influence in politics.”[[xvii]]

h) Do most Muslims support honor killings and are they driven by religion?

The authors of the study say,

“Across the countries surveyed, attitudes toward honor killings of women and men are not consistently linked to religious observance. In most countries, Muslims who pray several times a day are just as likely as those who pray less often to say that honor killings are never justified. There also are no consistent differences by age or gender.”[[xviii]]

i) Do most Muslims oppose interfaith relations?

The authors of the study say,

“Few Muslims see conflict between religious groups as a very big national problem. In fact, most consider unemployment, crime and corruption as bigger national problems than religious conflict. Asked specifically about Christian-Muslim hostilities, few Muslims say hostilities are widespread.”[[xix]]

What do American Muslims Think?

In the Pew study above, the authors say,

“In their attitudes toward modern society and their relations with people of other faiths, U.S. Muslims sometimes more closely resemble other Americans than they do Muslims around the world.”[[xx]]

The same study found that

“[a] majority of U.S. Muslims (56%) believe that many religions can lead to eternal life.” “Most Americans (65%), including nearly two-thirds of American Christians (64%), share this view.”

In addition,

“Most U.S. Muslims (63%) say there is no inherent tension between being devout and living in a modern society. A nearly identical proportion of American Christians (64%) agree.”

In other findings,

“More than eight-in-ten American Muslims say suicide bombings and other forms of violence against civilian targets are never justified (81%) or rarely justified (5%) to defend Islam from its enemies.”

In another study by the Institute for Social Policy and Understanding that was undertaken between 2006 and 2010,

“212 imams, social workers, therapists, lawyers, and divorced men and women were interviewed about their experiences of marriage and divorce” and “information was also collected on how they understood the influence of *shari’a* on their beliefs and lifestyle choices, the relationship between *shari’a* and the formal legal system, their recourse to the legal system in the event of marital conflict and divorce, and their use of private conflict resolution drawing on *shari’a* principles.”

In addition, “Further data was acquired during larger group conversations held in mosques and islamic community centers.” The findings state that

“[m]isconceptions over the real meaning and effect of *shari’a* on the everyday lives of American Muslims are compounded by the often-repeated claim that Muslims want to impose and enforce ‘shari’a law’ in America via the courts. None of this study’s 212



CBRNE-Terrorism Newsletter – December 2013

participants agreed with this claim. Respondents consistently distinguished between God's law (a matter of personal conscience rather than public adjudication) and the law of the land or "human law." While many described the importance of being able to appeal to the formal legal system when necessary (particularly to enforce private agreements), respondents wanted continued access to their Islamic traditions in an informal family setting."

Furthermore,

"All understood their private family law-related choices as separate from the formal legal system. Even among imams, who sometimes complain that their advice can be easily disregarded since it cannot be enforced in courts, there is almost no support for a parallel Islamic tribunal system. The community appears content with a private informal system that offers spiritual, emotional, and social comfort for some of its members. Respondents also rejected the assumption that any Muslim support for *shari'a*-compliant behaviors represents an aggressive antagonism toward local laws and norms. Rather, they spoke about their strong attachment to their right to access formal legal institutions and their belief that identifying as Muslim does not diminish their identification as American citizens. In addition, almost all of them had obtained a civil marriage license when they signed their *nikah*, as well as a civil decree at or around the time of their quest for a religious divorce. These findings challenge the assertion that such practices somehow make them 'disloyal' citizens."[[xxi]]

In January 2010, a study of Muslim communities in the United States by researchers at Duke University and the University of North Carolina at Chapel Hill concluded,

"Muslim-American communities strongly reject radical jihadi ideology, are eager to contribute to the national counterterrorism effort, and are fiercely committed to integration within the mainstream of American social and economic life."[[xxii]]

Contrary to the view of alarmists, American Muslims are not imposing *Shari'a* law on America and Americans, and there is no active Islamic extremist takeover over of the country or the world.

Knowing from the polls above that most Muslims worldwide desire peace and are against the minority fanatical fringe, a "thoroughgoing reform of Islam," as Patrick Sookhdeo and other Islamophobes recommend, is irrelevant to reducing extremism, including terrorism.

Scholar Olivier Roy echoes this agreement in his views of the Arab Spring:

"But the outside world wrongly assumed that Islam would first have to experience a religious reformation before its followers could embark on political democratization – replicating the Christian experience when the Reformation gave birth to the Enlightenment and then to modern democracy."[[xxiii]]

As discussed in the results of the polls above, most Muslims residing today who follow classical Sunni Islam are peaceful and do not support terrorism. The Islamophobe's proposition that Muslims need "reform" aims to resolve a "problem" that does not exist in the larger Sunni community.

References are available at source URL

EDITOR'S CORNER: Human logic is consisted with poll's conclusions. On the other hand how these conclusions comply with the article before? ("So help me God" optional in Air Force cadets' oath")

The shape of jobs to come

Source:http://www.digesa.unict.it/webadmin/gestione_pagine/documenti/304259539FastFuture_Shapeofjobstocome_FullReport1.pdf

Purpose of the Study

The purpose of this report is to highlight examples of the kinds of jobs, careers and professions that could result from advances in science and technology in the period from 2010 to 2030. The report was commissioned as part of the Science: [So what? So everything] campaign which aims to promote public interest in science and engineering and highlight their importance to the UK's future. Science: [So what? So everything] is funded by the Department for Business Innovation and Skills and supported by a wide range of individuals and organisations.

To help identify and understand the jobs of the future, the study has undertaken a short science and technology 'horizon scanning' exercise. The aim was to identify a sample of



CBRNE-Terrorism Newsletter – December 2013

key science and technology trends and developments that could occur over the next twenty years and create a timeline highlighting when such developments may come to maturity.

An Era of Opportunity

The study highlights that we are entering a new era for science and technology. The combination of rising public understanding of and trust in science, the benefits being felt across all aspects of our lives and the rapid pace of advances being made across a number of new disciplines are helping to raise prominence in the public domain. For the longer term, the centrality of science and technology in

helping to tackle the most pressing planetary challenges from poverty to clean water, environment to human health, climate change to energy supply and housing to transport are ensuring that science and technology are at the heart of the sustainable development debate.

New Markets New Jobs

Commercially, it is clear that science and technology can spur innovation, transform existing industries, create new business models and give birth to entire new sectors – underpinning the economic importance to developed and developing economies alike. The scale of potential impact has led to a massive increase in science funding from the public and private sector globally. This increased funding is fuelling the growth of opportunities to work in existing disciplines, in emerging sectors and in the jobs of the future which will result from developments on the horizon.

New Issues New Debates

The scope of this study was focused on presenting a representative spectrum of future science and technology developments and highlighting the kinds of jobs that could emerge as a result. We recognise that many of these developments could be considered contentious. Naturally,

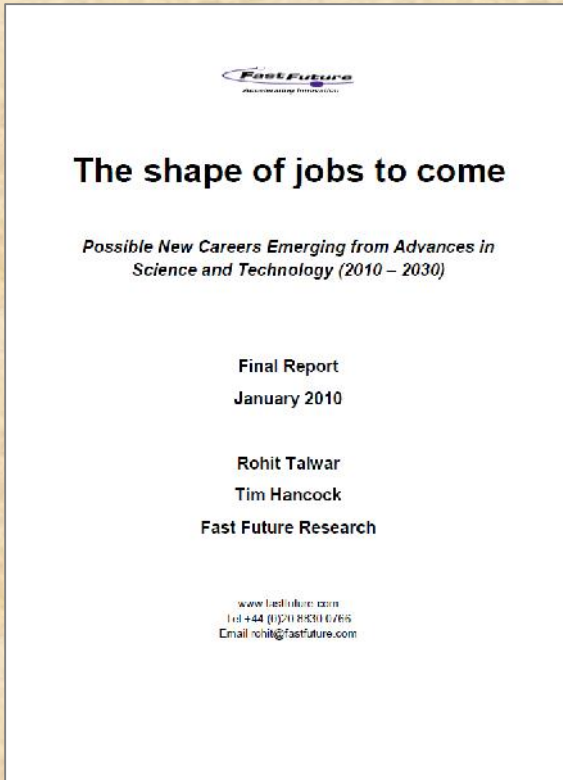
serious consideration will be required of the broader societal implications of these developments. Lively public debate must take place around important areas of potential concern such as nano-technology, human enhancement and Genetically Modified (GM) foods. The report has not attempted to prejudge or deliver verdicts on such key issues - however the possible future jobs identified in this report do illustrate some aspects of the potential impact of science on our lives.

The shape of jobs to come - Survey Findings

A process of consultation was used to identify an initial long list of future jobs from which twenty were selected and profiled. These profiles formed the basis of an online survey. The survey focused on assessing the popularity, job impact, environmental impact, educational benefits, developing country benefits, financial rewards and attractiveness of the twenty jobs. The survey attracted 486 responses from 58 countries on 6 continents – including 104 from the UK – representing 21% of the total sample.

The highlights of the survey are that:

- Old Age Wellness Manager / Consultant' was considered the most popular career choice both globally (41%) and amongst UK respondents (34%). This was the role expected to create the most jobs – being selected by 48% of global respondents and 49% from the UK
- Quarantine Enforcer' was considered the least popular career choice both globally (50%) and in the UK (48%)
- Climate Change Reversal Specialist' is expected to deliver the greatest environmental benefits both globally (71%) and by UK respondents (70%)
- The role expected to deliver the greatest benefit to human health and wellbeing was also Old Age Wellness Manager / Consultant' – gaining the support of 69% globally and 73% in the UK



CBRNE-Terrorism Newsletter – December 2013

- 'Pharmer of Genetically Engineered Crops and Livestock' was considered the role most likely to deliver benefits to developing economies by global respondents (54%) and those from the UK (61%)
- 'Alternative Vehicle Developers' were expected to make the greatest contribution to driving commercial innovation and economic growth – gaining support from 52% globally and 51% of UK respondents

The role considered likely to be the best paid globally was

- 'Nano-Medic' (45%), whilst in the UK the preferred option was 'Virtual Lawyer' (59%)
- 'Space Pilots, Architects and Tour Guides' were considered the most aspirational roles amongst respondent globally (48%) and in the UK (43%)
- When asked to select the role that would have the most impact on their domestic economy, the most popular choice both globally (37%) and in the UK (41%) was 'Pharmer of Genetically Engineered Crops and Livestock'.

The top five roles that respondents would most like to see materialise were:

- 'Old Age Wellness Manager / Consultant'
- 'Vertical Farmer'
- 'Nano-Medic'
- 'Climate Change Reversal Specialist'
- 'New Scientists Ethicist'

The five roles that respondents would least like to see materialise were:

- 'Quarantine Enforcer'
- 'Personal Brander'
- 'Pharmer of Genetically Engineered Crops and Livestock'
- 'Weather Modification Police'
- 'Climate Change Reversal Specialist'

The response to the global survey suggests these roles can individually and in various combinations make a significant contribution to tackling the care challenges of an ageing society, feeding a growing population and maintaining and enhancing our health. They are also seen as essential to giving us greener mobility solutions and reducing the impact of dangerous climate change. Finally they are expected to help us survive and thrive in the cyberworld, whether through legal protection, counselling or management of our virtual data and 'personal brand image'. As a result, the survey suggests that many of these roles will be popular, well-rewarded and aspirational.

Assessing the Implications

A number of prominent futurists were invited to comment on the implications of these new roles for governments, businesses and society. The futurists emphasised the need to encourage a mindset shift and facilitate the change in all our thinking and in our education systems in particular to bring about such new roles. Equally important was recognition of the critical role of commercial viability in determining which areas of science and which careers will progress. Finally, specific fields which were expected drive significant job creation were the shift to a low carbon economy, artificial intelligence, augmented reality, social media, personalisation and the opening up of space as a commercial opportunity.

Conclusions

We hope that this report acts as a useful stimulus for raising public interest in and discussion of the key role science and technology will play in shaping the world around us and in creating new jobs and career opportunities over the next twenty years. Target audiences for this material include students of all ages, parents, teachers and those who might want to retrain for a new career. The aim is to encourage children and young people in particular to research forthcoming science and technology developments, imagine the kinds of jobs



CBRNE-Terrorism Newsletter – December 2013

they will create and explore how these developments could help tackle a number of the 'grand challenges' facing our planet.

Read the full report at source URL

The Philippines is victim of geography, poor infrastructure, poverty

Source: <http://www.homelandsecuritynewswire.com/dr20131114-the-philippines-is-victim-of-geography-poor-infrastructure-poverty>

Owing to its location and geography, the Philippines is one of the most natural disaster-prone countries in the world. On average the country experiences nine major typhoons and

earthquakes are accompanied by the menacing presence of twenty active volcanoes. Disasters in the Philippines have proven more deadly compared to similar disasters in other



900 earthquakes annually, and it has twenty-five active volcanoes. Poor infrastructure and pervasive poverty exacerbate the impact of disasters, making them even more deadly and destructive. "In a cruel cycle, poverty and underdevelopment make disasters worse, and disasters make poverty and underdevelopment worse," one observer notes.

The Philippines has been subjected to one natural disaster after another, and the impact of these disasters has been exacerbated by geography, poor infrastructure, and poverty.

The Joint Typhoon Warning Center, (JTWC) reports that the Philippines experiences six to nine major typhoons every year, and the World Bank notes that almost 900 earthquakes affect the region annually. These typhoons and

countries. The Philippines led the world in disaster mortality in 2012 with more than 2,000 people killed, while China was second with just 802, according to the Center for Research on the Epidemiology of Disasters (CRED).

Slate reports that the Philippines' poor infrastructure makes the country even more vulnerable to natural disasters. Damaged roads make it difficult for relief efforts to aid victims. Just last month, a 7.2 magnitude earthquake in the central Philippine Visayas region killed at least 100 people and left at least 300 injured. Gwendolyn Pang, secretary-general of the Philippine Red Cross told *IRIN* that there were many difficulties operating in a region with poor infrastructure. "We are trying to



CBRNE-Terrorism Newsletter – December 2013

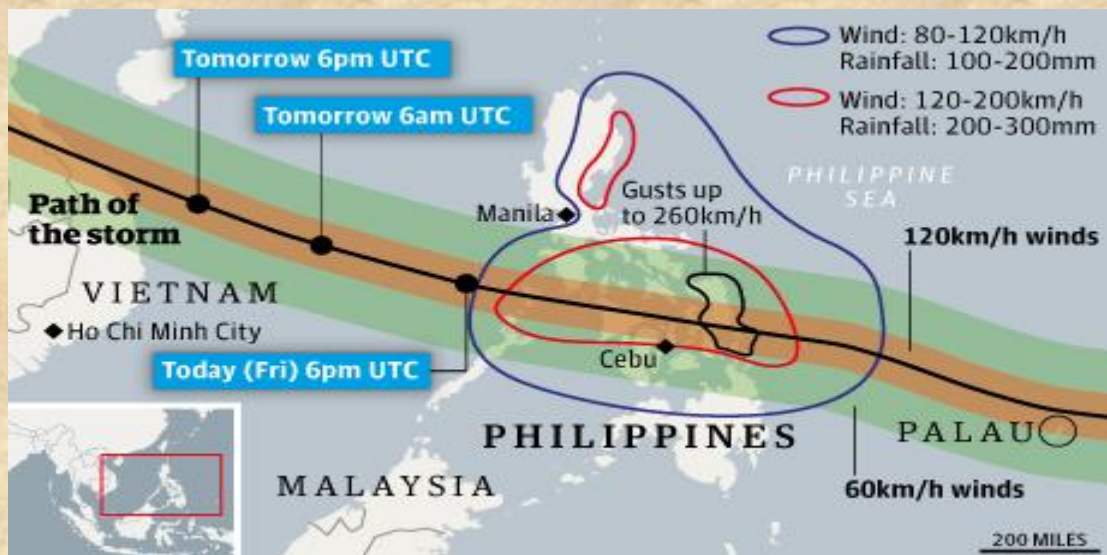
reach the affected areas, but it's very difficult. The entire island province of Bohol is without electricity, while telecommunications are spotty. Roads are not passable while at least 10 bridges on Bohol have also been damaged."

population. About 40 percent of the population lives below poverty level, unemployment is high, and a third of the country's workers are in agriculture, making their livelihood vulnerable to extreme weather. The World Bank's report



Only 20 percent of the country's roads are paved, and the World Economic Forum, in its Global Competitiveness Report, has identified

on Natural Disaster Risk Management in the Philippines explained why poverty has intensified the country's natural disasters:



"inadequate supply of infrastructure" as a primary obstacle in the country's path to sustained economic growth. Rapid economic growth in recent years has done little for a large share of the Philippines'

"Rapid urban growth and lack of tenure, for instance, have forced many to live and work in high-risk areas, such as on the shores of Navotas or flanks of active



CBRNE-Terrorism Newsletter – December 2013

volcanoes. Families may have little choice but to return to such areas post disaster even when resettlement options are available because of the importance of proximity to place of work.”

State notes that President Benigno Aquino declared infrastructure a top priority when he took office in 2010. The government increased spending on infrastructure by 47 percent in the first eight months of 2013 (\$3.9 billion) to improve roads, airports, and public works. The country's Department of Public Works and Highways said that more than 11 percent of its overall national budget in 2012 (\$25.2 billion) would go towards building “long-term solutions”

to the country's perennial flooding during the monsoon season, typically from May to early January.

As the Philippines develops its infrastructure, it simultaneously falls victim to natural disasters which destroy the infrastructure it has built. The 7.2 magnitude earthquake that hit Bohol Province in October of this year caused more than \$51 million in damage, and just as the country began to recover from that disaster, it experiences another this November.

“In a cruel cycle, poverty and underdevelopment make disasters worse, and disasters make poverty and underdevelopment worse,” *State* concluded.

Past as prologue: Insights from past natural disasters relevant today

Source: <http://www.homelandsecuritynewswire.com/dr20131114-past-as-prologue-insights-from-past-natural-disasters-relevant-today>

The increasing frequency and intensity of natural disasters constitute a daunting challenge to modern society, which is characterized by a heavy infrastructure and increasing population density. Until now, coping with natural disasters has involved

According to Felix Riede, an associate professor of prehistoric archaeology at Aarhus University in Denmark and the project manager of the Laboratory for Past Disaster Science (LAPADIS), global warming and the increasing frequency of natural disasters constitute a daunting challenge to modern society, which is characterized by a heavy infrastructure and increasing population density. An Aarhus University release reports that until now the solutions have involved expensive state intervention and technology-aided approaches, but Riede believes that the past contains a wealth of unexploited resources which could also provide solutions.

“The problem facing research into natural disasters is that they are so infrequent that it's hard to get statistically significant samples and draw up any general rules about how such events influence society.

But if we extend the scope of our chronological perspective to include the deep past, we can find far more samples and data material to study.”

Mixing the past and present to produce future scenarios

Riede has just published a paper in the journal *Natural Hazards*, in which he outlines ways of using data from the past to predict future scenarios. He uses a novel comparative approach.

“Unlike much of the research done previously, which studies



expensive state intervention and technology-aided approaches, but researchers believe that the past contains a wealth of unexploited resources which could also provide solutions to the problems communities face when dealing with need to cope with, and recover from, natural disasters.

Were you one of the many people who got stuck in an airport when the Icelandic volcano Eyjafjallajökull erupted in 2010? It was not a major eruption, and it happened a long way from the heart of Europe. It cost society a fortune, however, by paralyzing air traffic across northern Europe.



CBRNE-Terrorism Newsletter – December 2013

either individual events or many different societies and events, I propose a more formalized method known as ‘natural experiments of history.’ As in laboratory experiments, you try to keep your parameters identical so you can spot the influence of each individual parameter on the outcome of your experiment. We measure purely geological parameters, but we also measure vital factors such as economic, technological, religious and social parameters as well,” explains Riede.

Three of the specific examples that he has compared are the volcanic eruption in Iceland in 2010, a volcanic eruption that took place in Central America around the year AD 536 (which also affected European society at the time), and a volcanic eruption 13,000 years ago near Lake Laach in Western Germany. The idea involves using the events of the past to produce a model of potential future events both in Europe and around the world.

“Combining data from the three eruptions enables us to develop a variety of scenarios. The Icelandic case shows us how much damage a relatively small eruption a long way from the heart of Europe can cause. What would happen if there was a new eruption in Central Europe like the Lake Laach incident? What would the consequences be for modern society? The Lake Laach volcano is still active, and it’s right next to the Rhine, which plays a major role in the European economy. The region is also densely populated, and there are lots of nuclear power stations on both the

French and German sides of the river. I doubt whether they are built to cope with this kind of worst-case scenario. There’s only a small risk of Lake Laach erupting again, but the Icelandic eruption clearly revealed how fragile the system is in principle.”

Do not ignore the strength of local communities

Riede regards knowledge of past natural disasters as an unexploited but sustainable resource. He also thinks that human resources in local communities are important. In his article for *Natural Hazards*, he explains his ideas about how Europe can create more resilient communities — which means communities that can resist external events.

“So far my research indicates that the most resilient communities are well-connected communities with a strong local base. In my view resilience in Europe should be strengthened at the lowest possible level. In other words, local communities should be strengthened by allocating responsibility to citizens and giving key individuals the right competences and knowledge. Priests, doctors and teachers could be involved, for instance — they’re in touch with a lot of people and have access further up the system. Some of the measures that could be implemented to strengthen local communities and local resilience are relatively cheap — but the potential rewards are relatively large.”

— *Read more in Felix Riede, “Towards a science of past disasters,” Natural Hazards (November 2013)*

Amstaff Robotic Vehicle To Replace Soldiers Along Israel’s Border

Source: <http://i-hls.com/2013/11/amstaff-robotic-vehicle-to-replace-soldiers-along-israels-border/>

The Israel Defense Force has stopped stationing troops as a security measure at 22 communities along its northern and southern borders. Robotic systems may well be the substitute.

Army officials say the decision was based on efficiency, as opposed to budget concerns. It took close to 100 soldiers to guard nine communities in the north and 13 on the border with Gaza and Egypt in shifts. The army says they can deploy more efficient security measures — like lookout points and patrols. This automatic robotic vehicle, called Amstaff, is already being used to provide security in the Israeli town of Nahal Oz.

The Amstaff will be displayed in Israel’s unmanned vehicles salon event, AUS&R 2013, taking place November 26th, 2013.



CBRNE-Terrorism Newsletter – December 2013

“We need to live a normal life,” a resident said in an NBC News interview. “We need to find new ways to



keep our security.” The move has forced the settlement to look for new solutions – like replacing the soldiers with the Amstaff automotive robotic vehicle. The vehicle is remote controlled and can patrol the kibbutz fence 24/7, with no sleep and no complaints.

“This is a good solution for first response,” said Amos Goren, who created the system. “On this vehicle we installed night vision cameras, a powerful light projector and a loudspeaker, which will replace a lot of manpower and save money.” The Amstaff is now on a test trial and is seen by settlement members as only a partial solution.



CBRN contaminated personnel evacuation



Armed version

“We are a strong community and we will manage,” said a Nahal Oz resident, “but I can only hope that right now, as we speak, a terrorist is not digging a tunnel underneath us and will pop up in the middle of the kibbutz and start shooting.”



World navies convene in Abu Dhabi to combat Gulf maritime threats

Source: <http://www.thenational.ae/uae/technology/world-navies-convene-in-abu-dhabi-to-combat-gulf-maritime-threats>

Naval commanders from around the world gathered in the capital on Wednesday to discuss ways to counter rising maritime threats in the Arabian Gulf.

Naval officials said while piracy was



decreasing, underwater threats such as submarines and smart mines were becoming harder to detect and disarm.

"We're in a region where its livelihood depends extremely on sea lanes," said Riad Kahwaji, chief executive of the Institute for Near East and Gulf Military Analysis, or Inegma.

"Without secured sea lanes the region cannot live, and therefore, the priority here is for maritime security, to have strong naval capabilities that will keep them secure and open at all times."

Mr Kahwaji was at the second Gulf Naval Commanders Conference at the Armed Officers Club.

Commanders discussed many maritime threats including piracy attacks, but underwater threats were considered the most worrying as the waters of the Arabian Gulf were quite shallow.

"It's very difficult to fight against submarines in shallow waters," said Rear Admiral Antoine Beaussant, the commander of the French forces in the Indian Ocean.

"You need to have a lot of assets and it's a very long investment. The best thing to do is to eliminate the submarine threats before they go at sea so it's best to invest in special forces and air strikes than to invest in huge submarine forces."

Rear Adm Ibrahim Al Musharrakh, Commander of the UAE Naval Forces, said the Gulf's harsh

environment made anti-submarine warfare "a real challenge for our units, with shallow waters significantly impacting detection by active sonars".

Underwater threats include small submarines called midgets.

"Offshore activities and commercial traffic generating an important underwater ambient noise make it easier for electrically propelled midgets to operate undetected," Rear Adm Al Musharrakh said.

"We need to have a fair assessment of the threat they represent for us and have a perfect knowledge of their characteristics, capabilities, missions, activities, area of patrols and weaknesses."

Mr Kahwaji said midgets were hard to detect and could be lethal.

"They can be armed with four to six torpedoes," he said. "They can launch surprise attacks, sink big ships and flee."

Other threats include smart mines, which are triggered by heat or metal.

"They seek their targets," Mr Kahwaji said. "They don't just rest static as the old ones so these are what our neighbours in the Gulf and their allies are developing capabilities to deal with."

Mines have been an issue in the Gulf since the 1980s.

"Any mine-laying operation would significantly reduce our ability to deploy safely our naval units at sea," said Rear Adm Al Musharrakh.

"We need to be able to work together and concentrate our efforts along designated routes. We also need to get a permanent, up-to-date and real-time surface picture of the whole area to prevent the enemy from conducting any suspicious activities."

Information-sharing between countries and special technological tactics and skills must be used to overcome the hurdles.

"Recent events worldwide have shown the vulnerability of the world we live in today and how fast things are changing," said Maj Gen Rashad



CBRNE-Terrorism Newsletter – December 2013

Al Saadi, Commandant at the UAE National Defence College.

"It underlines the importance of having modern armed forces in civilised nations, and no modern nation can claim to have a good military without an efficient naval force.

"We have invested in importing the latest technologies to stay in the forefront of modernity in our industries, trade and commerce and way of life."

Anthony Winns, president of Middle East and Africa for US defence company Lockheed

Martin, said it was a critical time for regional navies to collaborate on solutions.

"Maritime capability is not an option, it's a necessity," he said. "Social unrest and regional tensions abound today in the Arabian Gulf.

"The proliferation of asymmetric threats and piracy create challenges to the freedom of navigation and navies need to be able to operate without restriction, whether in the Gulf or in other spaces."

Safety & Security Magazines/Journals online

Source: <http://www.onlinenewspapers.com/magazines/magazines-safety-security.htm>

Safety & Security Magazines / Journals Online

- [2600 : The Hacker Quarterly](#) (United States)
- [9-1-1 Magazine](#) (United States)
- [BAPCO Journal](#) (United Kingdom)
- [CBRNE-Terrorism Newsletter](#) (Greece) [In English]
- [Cipher](#) (United States)
- [Compliance](#) (United States)
- [Disaster Management and Development](#) (India)
- [Disaster Recovery Journal](#) (United States)
- [Emergency](#) (United States)
- [Industrial Hygiene News](#) (United States)
- [Industrial Safety & Hygiene News](#) (United States)
- [Information Security](#) (United States)
- [Infowar](#) (United States)
- [Internet Security Review](#) (United States)
- [Journal of Conflict & Security Law](#) (United Kingdom)
- [Novihorizonti](#) (Bosnia & Herzegovina)
- [Occupational Hazards](#) (United States)
- [Occupational Health & Safety](#) (United States)
- [Pollution Equipment News](#) (United States)
- [Professional Safety](#) (United States)
- [Safety & Health](#) (United States)
- [SC Magazine](#) (United States)
- [Security](#) (United States)



CBRNE-Terrorism Newsletter – December 2013

Global disaster recovery as a service: market trends 2014-18

Source: <http://www.homelandsecuritynewswire.com/dr20131119-global-disaster-recovery-as-a-service-market-trends-201418>

Reportstack has announced a new market report on Global Disaster Recovery-as-a-Service Market 2014-2018, which forecasts that the market is expected to grow at a CAGR of 54.64 percent over the period 2014-2018.

One of the key factors contributing to this market growth is the increasing need for flexibility of cloud-based disaster recovery services. The global disaster recovery-as-a-service market has also been witnessing the demand for hybrid cloud disaster recovery services from SMEs. The lack of proper checks on backup data due to increasing dependence on cloud computing, however, could pose a challenge to the growth of this market.

Reportstack notes that the *Global Disaster Recovery-as-a-Service Market 2014-2018*, has been prepared based on an in-depth market analysis with inputs from industry experts. The report covers the Americas, EMEA, and APAC regions; it also covers the global disaster recovery-as-a-service market landscape and its growth prospects in the coming years.

The report also includes a discussion of the key vendors operating in this market. The key vendors dominating this market space are Accenture plc, CA Inc., Geminare Inc., IBM Corp., and SunGard Data Systems Inc. Other vendors mentioned in the report are Allsteam Inc., Amazon Web Services Inc., CommVault Systems Inc., CenturyLink Inc., EVault Inc., Hewlett-Packard Co., Microsoft Corp., Rackspace Inc., and Terremark Worldwide Inc.

The report discusses the following topics: What will the market size be in 2018 and what will the growth rate be? What are the key market trends? What is driving this market? What are the challenges to market growth? Who are the key vendors in this market space? What are the market opportunities and threats faced by the key vendors? What are the strengths and weaknesses of the key vendors?

The companies mentioned in this report are Accenture plc, CA Inc., Geminare Inc., IBM Corp., SunGard Data Systems Inc., Allsteam Inc., Amazon Web Services Inc., CommVault Systems Inc., CenturyLink Inc., EVault Inc., Hewlett-Packard Co., Microsoft Corp., Rackspace Inc., and Terremark Worldwide Inc.

Details on the report at: <http://www.reportstack.com/product/146521/global-disaster-recovery-as-a-service-market-2014-2018.html>

Are Emergency Management Graduates Finding Jobs?

By Brian Heaton

Source: <http://www.emergencymgmt.com/training/Emergency-Management-Graduates-Jobs.html>

Emergency management degree programs have been popping up at universities



throughout the U.S. over the last decade. But are the degrees actually helping students get jobs? The answer is still unclear, but signs

point to academic expertise having a more significant impact in the emergency management workplace moving forward.

For years, career public safety officers have filled the role of emergency manager. But as emergency management continues to establish itself as a profession, the different skill sets being introduced in college programs have created a stark dividing line between the old guard and the new.

As regions look to expand their emergency programs, experts believe many counties and municipalities will need the project

management and collaborative abilities that students are developing in the classroom.



CBRNE-Terrorism Newsletter – December 2013

Sarah Miller, emergency preparedness manager of Auburn, Wash., said she's seeing more degree-holders score entry-level emergency management positions and would hire a candidate with an emergency management degree over a police officer or firefighter. She reasoned that while each situation and set of experiences is unique, all things being equal, there is a different mindset to emergency management versus law enforcement.

Miller — who is also an adjunct instructor for Jacksonville State University's online emergency management degree program — believes candidates with emergency management degrees are more attractive because they tend to know a little bit about a variety of topics, instead of being an expert in one area. She said that from physical and social sciences to public administration, an emergency manager's role is broader than what most people realize.

"Police chiefs without emergency management experience do not understand what emergency management is," Miller said. "Cops have a command and control overview of things, and emergency management is not about command and control. It is about coordination and collaboration."

Miller added that while the mindset generalization she described doesn't apply to everyone, it could be a difficult transition for law enforcement lifers who are used to being in control, as opposed to career project managers and college students familiar with multiple disciplines.

Scott Preston, business, academic and research continuity manager with the University of Washington's Emergency Management Department, said more preference is now being given to job candidates with targeted emergency management degrees. He said employers are becoming more aware of what the degree provides a student, which has ratcheted up competition for positions.

"If I can find someone who maybe is not a career firefighter, police officer or military, but they have a strong project management understanding, that is absolutely a strong candidate for emergency management," Preston said.

Experience and Networking

Similar to other professions, an emergency management degree by itself typically won't

result in immediate employment after graduation. Experts agree that while a college education is important, balancing academia with some practical experience is the key to securing an entry-level position.

North Dakota State University's (NDSU) Emergency Management Department requires its students to have an internship before they're eligible to graduate. Carol Cwiak, undergraduate coordinator for the department and a graduate of the department's Ph.D. program, said it's made a difference for students' hiring prospects.

On average, NDSU has about 30 graduates from its undergraduate and graduate emergency management programs each year. According to Cwiak, approximately 75 percent are landing emergency management jobs, and that number has grown steadily over the past few years.

Cwiak admitted, however, that NDSU may not be a good representation of those attaining emergency management degrees. Many degree holders come from online universities. NDSU is a brick-and-mortar school, which may be weighted higher by an employer looking to hire for an entry-level position.

Lucien Canton, a private consultant, believes that while education has become increasingly important, for employers there's still no substitute for practical experience. He recalled that a few years ago, San Francisco was looking to recruit a director of emergency services. The first requirement was that an individual have 10 years of police, fire or emergency medical experience.

"Part of the problem is that young kids that are looking for a job aren't being recognized for bringing in new skills," Canton said. "I always suggest to them that while they are doing their thing in college that they look at internships and volunteer work to get some experience and make them a little more competitive."

In addition to his position with the University of Washington's Emergency Management Department, Preston helps teach a graduate emergency management course. He's found that the students who usually get jobs are the ones who have taken the time to pursue some practical experience in addition to their degree. Getting that experience can be difficult for some students, particularly the ones who work full time in another career field.



CBRNE-Terrorism Newsletter – December 2013

Even if it's just volunteering once a week in something that can loosely translate over to the field, experts said it could help bolster job prospects for emergency management students. Positions in public health, project management and cybersecurity are a few of the experiences that can help set a college graduate apart from his or her competitors and help develop practical skills related to an emergency management degree.

Michael Martinet, a recently retired emergency planning manager for San Francisco, said networking is just as vital to a student's job prospects. He recalled seeing a number of retired police and fire personnel getting emergency management jobs because of the contacts they have in certain jurisdictions.

Martinet urged college students to make an effort to build relationships in municipalities through internships and volunteer work. He said a lot of jobs are not going to young people with emergency management degrees because they are getting swallowed up by other professionals before they even get posted.

Preston added that University of Washington emergency management students are told straight up that a degree is great, but won't be sufficient to land a job.

"If you don't know how to network and you're only looking for posted job openings, then you are cutting yourself out of about 80 percent of what is actually available," Preston said. "That is why we encourage people to get some practical experience, pursue the degree and develop your networking skills."

Looking Ahead

For the most part, experts think the future is bright for emergency management degree holders. Miller believes that at a minimum, getting a degree in emergency management will give job seekers a competitive edge when combined with volunteer or internship experience. She also encouraged students to research the degree they intend to pursue.

Degree programs can vary with some tailored toward specific situations. Miller expects that to

continue, particularly as the emergency management field has radically changed since 2001. In addition, people who already have degrees in another field may find it more useful to pursue a graduate certificate in emergency management, or a Certified Emergency Manager (CEM) credential, as opposed to working toward an additional degree.

Preston supports the CEM process, but said emergency managers needed some kind of legally supported and mandated licensing program to practice, similar to doctors and lawyers. He believes the lack of standards and a clear track from high school to emergency manager has a negative impact on the profession.

"We see these unfortunately at times awful examples of incident management where the person means well, but they have simply never gone through the training or they don't have the right kind of experience and yet they still call themselves an emergency manager," Preston said.

The usefulness of emergency management degrees will vary depending on how jurisdictions view their emergency management programs. Traditionally someone with field experience was adequate to draft an emergency plan. But as programs expand to include risk mitigation and community outreach, broader skill sets are required, which opens the doors for college graduates.

Owiak agreed. She said one thing the emergency management profession needs to work on is figuring out how to classify positions and control entry into the field. But higher education emergency management programs are still relatively young, so it's likely just a matter of time before college degrees make a significant impact on the industry.

"I think that we are seeing better students that are more highly valued by those in the field and we are getting there; it is just a matter of everybody growing into themselves," Owiak said. "I have a positive outlook toward jobs. It's just a matter of building better relationships between our students and those who are out in the field."

Brian Heaton is a senior writer for Emergency Management magazine.



What You Should Know About Emergency Management Degrees

By: Valerie Lucus-McEwen

Source: http://www.emergencymgmt.com/training/Emergency-Management-Degrees-Careers.html?page=2&utm_medium=direct&utm_source=related&utm_campaign=Emergency-Management-Degrees-Careers

Emergency management is a growing profession and is projected to continue growing at a rate of 20 percent or more, according to O*NET OnLine (created for the U.S. Department of Labor), which rates emergency management specialists as a “bright outlook occupation” in the labor market.

That growth is reflected in the increasing number of higher education programs offering degrees or certificates in emergency management.

More than 180 emergency management programs dot the country’s higher education landscape, and approximately 100 more colleges and universities are investigating, proposing or developing some sort of hazard, disaster and emergency management program, according to background information provided for FEMA’s 13th Annual Emergency Management Higher Education Conference held in June.

Just as the number of emergency management higher education programs is growing, the number of graduates from those programs is increasing, and expectations about what those degrees mean is often overstated.

Students expect an emergency management degree to give them the skills and knowledge they need to walk out of school and into a good job in the field. And employers expect an emergency management degree to give those job applicants skills and knowledge to make up for their lack of experience.

Neither expectation is very realistic.

The reality is that an emergency management degree helps the job seeker in a competitive environment, and it assures an employer that the applicants are up-to-date on the latest developments in the field. An emergency management degree doesn’t replace experience.

For the job seeker, a college degree really doesn’t guarantee anything—to which anyone with an English literature degree can testify. These days, degrees are used to eliminate candidates in job pools. Anyone looking for

employment in a professional field can find herself at a real disadvantage without one—especially in a fledgling and popular field like emergency management.

“Right now, emergency management is a really competitive environment. There are not a lot of jobs and qualified people,” said Lucien Canton, a private consultant with 30 years of experience in local and federal government.

A degree will “bump you up” in the application process, Canton said. It assumes the applicant has college-level academic skills: He or she can write well, conduct research, synthesize information, analyze and interpret regulations, and formulate and follow plans through from beginning to end. He described a degree as “sort of a finishing school.”

Understanding the Nuances

Certainly emergency management is becoming more complicated and demanding. The numbers and consequences of both natural and man-made disasters are increasing, and public- and private-sector agencies are being taken to task for failing to mitigate or prevent the effects of those disasters. Employers are looking for emergency management professionals who understand the political and socio-economic nuances of disasters, as well as how to write a continuity of operations plan and maintain an emergency operations center.

“On the practical side, a degree gives you exposure to areas you don’t have experience in,” said Daryl Spiewak, the emergency, safety and compliance program manager for the Brazos River Authority in Waco, Texas. “It gives you an immersion into the field without going through the years of hard knocks and learning it all the hard way. It means you are more up-to-date on current policy, theory and regulations than someone with just experience.”

Think of it as a shortcut, in a way. Spiewak suggested that an emergency management degree



CBRNE-Terrorism Newsletter – December 2013

can significantly shorten the learning curve most emergency managers went through to get where they are today.

However, an emergency management degree doesn't provide the experience employers are seeking, Spiewak said. "The degree says you can do things by the book; it doesn't say you can apply it yet."

If you deconstruct any profession — from an engineer to an attorney to a plumber — it breaks down into a predictable progression. In the 14th century, the time of Geoffrey Chaucer's *Canterbury Tales*, careers developed through the apprentice-journeyman-master model that still exists today in education and many trades. For emergency management, that progression is the triad expressed as training, education and experience.

The traditional emergency manager role was planning and response, and most emergency managers came from response-oriented backgrounds — like fire, law and military — with strong training and field experience. It's important to remember that emergency management is moving from a narrowly focused occupation to a multilevel profession. As it's grown into a profession, education has asserted itself, linking training and experience, and creating a new paradigm for the well rounded emergency manager.

But training isn't the same as experience; education can't replace experience. And employers are looking for applicants with all three: training, experience and education.

Even if you already have training and experience, it will be harder to follow the traditional path of a lateral move from a response organization into emergency management without a college degree. On the flip side: It also will be hard to get that first job out of college without some experience.

Scott Preston returned to school to get a master's degree in emergency management after working long enough to get his Certified Emergency Manager (CEM) certification. He is currently the business continuity manager (located within the Emergency Management Department) at the University of Washington in Seattle.

When Preston earned his political science bachelor's degree in the mid-1990s, emergency management degrees weren't available. His first job in emergency management was as a full-time volunteer

helping the local emergency management office with its continuity of operation and continuity of government planning.

Get Competitive

There will be increasing requirements for emergency managers, and the field is going to get more crowded so "it pays to be competitive," Preston said.

"Scott speaks from direct experience and now mentors many new students and mid-career folks in the emergency management field," said Steve Charvat, the emergency management director for the University of Washington, and Preston's supervisor.

To help, Preston wrote a guide, *Suggested Career Tips for Emergency Management*, that is posted on the university's website and outlines how to start a career in the field. "If this is the career you want," he said, "you have to make your own luck, find your own opportunities."

There's no substitute for experience, Preston admitted, "but there has to be a balance between what makes a well rounded emergency manager and someone else with oodles of response experience and nothing else."

Higher education is that balance between experience and an emergency management career. "The time will come when you aren't an emergency manager if you don't have that degree," Canton said. "You can't just say you are an engineer or a carpenter. You can't just walk in the door and say you are an emergency manager."

The new paradigm for emergency managers — education and experience — is one that Lindsey Holman embraces. She's a client executive for James Lee Witt Associates in Washington, D.C., and received a bachelor's degree in emergency management from Arkansas Tech University in 2008.

Holman says her degree helped her land interviews, but the experience she got while in school was more helpful. "I participated in conferences, got to know people in local and state government, got lucky and was able to work some disasters while I was in school," she said.

The degree gave Holman the basics, but much of the practical side was outside the classroom — she was required to do an externship and worked with the



CBRNE-Terrorism Newsletter – December 2013

Campus Emergency Response Team.

The transition hasn't been as difficult as she expected. "You learn how things should work in school, and then you get into the real world and learn how things really do work," Holman said. "So much of it revolves around a bureaucracy, you have to understand that."

There's another, more altruistic, reason to get an emergency management degree. According to Canton, it goes toward making emergency management a profession and not an occupation. A degree shows interest in all phases of emergency management and isn't limited to emergency response or a second retirement career.

Right now, however, "the degree thing is more future-oriented than today-oriented," according to Eric Holdeman, former director of the King County, Wash., Office of Emergency Management. He said, however, that even today a degree gives the applicant an advantage.

Mike Kelly is working that advantage. Kelly, a senior at American Military University, is about to graduate with a degree in emergency management with a specialty in chemical, biological, radiological and nuclear hazards. He was a U.S. Marine air traffic controller during 9/11 and wasn't sure what he wanted to do when he left the service.

"Then I stumbled onto the FEMA Independent Study courses, and that is what sank the hook in," Kelly said. The benefit of the degree for Kelly is being regarded as a professional, not just from his peers, but to himself.

On a recent trip to Washington, D.C., Kelly talked to an emergency manager from a rural Midwest county. The man had never heard of the International Association of Emergency Managers, didn't know what a CEM was and didn't see a degree as necessary. He wears many hats, Kelly admitted, and it's more difficult to stay involved and current in that kind of setting, but "it was frightening" to realize what the man didn't know.

The areas common to all these professionals is a shared vision of where emergency management is going. That vision includes degrees in emergency management, the need for experience after leaving school, and professional certification like the CEM and Certified Business Continuity Professional.

Most position announcements posted now for emergency managers say a degree or certification is preferred, but Canton and Holdeman expect that to change in the next 10 years.

"I don't know a professional certification that doesn't require a degree," Canton said. "You won't be taken seriously if you didn't."

The bottom line is that if current emergency managers want to be taken seriously, they'd be wise to start working on that bachelor's or master's degree now. And if future emergency managers want to take their place, they should be boosting their marketability by looking for experience opportunities while they're still in school.

Valerie Lucus-McEwen is a CEM, Certified Business Continuity Professional and an instructor/lecturer for California State University, Long Beach. She also writes the Disaster Academia blog for Emergency Management's website at www.emergencymgmt.com/academia.

Suggested Career Tips for Emergency Management

Source: <https://www.washington.edu/emergency/suggested-career-tips-emergency-management>

Emergency Management is a fantastically diverse career-field with a favorably projected future job growth. There are a variety of opportunities in public service at all levels of government and in a variety of sectors, including education, healthcare and private business. Unlike other emergency professions that may have formal academies or licensing requirements, there is no clearly defined pathway for becoming an emergency manager.

So what is an emergency manager? Check out the Essential Emergency Manager [video](#) for an outstanding introduction to the work we do.

Like any profession, to be competitive, you'll need a combination of education, specific training and experience. There are some generalities that seem to be true across emergency management though:



CBRNE-Terrorism Newsletter – December 2013

1-A clean criminal record is a must. Emergency managers frequently work side-by-side with law enforcement and with sensitive information. More and more positions require the successful completion of at least a basic background check. Any criminal incidents on your record may disqualify you for an emergency management position.

2-Excellent English writing and presentation skills are a must. All emergency management centers on communication, both written and oral and the ability to present information to a variety of audiences. Everyone in emergency management must be able to do this in English at a very high proficiency level. Other languages are a bonus and will help you be competitive, but English is an absolute must.

3-Minimum education of high school graduation. High school graduation is a basic requirement for emergency management, but to be competitive, many emergency management professionals are pursuing bachelor and master's degrees. For a listing of available emergency management degree programs in the United States please go [here](#)

Also, read the Fall 2010 article on Higher Education Degrees from Emergency Management Magazine [here](#)

Once you have the three above, consider the following steps to set you on the career path:

1-Learn about the Incident Command System (ICS). Any serious emergency management professional will be at least commonly familiar with the principles of the incident command system, which is the basic emergency response coordination system mandated by law and used around the United States. There are 4 basic and 2 intermediate ICS classes you should take:

- a.IS 100 Introduction to Incident Command System
- b.IS 200 ICS for Single Resources and Initial Action Incidents
- c.IS 700 National Incident Management System (NIMS), An Introduction
- d.IS 800 National Response Framework, An Introduction
- e.G 300 (also known as ICS 300) Intermediate ICS
- f.G 400 (also known as ICS 400) Advanced ICS

Note: a-d above can be taken on-line as part of FEMA's Independent Study program [here](#). e & f must be taken in a classroom format. For availability of these courses, contact your state, county or local office of emergency management.

2-Take additional independent courses in emergency management to learn about the field. FEMA offers a wide variety of online self-study courses to help with basic emergency management training. The Professional Development Series (PDS) is a free certificate that FEMA awards once specific on-line courses have been successfully completed.

3-Volunteer in emergency management. You'll need to begin building your field experience. One way to do this is to volunteer time with your state, county or local emergency management. Some jurisdictions have robust volunteer programs that offer opportunities to help on real disasters and may even provide another avenue of training that is not usually available to private citizens. The American Red Cross (ARC) is also active in disasters and may have volunteer and training opportunities available. Contact your local ARC chapter.

4-Take advantage of free professional magazines and publications. You will want to read up on the current issues of concern for emergency management professionals as part of your own continuing training and education effort. Here are some free sources of information:

- a.*Continuity Insights*
- b.*Homeland Security Today*
- c.*Disaster Recovery Journal*
- d.*Natural Hazards Observer*
- e.*Emergency Management Magazine*
- f.*Disaster Resource Guide*



CBRNE-Terrorism Newsletter – December 2013

5-Join a professional association and get certified. There are a variety of professional associations for emergency management professionals. Joining one can improve your networking, information and access to job openings. Some also offer professional certifications that are recognized by the emergency management community. Two of the larger organizations are:

The *International Association of Emergency Managers* IAEM The IAEM offers the Certified Emergency Manager (CEM) and the Associate Emergency Manager (AEM). See their site for specific details.

The *Institute for Continuity Management* DRI offers a number of professional certifications in business continuity. See their site for specific details on which of their certifications may best meet your goals.

6-Build your network of contact within the emergency management field. Look for opportunities to make professional networking contacts within the emergency management field. Meet with them for 15-20 minutes in an informational interview. Learn how they got into the field and who they might recommend you speak with next to learn more about the field. Don't know where to start? Try your local emergency management director, who will either be in the fire department, police department, public works or some other city department. Some local cities outsource emergency management to a regional coordinating agency. If that is the case in your town, learn who the director of that entity is. You should leave every interview with at least 2 more networking contacts. Don't forget to thank the interviewer for their time. You might be talking to your future boss!

7-Be creative! Emergency management positions can be tricky to find. They are not always called emergency management and agencies that have emergency management responsibilities (beyond the obvious) are not always readily apparent either. Some few examples:

a. *Public works* almost always has some form of emergency planner

b. *Public health* plays a major role in many emergencies and disasters

c. *Special Districts* such as schools, water and sewer districts and other utilities, etc are likely to have emergency planning and emergency management roles

d. *Port Authorities and Airports* are likely to have some form of emergency planning

e. *Private Industry* often uses a type of emergency management practice called "Business Continuity" or "Disaster Recovery".

f. *Hospitals* are required to have emergency plans, as are long-term care facilities.

g. *Tribal governments* within the last few years have been hiring emergency managers or emergency-management-type positions.

h. *Universities and colleges* all have some form of emergency management and emergency planning to protect their students, staff, faculty and visitors.

i. *Local cities, counties, State and Federal government* all have some form of emergency management. Within the Federal government, nearly every department and agency has some position dedicated to emergency planning. Within the Federal government, the largest department for emergency management is the Federal Emergency Management Agency (FEEMA), located within the Department of Homeland Security (DHS). However, other Federal agencies, such as the Department of Transportation and the Department of Natural Resources have emergency management roles as well.

It would be impossible to create an exhaustive list of the various institutions that have emergency management-type positions. Be creative, do your homework and network around learn what's out there.

8-Getting from here to there. If you are already in a career field and are not quite sure how to make the "leap", here's an idea: make the bridge between the two by finding a position that uses your current skills in a new way or news skills in your current industry. For example:

Janet has been in the IT industry for several years and wants to move over to a career in emergency management. She could look for an IT position in an emergency management employer (current skills in a new way) or do emergency management for an IT employer (new skills in the current field).

Perhaps you'd rather just "make the leap" all together. In that case, I recommend that you prepare yourself first by getting more training, experience and networking prior to leaping to give yourself the greatest chance of success.

9-Industry outlook and average earnings. Emergency management is generally a professional, salaried position. Depending on what industry you are in, your skills, your



CBRNE-Terrorism Newsletter – December 2013

experience and the type of employment you have (public or private) you can expect a wide range of salaries from fairly modest to very nice. If you'd like to see specific reports on compensation, the BC Management company has those available online at their [website](#). You can see the most recent report [here](#).

10-Diversity in emergency management. Although not always so, emergency management is becoming an incredibly diverse field in terms of gender, ethnicity, religion, lifestyle orientation, physical ability and age. There are well-respected practitioners in the emergency management field from every possible diversity group. There may be a group that advocates for a particular identity of interest to you. You might find it on the web or here:

- a. *Emergency Management Organization for Women* EMPOWER
- b. *National Resource Center on Advancing Emergency Preparedness for Culturally Diverse Communities*
- c. *Emergency Management as Job* (Opinion article from Eric Holdeman, former Director of Emergency Management in King County, WA and owner of a blog at Disaster Zone-Com
- d. *Call Us 'Masters of Disasters'*

11-Other job skills to add to improve your marketability:

- a. *Project Management*
- b. *Emergency medical response* (EMT, etc)
- c. *IT/computer skills*
- d. *Public Information*
- e. *Public Education*
- f. *Radio/Communication* (HAM license)
- g. *Volunteer Management*
- h. *Logistics and Supply skills*, especially with donations management
- i. *Event Management*
- j. *Budgeting/Grants management*
- k. *Public administration*
- l. *Business administration*
- m. *Homeland Security*
- n. *Hazardous Materials*
- o. *Special Needs management*
- p. *Emergency shelter operations*

What Does Syria Teach Us About Iran?

November 19, 2013

Source: <http://www.iranwatch.org/our-publications/roundtables/what-does-syria-teach-us-about-iran>

Panelists:

- Joseph DeThomas
- David Kay
- Michael Singh

Moderated by the Wisconsin Project on Nuclear Arms Control

Introduction

In March, U.S. President Barack Obama said that the use of chemical weapons in Syria would be a "game changer." Earlier, in August 2012, he warned that for the United States, the use of such weapons in Syria would cross a red line and would lead to "enormous consequences." The August 21, 2013 sarin gas attack in a Damascus suburb – widely

assessed to have been carried out by the Assad regime – resulted in the threat of U.S. missile strikes, then an effort to have the U.S. Congress endorse such strikes, and then hurried diplomacy by Russia that produced a chemical weapon disarmament plan.

What does the U.S. response to the use of unconventional



CBRNE-Terrorism Newsletter – December 2013

weapons in a Middle Eastern conflict tell us about present U.S. efforts to prevent another country – Iran – from developing nuclear weapons? What lessons might Iran, and U.S. allies, draw from the Syrian example?

These questions were addressed at a private roundtable discussion hosted by the Wisconsin Project on Nuclear Arms Control on October 28, 2013 – about one week before a new round of nuclear talks among the P5+1 countries and Iran began on November 7. The panelists were Joseph DeThomas, who served most recently as an advisor in the Office of the Secretary of State's Senior Advisor for Nonproliferation and Arms Control, David Kay, a Senior Fellow at the Potomac Institute for Policy Studies, and Michael Singh, Managing Director of the Washington Institute for Near East Policy.

The panelists concluded that the U.S. response in Syria provides important insights into the situation in Iran. The likelihood that the United States will use force in Iran during the remainder of the Obama administration, and the credibility of that threat, have both decreased following the Syria episode. U.S. leadership and credibility in the region have also been damaged. Congress remains more likely to support the use of force in Iran than it did in Syria, though the overall appetite for military action, in Congress and among the public, has decreased. As in Syria, the panelists found that a third party – most likely Russia or China – could play a role in brokering a negotiated solution with Iran. The panelists also agreed that such a solution may be more likely with Iran at present, though there was a difference of opinion as to the reasons for this. While Iran's new president is anxious to deliver on a campaign promise of sanctions relief, the panelists were uncertain as to whether this would be enough to motivate Iran to accept sufficient restrictions on its nuclear work.

Following is the moderators' summary of the discussion. The findings are a composite of the panelists' individual views. No finding should be attributed to any single panelist, or be seen as a statement of policy of any government.

The chance that America might attack Iran's nuclear sites was small before the episode with Syria; now it is even smaller.

The United States announced that it would take military action against Syria following the large-

scale use of sarin gas near Damascus on August 21. One goal of military action was to punish the Assad regime for using chemical weapons. A second was to degrade the regime's ability to launch further chemical attacks. U.S. allies in the region supported these strikes and expected the United States to launch them in order to defend its clearly set red line.

However, the Obama administration was unable to win support for military action from the public, from Congress, or from the British government. Faced with diminished support, the administration decided to cancel the strikes and throw its support behind a Russian-brokered disarmament plan. The panelists differed on the value of this outcome; some panelists found that it was better than other alternatives. In any case, the result is that governments in the Middle East perceive (correctly or not) the United States as either unwilling or unable to act forcefully in the region. The panelists agreed that these governments now believe that the chance of the United States using force to deal with the Iranian nuclear program, which was already low, is nearing zero.

This belief further degrades U.S. credibility in the region, already damaged by the Obama administration's response to the Arab Spring and to ensuing political upheaval in Egypt. The panelists were concerned about a likely erosion of coordination on Iran between the United States and key regional allies, including Saudi Arabia, the United Arab Emirates, and Israel. For these countries, the Syria episode is the latest demonstration of the U.S. inability to articulate and adhere to a clear strategy, one which allies can either "sign onto or grumble about" – or both, according to the panelists. The absence of a centralizing U.S. policy may lead to individual hedging behavior; each country will seek to defend its own interests rather than looking to the United States. The result is a more unpredictable environment and a decline in U.S. influence.

This apparent loss in credibility has heightened skepticism about the present U.S. effort to reach an interim accord with Iran. The opinion in the Middle East is that the United States lost in Syria, and that Russia and Iran won. The United States painted itself into a corner and then, to save face, accepted a deal that makes the continuity of the Assad



CBRNE-Terrorism Newsletter – December 2013

regime essential to the deal's success. Syria's chemical weapon program was a small price for the regime to pay for such a benefit. Similarly, the United States has long called for an end to those elements of Iran's nuclear program that would give Iran the ability to make nuclear weapons. In the wake of the Syria deal, U.S. allies in the Middle East are worried that the Obama administration may be willing to allow dangerous elements of Iran's nuclear program to remain in place.

The Syria episode also showed the danger of proposing force before public opinion can be shaped and prepared by a consistent message. That message must explain the threat that military action will address and be sufficiently convincing to overcome public fatigue with expensive wars. To win public support for the use of force in Iran, the panelists concluded that the administration would need to show undeniable evidence of Iran's nuclear weapon aims (such as fabricating bomb components or an actual nuclear test). Iran has been careful not to provide such a provocation. That policy is likely to continue under Hassan Rouhani, Iran's new president, who is less confrontational than his predecessor.

In fact, under President Rouhani Iran has shown a new willingness to engage in nuclear talks. This willingness may complicate any effort to gain public support for the use of force. Even if multilateral talks continue without a deal, or if Iran fails to fully respect the terms of an interim agreement, the public is unlikely to view military action as a solution.

According to one panelist, military action in Iran is less likely because the U.S. military leadership seems resolutely against force. This is primarily because of the experience in Afghanistan and Iraq. The military leadership now wants to rebuild from previous wars, not start a new one.

Most panelists concluded that Iran no longer sees the use of force by the United States as the alternative to a deal; only sanctions are. Although Iran dislikes sanctions, they are considerably easier to cope with than war. And Iran worries less now about the prospect of Israel using force on its own. With less to fear now from force, Iran may believe that the risk of continuing its nuclear progress, or even the risk of making a dash for the bomb, is lower. If regime-endangering war is off the table, Iran may expect more generous treatment in

exchange for giving up its nuclear potential. This expectation may already be at work in talks with the P5+1 in Geneva.

While the panelists found that military action is less likely against Iran in the aftermath of the decision not to use force in Syria, this does not reflect a judgment by the panel that force should be used in Iran, or should have been used in Syria.

Congress did not support a U.S. attack on Syria and was willing to endorse a negotiated settlement that precluded an attack. The reverse is true for Iran, where Congress is more skeptical of a deal, and more likely to support military action, than is the administration.

The panelists agreed that the administration is not likely to consult Congress on any decision to use force in Iran, because force would be used only in an emergency – a sudden threat from Iran that could not be dealt with short of force. The nature of the emergency would be part of the post facto justification provided to Congress, which Congress is likely to accept. Telegraphing plans for a military strike by seeking Congressional authorization in advance could give Iran considerable warning and an opportunity to disperse and hide its nuclear assets. Syria reportedly dispersed parts of its chemical program when it expected an attack.

Congressional opposition to using force in Syria is not indicative of its views on Iran, according to the panelists. Congress has shown itself to be far more militant than the administration on sanctions, and more militant on the question of using force. One panelist noted that the willingness of some in Congress to advocate the use of force has been cost free, since no recent administration has shown a preference for military action against Iran.

Congress was nevertheless surprised at the public backlash against the planned use of force in Syria. Congress heard from an American public more skeptical of war after the lessons of Iraq and Afghanistan. This skepticism extended especially to claims about the threat from weapons of mass destruction. Because of this backlash, Congress may be slower to endorse war as a solution in Iran than it was before the Syria episode.

The panelists found that sanctions, and not the use of



CBRNE-Terrorism Newsletter – December 2013

force, will be the main issue for Congress. Congress will be reluctant to roll back the sanctions it has imposed unless Iran gives up its nuclear weapon option completely. Indeed, Congress is likely to approve additional sanctions if an interim deal with Iran is not



struck soon. And even if an interim deal is reached, the administration can offer only to roll back some existing sanctions on its own; it cannot roll back all without Congressional action. This restriction limits the administration's freedom of action in multilateral talks.

Congress is skeptical of the P5+1 talks in Geneva and concerned about where Iran's nuclear program will be allowed to "rest" as part of any agreement. The concern is that Iran will be left with a nuclear "breakout" capability: the ability to make nuclear weapons before the United States has time to act. Forthcoming hearings are likely to delve into the components of a deal and to reveal uncertainties about the latent nuclear capability that Iran would maintain. Good intelligence will be necessary in order to reassure Congress that Iranian cheating would be caught before it is too late. In addition, Congress is likely to insist that any deal be backed by a broad coalition of countries, including U.S. allies in the Middle East. Without Israel and other major U.S. allies on board – which does not appear to be the case – Congressional opposition is likely to be intense. Given these requirements, administration witnesses are

likely to face a daunting task when presenting any interim agreement on Capitol Hill.

Russia brokered a disarmament plan for Syria's chemical weapon stockpile, which saved Russia's client, the Assad regime, from military attack. There is room for Russia, or another trusted "third party," to play a similar role in dealing with Iran.

The Iranian government, like the Assad regime in Syria, is linked with and reliant on Russia. Russia seized the opportunity to save Assad that was created when U.S. Secretary of State John Kerry said Syria could avoid a U.S. attack if it were to surrender its chemical weapons arsenal. Russia used its leverage in Syria – its "sharp elbow" – to force Assad to accept a disarmament plan. The panelists agreed that Russia, or perhaps China, could play a pivotal role in forcing Iran to adhere to the confines of a nuclear deal, although their role would be different than that played by Russia for Syria.

The panelists were wary of Russia's possible role in Iran, as they did not believe that a Russian brokered deal would meet U.S. security needs. The panelists were more optimistic about China's possible role, though they were doubtful that China would take the lead on Iran without full Russian buy-in. This is because the two governments appear to have worked out a deal on Iran and North Korea, with China ceding the lead on Iran to Russia. Both Russia and China have an interest in preserving the status quo in Iran. China has additional interests related to its own economic development, which relies on a steady and reliable source of oil. China is Iran's largest oil customer. A deal on Iran's nuclear program would mean a gradual re-opening of the Iranian oil tap and an end to destabilizing talk of war. Conversely, if the negotiations with Iran fail, it would likely mean more energy sanctions and the risk of additional U.S. penalties against foreign entities that trade with Iran.

Iran's new leadership may provide China and Russia with more room to maneuver. Since Hassan Rouhani took office in August, his administration has adopted a friendlier tone than its predecessor. This has created a dynamic within the P5+1 that favors compromise, although the outcome may not be a good one for the United States. Russia now sees, in President Rouhani, a flexibility that was absent under



CBRNE-Terrorism Newsletter – December 2013

Mahmoud Ahmadinejad. At the same time, Russia senses that the United States is eager for a deal and willing to step down from the "maximalist" position of zero enrichment in Iran.

It was this new alignment of interests that engendered the present talks in Geneva. As these talks continue, Russia and China will have undoubted influence. They could help broker a deal and use their influence to get (and keep) Iran on board.

The deal with Syria showed Iran that the United States was willing to make a disarmament pact with a hostile regime. This fact may have encouraged Iran to enter the Geneva talks. Nevertheless, as with Syria, there are costs to the United States in striking such a deal.

A possible benefit of the Syria episode is the demonstration to Iran that the United States is willing to make a disarmament deal, and to stick by it. Moreover, the Syria deal is limited to weapons of mass destruction and actually reduced pressure on the Assad regime. This is noteworthy because the United States had called for the regime's overthrow, and this remains explicit U.S. policy. Regime change in Iran has not been explicit U.S. policy for some time, although the Supreme Leader and other leading officials fear this is a U.S. objective. The Syria example, however, may have led Iran's leadership to believe that the United States would be satisfied with something less than an end to the Islamic Republic. Such a belief may have encouraged Iran to participate in the Geneva talks.

The deal struck with Syria did not address the entirety of Assad's chemical weapon program, but was considered sufficient to meet the stated disarmament objectives. The panelists discussed the precedent this sets for Iran. If a comprehensive accord is reached eventually in Geneva, it may not reveal everything about the history and intent of Iran's nuclear work. But the accord may provide sufficient confidence that the United States and its allies would catch meaningful cheating by Iran.

The panelists discussed the contours of such a deal with Iran and what it would need to include. They agreed that it would be necessary to cap fissile material stockpiles and production capability and to shut down or modify proliferation-sensitive facilities like the Arak heavy water reactor and the Fordow

enrichment plant. Such limits on Iran's nuclear program would need to be combined with intrusive inspections.

There was a difference of opinion among the panelists as to Iran's willingness to accept such restrictions and the relative urgency for Iran of winning sanctions relief. President Rouhani promised to improve the economic situation in Iran during his campaign and most panelists found this to be an important and time-sensitive objective for the new President. These panelists found that Iran may be willing to hold its program someplace short of producing nuclear weapons. They viewed Iran's attitude toward nuclear weapons as more nuanced than that of Pakistan or North Korea, where nuclear weapons acquisition was a driving force.

One panelist disagreed with this conclusion, arguing that Iran would be unlikely to bargain away a sufficient amount of its fissile material stockpile and nuclear infrastructure. This panelist reasoned that nothing, including the Syria episode, has shifted Iran's strategic calculations with regard to the value of nuclear weapons. Nothing that is offered to Iran in a deal, including sanctions relief, would trump the value of obtaining such weapons, or the ability to make them quickly.

The panelists agreed that, as with Syria, there is a political cost to striking a deal with Iran, which is that the other party becomes essential to the deal's success. The chemical weapon disarmament deal with Syria requires the Assad regime to declare its stockpiles and arrange access to chemical weapon sites. This makes the regime essential to inspectors. Assad's government has thus been legitimized through its indispensable cooperation. This outcome conflicts with statements by U.S. officials at the United Nations, who continue to call for Assad's removal.

The same would be true with Iran. Any comprehensive nuclear accord will require cooperation from Iran's Supreme Leader, its military, and the Islamic Revolutionary Guard Corps. The United States would then be invested in preserving parts of this governing structure in order to ensure that the deal is not aborted. As with Syria, this may run counter to broader U.S. efforts to combat terrorism, promote democracy and defend human rights.



EDITOR'S COMMENT: Very interesting thoughts and conclusions. But when the cat is cornered will attack and fight back – even by its own. This is the way Nature works!

Evacuation modeling: finding the best time (and way) to get going

By Victor Pillac and Pascal Van Hentenryck

Source: <http://www.homelandsecuritynewswire.com/dr20131120-evacuation-modeling-finding-the-best-time-and-way-to-get-going>

Reports from the Philippines reveal a lack of typhoon preparation and evacuation efforts. When to evacuate — and how — spells the difference between life and death. As we know, typhoons can cause widespread flooding of surrounding areas, and don't just affect what



lies in the path of the storm. Planning an evacuation is a game against nature.

Typhoon Haiyan (and similar events around the world) indicate that people do not play this game well ... but computers do.

In collaboration with the Los Alamos National Laboratories and the U.S. Department of Homeland Security, our team of researchers at NICTA has developed algorithms to mitigate the impact of natural disasters. They were, for instance, activated to help in power restoration during recent massive Hurricanes Irene and Sandy.

So can we learn from international disasters, and can we apply that information to the Australian context? The answer is a resounding yes to both.

Our team focuses on planning large-scale evacuations for Australian cities. Its goals are twofold:

1. to inform policy on what constitutes a good evacuation plan
2. to demonstrate that computers are game-changers.

Planning an evacuation is an extremely challenging task, with calculating the best procedure akin to finding a needle in a

haystack. There is an astronomic number of possible evacuation plans to consider, even for a small city.

Although few plans are safe, the number and complexity of decisions quickly becomes overwhelming — especially as rising water or traffic accidents block roads — but computers can dramatically help emergency services design evacuation plans which people can actually follow.

To be efficient, computer tools must understand congestion and human behavior. They also need to take into account new information that will become available in real time via river gauges, traffic monitoring or social media.

Ultimately, they can be used to replan part of the evacuation in real time. Let's look at an example.

An evacuation scenario

The evacuation tools developed at NICTA not only push the frontier of emergency decision support systems — they also show that optimization algorithms have the potential to save lives during disasters.

Consider, for instance, the case of the Hawkesbury Nepean region in NSW. Experts estimate that a flood of the magnitude of the historic event of 1867 will cost A\$2.5 billion and affect thousands of residents.

Such an event would see the water reach 19.2m at the Windsor bridge, compared to the normal level of 1.5m.

As a result, 200km² of surrounding land would be inundated with fast-moving water, threatening the lives of about 70,000 residents. An increasing population, combined with the silent threat of the Warragamba Dam spilling or failing, make this region one of the worst flood risks in Australia.

To evaluate the impact of major flooding on regional areas, we developed a tool to simulate the



CBRNE-Terrorism Newsletter – December 2013

evolution of the flood, minute by minute. The algorithm forecasts a 24-hour flood in a few minutes and specifies which areas need to be evacuated and at what time, and when roads will be flooded.

The optimization algorithm then uses all this information to produce an evacuation plan indicating when each person needs to evacuate, where he or she should go, and route to follow.

Contrary to human decision makers, the optimization algorithm considers simultaneously all 70,000 evacuees, how they interact and compete for road capacities, and how the flood affects the transportation network. The whole plan is produced in a matter of seconds and rescheduling can be performed in real time as the event unfolds.

The video above illustrates the evacuation of 70,000 persons in the Hawkesbury Nepean area. The flood (in blue), rising from the Warragamba dam (at the back) inundates the flood plain. Vehicles (in green) are evacuated following precise evacuation routes and schedules to shelters (green boxes).

In this illustration, emergency services wait as long as possible before giving evacuation orders in order to avoid false alerts.

Lessons to learn

Our algorithms have led to fundamental insights about evacuations and human

behavior. Letting every individual decide when, where and how to evacuate can have disastrous consequences.

In the Hawkesbury Nepean flood scenario, if everyone leaves at a reasonable time and goes to the closest evacuation shelter, more than 60 percent of the population will not reach safety and will end up trapped by major traffic jams.

It is not surprising that independent decisions by 70,000 individuals do not lead to an effective evacuation — but our algorithms evacuate every single person.

Even better, if as many as half of the population does not follow the plan exactly but leaves at the time it is instructed to, 97 percent of evacuees will reach safety.

Equally interesting is the fact that most existing evacuation algorithms are too optimistic: they delay the evacuation too much and, as a result, a substantial portion of the population cannot be evacuated.

After the 2005 Hurricane Katrina, the U.S. recognized the need to go beyond situational awareness and to adapt for disaster management the optimization algorithms used in airlines, logistic systems, and supply chains. Technological advances may have significant impact, and save numerous lives, in Australia and the Asia-Pacific region. The next step, of course, is convincing more governments around the world to deploy them.

Victor Pillac is researcher at National ICT Australia (NICTA); Pascal Van Hentenryck is Optimization Research Group leader at (NICTA). This story is published courtesy of The Conversation (under Creative Commons-Attribution/No derivatives).

Illegal Immigrants from India Stream Into US From Mexico

Source: <http://www.newsmax.com/US/India-immigrants-US-Mexico/2013/11/19/id/537570>

Hundreds of undocumented immigrants from India are taking an unusual route to the United States, illegally crossing from Mexico into Arizona to seek political asylum.

Those numbers are likely to rise in 2014, the head of a D.C.-based Asian immigrant rights group told Newsmax on Tuesday.

Deepa Iyer, executive director of South Asian Americans Leading Together, said "it's not clear" why immigrants from India are using the same route as Central Americans.

One reason may be that many South American countries don't require visas, Eleanor Sohnen, a policy analyst at the Migration Policy Institute,

a D.C.-based think tank, **told the Arizona Daily Star**. Many can pay up to \$35,000 to be smuggled into the country.

Some Indians simply surrender at Nogales, Az., while others are caught by Border Patrol and detained.

Iyer said the U.S. immigration system is broken and **desperate immigrants don't want to wait** five to 10 years to join loved ones in the United States, while others have fled India, a country of 1.2 billion people, claiming political persecution.

U.S. asylum officers must determine whether their claims



CBRNE-Terrorism Newsletter – December 2013

are credible. Some are set free but must show up at an immigration hearing at a later date,

to the U.S. could also become pipelines for terrorists.

THE DEADLY ROUTE TO THE LAND OF OPPORTUNITY

THE EXTORTION	
FOR GUATEMALA	FOR U.S.
₹6 TO ₹12 LAKH	₹25 TO ₹30 LAKH

THE VARIOUS KINDS OF JOBS ILLEGAL IMMIGRANTS USED TO TAKE UP IN THE U.S.	
CAR WASHING	WORKING AT FARMS
WINDOW CLEANING	AT PETROL PUMPS
SALESPERSON IN SHOPS	AS PLUMBERS

while others remain in detention, the Arizona Republic reports. Some immigrant advocates are concerned that Indians are being robbed and physically harmed by smugglers during their multi-country journey to the United States, or are preyed on by unscrupulous employers once they get here. Some border-security advocates think human smuggling gangs being used by Indians to get

"They will smuggle anyone who pays them," Jessica Vaughan, director of policy studies at the Center for Immigration Studies, a Washington, D.C., think tank, told the Republic. About 3.4 million South Asians from Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka, and the Maldives live in the United States, according to South Asian Americans Leading Together.



No comments!!!



Study finds more spending on fire suppression may lead to bigger fires

Source: <http://www.homelandsecuritynewswire.com/dr20131121-study-finds-more-spending-on-fire-suppression-may-lead-to-bigger-fires>

Researchers found that fire management can fall into the firefighting trap: Energy and resources are spent mostly on fire suppression — putting out fires in the moment — while less attention is devoted to fire prevention, such as clearing brush and building fire lanes during the off-season. After severe fires,

In particular, the team identified a factor that exacerbates the firefighting trap: instinctive, automatic reactions to particularly damaging fire seasons. They found that after severe fires,

policymakers funnel even more funds into fire suppression for the next season, but this attention to fire suppression may undermine prevention efforts. The result, counterintuitively, is even worse fires the following season, due to the buildup of fire-prone materials such as dried tinder and dead trees. The researchers emphasize balancing fire suppression with prevention measures.

The “firefighting trap” is a term often used by business managers to describe a shortsighted cycle of problem-solving: dealing with “fires,” or problems, as they arise, but failing to address the underlying cause, thereby increasing the chance that the same problem will crop up in the future.

Researchers at MIT’s Engineering Systems Division have now looked at the original inspiration for this “quick-fix” management strategy: firefighting itself. They combined regional fire data, such as the number of fires and the amount of land burned per year, with interviews conducted with fire managers, policymakers, and academics to draw up a model illustrating the relationships that contribute to forest-fire management.

Much like in business, they found fire management can fall into the firefighting trap: Energy and resources are spent mostly on fire suppression — putting out fires in the moment — while less attention is devoted to fire prevention, such as clearing brush and building fire lanes during the off-season.

policymakers — driven by public pressure — funnel more funds into fire suppression for the next season. While this may put people temporarily at ease, this attention to fire suppression may undermine prevention efforts. The result, counterintuitively, is even worse fires the following season, due to the buildup of fire-prone materials such as dried tinder and dead trees.

“We’ve done the analysis and found that this political effect is a regular thing, and you have to figure out how to break the cycle,” says Richard de Neufville, a professor of civil and environmental engineering and engineering systems at MIT.

De Neufville and graduate student Ross Collins describe their model in a paper published in the *Journal of Environmental Management*.

Portugal’s fires as a case study

The model is based on fire-management practices in Portugal, and is part of a project sponsored by the MIT Portugal Program. The country has historically had a severe fire problem — as well as a large stake in managing fires, since a significant fraction of the country’s exports come from the timber industry.

Between 1980 and 2010, the number of fires in the country increased from 4,000 to 35,000 per year. During this period, the amount of land burned rose, on average, from 180,000



CBRNE-Terrorism Newsletter – December 2013

acres to 375,000 acres per year nationwide.

De Neufville points out that the impact of forest fires in Portugal is quite serious, considering that most fires occur close to populated regions.

"You have to think about it as fires that occur, for example, in the middle of the Berkeley Hills, versus the middle of Wyoming," de Neufville says. "There's a lot of housing around where fires occur, so politically it's very salient."

Breaking the system

Through annual forest-fire data and interviews with fire-management officials in Portugal, Collins drew up a model comprising a physical component, outlining major factors involved in a forest's natural process of growth, decay, burning, and renewal; and a political component, illustrating factors that contribute to fire-management policy, such as suppression and prevention budgets and yearly fire expenditures.

The team ran simulations of fire-management strategy over 150 years, using data from 1900, and making projections through the year 2050. They found that initially, a policy of fire suppression seemed preferable to one of fire prevention — that is, devoting more resources to putting out fires led to less area burned overall.

But after fifty years or so, a fire-suppression policy appears to result in more burned land and more fires per year than a prevention policy — which, according to Collins, "kind of hums along at a stable level of area burned."

The team's results highlight the dangers of investing too heavily in fire-suppression measures, such as stocking up on firefighting resources right after a major fire. Without adequate prevention measures, forest debris can build up, fueling a bigger, more devastating fire the next time around.

Collins says the existing model is specific to Portugal, as most of the relationships incorporated in the model are based on information from that country. However, he adds that the model's basic structure may be

applied to fire management in other regions, such as southern Europe and the United States — fire-prone areas that have tended to rely on fire suppression.

"This knee-jerk reaction — whether in forest fires, product development, or plant maintenance — exists in many contexts," Collins says. "To what extent it's undermining long-term performance is going to vary. To get an idea of how it's having an impact on the United States would require further research."

Mark Beighley, former director of the Office of Wildland Fire Coordination for the U.S. Department of the Interior, says a similar firefighting trap exists in the United States.

"We're seeing bigger fires, and longer fire seasons, and more houses and communities threatened than ever before because they're out there in the path of the fires," Beighley says. "The need is so great to protect communities that there's very little left for prevention. And that's a cycle that will take some pain to break."

The team's model, he says, may help U.S. policymakers grasp the "reinforcing loop" of politics, budgets, and fire management. "If we looked at this together, we can start to talk about making some trade-offs," Beighley says.

For now, the team is presenting its results to government officials in Portugal, as well as contacting newspapers there in an effort to raise awareness for a more balanced approach to fire management. An advantage of the model, Collins says, is that it is relatively straightforward, consisting of "general insights that are easily digestible by policy communities." But changing a deeply entrenched system, he acknowledges, will not be an easy task.

"A lot of people have an understanding of the merits of fire prevention," Collins says. "But they're operating within this connected, physical/political system. Our model is a 10,000-foot view, looking at how things are operating. But it's tough for any one agent or manager to break what's going on in this system."

— *Read more in Ross D. Collins et al., "Forest fire management to avoid unintended consequences: A case study of Portugal using system dynamics," Journal of Environmental Management 130 (30 November 2013): 1-9*



'Largest Massacre of Christians in Syria' Ignored

By Raymond Ibrahim

Source: <http://www.meforum.org/3676/syria-massacre-christians>

One of the worst Christian massacres—complete with mass graves, tortured-to-death women and children, and destroyed

people from one family, ranging from ages 16 to 90, were found at the bottom of a well (an increasingly common fate for "subhuman" Christians).

Christians).

The jihadis even made a graphic video (with English subtitles) of those whom they massacred, while shouting Islam's victory-cry, "Allahu Akbar" (which John McCain equates to a Christian saying "thank God"). Another video, made after Sadad was liberated shows more graphic atrocities.

Here are the words of Archbishop Selwanos Boutros Alnemeh, Syriac Orthodox Metropolitan of Homs and Hama:

What happened in Sadad is the most serious and biggest massacre of Christians in Syria in the past two years and a half... 45 innocent civilians were martyred for no reason, and among them several women



churches—recently took place in Syria, at the hands of the U.S.-supported jihadi "rebels"; and the U.S. government and its "mainstream media" mouthpiece are, as usual, silent (that is, when not actively trying to minimize matters).

The massacre took place in Sadad, an ancient Syriac Orthodox Christian habitation, so old as to be mentioned in the Old Testament. Most of the region's inhabitants are poor, as Sadad is situated in the remote desert between Homs and Damascus (desert regions, till now, apparently the only places Syria's Christians could feel secure; 600 Christian families had earlier fled there for sanctuary from the jihad, only to be followed by it).

In late October, the U.S.-supported "opposition" invaded and occupied Sadad for over a week, till ousted by the nation's military. Among other atrocities, 45 Christians—including women and children—were killed, several tortured to death; Sadad's 14 churches, some ancient, were ransacked and destroyed; the bodies of six



and children, many thrown into mass graves. Other civilians were threatened and terrorized. 30 were wounded and 10 are still missing. For one week, 1,500 families were held as hostages and human shields. Among them children,



CBRNE-Terrorism Newsletter – December 2013

the elderly, the young, men and women.... All the houses of Sadad were robbed and property looted. The churches are damaged and desecrated, deprived of old books and precious furniture... What happened in Sadad is the largest massacre of Christians in Syria and the second in the Middle East, after the one in the Church of Our Lady of Salvation in Iraq, in 2010.

In the Iraqi attack of 2010, al-Qaeda linked jihadis stormed the church during service killing some 60 Christian worshippers (see here for graphic images of the aftermath).

While the archbishop is correct that this is the "largest massacre of Christians in Syria," it is but the tip of the iceberg of the persecution the nation's Christian minority has suffered—including beheadings, church bombings, kidnappings, rapes, and dislocation of hundreds of thousands of Christians—since the war broke out (see Syria entries in monthly persecution series).

A month before Sadad, another ancient Christian region, Ma'loula, one of the world's very few regions that still spoke Aramaic, the language of Jesus, was besieged by the jihadis, its churches bombarded and plundered, its inhabitants forced to convert to Islam or die. The last words of one man who refused were: "I am a Christian, and if you want to kill me for this, I do not object to it."

The archbishop concluded his statement concerning Sadad by asking: "We have shouted aid to the world but no one has listened to us. Where is the Christian conscience? Where is human consciousness? Where are my brothers? I think of all those who are suffering today in mourning and discomfort: We ask everyone to pray for us."

Serge Trifkovic—who hails from a European region especially acquainted with Islamic jihad—responds to the archbishop as follows:

That no "human consciousness" is to be found in the White House, or in the editorial offices of the leading Western media, is now a matter of well-established

record. Just try searching for "Sadad" (or alternatively "Saddad") on the websites of the Department of State or The New York Times. Ditto the leading European dailies, the CNN/BBC/RTF, the human-rights defending "NGOs" et al.

The problem, of which Archbishop Selwanos Boutros Alnemeh appears unaware, is no longer in the Western elite's mere indifference to the impending demise of Christianity in the lands of its birth, but in its active, ongoing, and open contribution to that demise. Cyprus (1974) and the Balkans (1991-9) provided the test, Iraq (2003-today) the conclusive proof. In Syria the Obama administration remains committed to supporting the rebels—ah, yes, only the "moderate" ones, like the Christian-murdering "Free Syrian Army" (discretion advised again), not "even though" the result will be the same, but precisely because it will be.

In one of the Arabic videos documenting the aftermath of the Sadad massacre, as the mutilated bodies of one family are drawn from a well (around :30 second mark), a middle-aged male relative, in tears, says:

The most precious in the whole universe [his family], are now gone, leaving me alone, but thank God I am still surrounded by these loving people who remain. I want to say, let people [the jihadis] return to their minds. The problems of the world can only be solved by knowledge and brains. Enough insanity, the nerves of the people are shredded. Enough, enough—return to your minds; you people, you humans—return to your humanity, enough crimes.

As a sign of the times, here is a Syrian, an "easterner," evoking rationalism and humanity, products of the Christian West, at a time when the post-Christian West is governed by anything and everything—propaganda, emotionalism, mindless indoctrination—but the twain.

Raymond Ibrahim, author of Crucified Again: Exposing Islam's New War on Christians (Regnery, April, 2013) is a Middle East and Islam specialist, and a Shillman Fellow at the David Horowitz Freedom Center and an Associate Fellow at the Middle East Forum.



IDF Officer Says New Hamas Spy Balloons Have ‘Alarming Capability’

Source: <http://www.algemeiner.com/2013/11/21/idf-officer-says-new-hamas-spy-balloons-have-alarming-capability/>



As Israel Defense Forces work to close the terror tunnels dug by Gaza-based Hamas, the Islamist party has resorted to using reconnaissance balloons to spy on Israel, even posting photos of them aloft onto the Hamas Facebook page.

In an interview with Israel's Channel 2, a senior IDF officer in the Southern Command said that Hamas has resolved to gather intelligence deep inside Israel, and not just on the border. To this end, the officer said, Hamas has also erected a line of poles to which they've attached balloons filled with helium and mounted with cameras.

The officer said that the observation balloons have alarming capability to collect intelligence on military and civilian movements in Israel. He said the IDF sees Hamas trying to expand its reconnaissance abilities to strengthen its offensive capacity, based on building its rocket arsenal and digging tunnels into Israel.

The officer said that Israel recently allowed a large shipment of helium gas into Gaza for civilian use, the transfer of which may be

rescinded if the intended use is to fuel more spy balloons.

Black leader challenges Oprah's claims of white racism

Source: <http://www.examiner.com/article/black-leader-challenges-oprah-s-claims-of-white-racism>

Media magnate Oprah Winfrey is under fire for recent controversial remarks she made during

and racism to die" but she also said that growing criticism of President Barack Obama is



an interview with the BBC about her film "The Butler" prompting one black civil rights leader stating that he has had enough and that Winfrey is encouraging black racism.

In the interview posted on Praag on Sunday, Winfrey said that the only way for racism to disappear would be for "older white people who were born, bred, and marinated in prejudice



occurring occurs because Obama is an "African-American."

Rev. Jesse Lee Peterson, Founder and President of BOND (Brotherhood Organization of A New Destiny) and the South Central L.A. Tea Party, had enough and on Tuesday, released statements to



CBRNE-Terrorism Newsletter – December 2013

the media that Oprah needs to back up her allegations or apologize.

"Oprah Winfrey is sending a destructive and racist message to black youth. She made the outrageous claim that blacks in America are still terrorized by whites because of their race. I am calling on Oprah to back up her claims and give proof of blacks being terrorized by whites... but she can't— because it's not happening," Peterson said.

"To the contrary, it's black thugs who viciously attack and commit crimes against whites. Black criminals are also killing other blacks in cities like Chicago, which is Oprah's hometown. Last year, the city had 500 black on black murders. When will Oprah talk about black racism and terror?" Peterson asked.

A report from January 2013 shows that Chicago's 2012 murder rate had outpaced other notoriously dangerous cities and will most likely be 2013's U.S. murder capital again.

The murder rate in Chicago ending on November 18, 2013 stands at 331 shot and killed, 1622 shot and wounded, and slight lower than 2012, 400 homicides were recorded.

As the murder rate among blacks against one another continues, Peterson said that successful blacks such as Winfrey and Barack Obama continue the race baiting and are doing

a disservice to the black community instead of solving the problems.

"Successful blacks such as Oprah Winfrey, Barack Obama and others who race-bait are doing a disservice to the black community. This type of racial demagoguery divides the races and encourages hatred and violence toward whites. It also shuts down honest and meaningful dialogue between the races," said Peterson.

"Winfrey is a billionaire and she built a media empire with white people's support... the older generation of whites that she says need to die out in order for racism to vanish also watch her movies and purchase her products. Her success and the election of Barack Obama exemplify just how little white-on-black racism exists. For her to sully an entire segment of innocent white Americans to a foreign press outlet is racist and an insult to her own country," Peterson said.

"Her recent comments are far more shameful than Paul Deen's alleged use of a racial slur some thirty years ago. I believe that Oprah has always been a closet racist... she is just free to express her racism because she is no longer constrained by her show airing on a major network. She should immediately apologize to the American public for her remarks."

EDITOR'S COMMENT: Although I rarely include non CBRNE-CT related articles this is an exception since we all have to criticize stupidity at any given time especially when it concerns public figures who might influence populace. It is outrageous to have her speaking about white terrorism and racism the moment she was sexually molested in very young age by three black men (two relatives and a family friend) and make her money selling nothing to "white" America via mass media. But it seems that if you have tons of money you can do and say whatever you want since you face no consequences in the land of the big opportunities...



Biometric Odontologic Data Filing - Method of Disaster Preparedness for Corporate Frequent Travellers, Executives and Board Members

By Dr. Hans-Peter Kirsch

Source: <http://www.drj.com/articles/online-exclusive/biometric-odontologic-data-filing-method-of-disaster-preparedness-for-corporate-frequent-travellers-executives-and-board-members.html>



Globally acting companies think about the security of their executive personnel, top executives and board members who are frequently travelling worldwide. The global players, CSOs, and all their advisory and responsible departments are watching over the security of their most valuable human resources every day. They all internally publish detailed security recommendations and procedures. Not least within this mission, they also watch over the shareholder value of their company they represent.

There are many business travel security concepts reported and implemented so far. All of them are perfectly taking care of the living. We all know about the different types of insurances, e.g. hospitalization insurance, evacuation insurance, and repatriation insurance. We also know about sophisticated global localisation systems to know where to find the travelling executives in every single minute, thus able to protect them continuously, even with shortly mobilized close protection specialists if necessary. There is no doubt that all these measures are both meaningful and also make good economic sense.

But who thinks about the absolutely unexpected? Who thinks about fatal disaster scenarios and dozens of questions referring to this? Who takes care of verbalizing the disaster preparedness procedures to be perfectly planned for this type of worst-case scenarios? Scenarios in which a company unexpectedly and abruptly has to step in front of the press, cameras, and worldwide publicity to report fatalities and give convincing explanations how this situation will be managed? Who takes care of the following time-critical tasks? The localisation and recovery or even protection of the human remains, the legal implications of disaster victim identification, the preparing and monitoring of the identification process? Who takes care of the human remains being correctly identified, released, and then repatriated in respect and dignity? Who assures the victims' families,



CBRNE-Terrorism Newsletter – December 2013

on behalf of the company's management, that the company has done sufficient disaster scenario planning and has well prepared for the worst to happen?

The identification of disaster victims can be an extremely difficult and lengthy task. Its nationally performed procedures may vary extremely despite international guidelines and recommendations given by Interpol. These recommended procedures and methods of the identification process can be studied in detail in the Disaster Victim Identification Guide published on the Interpol website.

<http://www.interpol.int/INTERPOL-expertise/Forensics/DVI>

The keys to a successful identification process in disaster victim identification are qualified ante mortem data of the person who is missing, respectively presumed deceased, after a disaster. The Interpol recommended, internationally widely accepted, and scientifically proven ante mortem data comprise DNA, fingerprints, and dental status. As I know from my long-time experience, these ante mortem data are often incomplete, sometimes scientifically poor, or even not existent. They are often difficult to access in a reasonable time or even lost in the relevant disaster itself e.g. because of the lack of an out-of-office data back-up solution.

The unique human dental status is one of the proven identification methods worldwide. It survives almost any damage and is perfectly suitable for the reasons of corporate disaster preparedness. These data can hardly be misused as other personal ante mortem data (named above) which could conceivably be subject to fraud. But only a perfect odontologic documentation on file, comprising detailed dental status, dental plaster models, model scans, dental X-rays, and detailed photographs, supervised by an experienced forensic expert, will lead to fast success in a relevant disaster victim identification process.

Thus, a qualified and comprehensive pre-disaster biometric odontologic documentation and biometric odontologic data quality control of all frequent travelling executive personnel or executive personnel on missions in hazardous environments should be implemented in any internationally operating company. There should be an option to deliver these data, personally by the expert supervisor, at any place worldwide at any time on short notice if necessary.

I would like to draw your attention to the following two air crash disaster scenarios which happened in 2010. The quoted press reports following these two scenarios exemplarily give an insight into the corporate challenges and difficulties that may arise from this.

The core issues are disaster victim identification procedures, which last too long because of insufficient corporate disaster preparedness and lead to wrong results because of the very same reasons. Finally, both outcomes are unacceptable.

The first scenario affected a business charter flight.

Mining Weekly reported on June 21, 2010, that the entire Sundance Resources Ltd. board went missing on June 19, 2010, during a business charter flight between Cameroon and the Republic of Congo. They also reported in this article that Sundance Resources Ltd. suspended its operations and halted trading of its shares until further notice.

<http://www.miningweekly.com/article/entire-sundance-resources-board-on-missing-africa-plane-2010-06-21>

Bloomberg reported on June 22, 2010, that the wreckage of the plane was found after an extensive search and rescue operation on June 21, 2010, and that there have been no survivors of the air crash.

<http://www.bloomberg.com/news/2010-06-21/sundance-plane-wreckage-is-found-in-congo-with-no-survivors-minister-says.html>

WAtoday reported on July 7, 2010, that the formal identification of the crash victims had been finished on July 6, 2010.

<http://www.watoday.com.au/wa-news/mining-industry-mourns-sundance-executives-20100706-zysy.html>

The Sundance Resources Ltd. board fatal air crash near Cameroon in 2010 demonstrated that corporate disaster preparedness seems to be still underestimated. Besides some obvious contradictions in corporate executives travel planning, the formal identification process of the victims of this particular air crash lasted far too long. *ABC News* reported the financial impact on the shareholder value as significant.

<http://www.abc.net.au/news/2010-06-22/painstaking-task-to-recover-crash-bodies/876540>



CBRNE-Terrorism Newsletter – December 2013

Searching and finding the missing plane and also the air crash victims within two days in a truly remote and very densely forested area is quite a respectable operational result. But the following identification process, from the day the victims had been found until the day their identity had been formally established, lasted for 15 days. This period of uncertainty is far too long. Unfortunately, I could not find a publication explaining this issue. But I venture to say, based on my operational experiences, that a qualified biometric odontologic documentation on file of all executives, as described above, would have significantly shortened this unbearable period of uncertainty – unbearable for the relatives and unbearable for the company, its shareholders, and the market.

The second scenario affected a scheduled flight.

The Times of India reported on May 22, 2010, that a plane from Dubai overshot the runway while trying to land at the Mangalore's Bajpe Airport, leaving 159 from 166 passengers and crew dead. The human remains had been reported charred beyond recognition.

Two days later, on May 24, 2010, *The Times of India* reported that 136 bodies already had been handed over to their claiming families. There was no information given which identification method had been used, but the fact that there had been 136 established identifications within 48 hours indicates the identification procedures as to be uncommonly and extremely fast. This result could be subject to challenge the accuracy of the identification process. Finally, there have been multiple claims in three cases, and 22 bodies remained unclaimed.

http://articles.timesofindia.indiatimes.com/2010-05-24/mangalore/28299414_1_cvr-mangalore-crash-black-box

The Telegraph reported on June 3, 2010, that, according to the airline, the bodies of a dozen victims of the Air India Express crash may have been given to the wrong families for burial or cremation.

<http://www.telegraph.co.uk/news/worldnews/asia/india/7801245/Air-India-crash-bodies-given-to-wrong-families.html>

The Hindu reported on June 7, 2010, that the lack of coherent mechanisms led to a mix-up of bodies. They reported that 136 bodies had been handed over to the claiming families on the basis of visual identification alone which is known as highly unreliable.

<http://www.thehindu.com/news/cities/Mangalore/article448396.ece>

Would your company be prepared for a comparable scenario? Would your company be able to prevent that your executives' human remains were wrongly released after a fatal air crash or after any other deadly disaster. The quoted press reports illustrate that preventing such a disastrous outcome can be an extremely time-critical task. All corporate disaster response procedures have to be accurately prepared and planned to be successful.

Any company should think about their disaster preparedness policies, and if they could prevent such a disaster within a disaster. Maybe the probability of such an incident is small, but in the event that the risk scenario materializes, as it did especially after the air crashes described, it will potentially be disastrous for the company's public relations and shareholder value.

It would also strongly damage the executives families' trust, that their relatives' companies ensure that they are taking care of their travelling executive personnel even in the most difficult scenarios.

The scenarios of unnecessarily time-consuming disaster victim identifications or, at the worst, wrong body release, have to be avoided at all times and at all costs. A perfectly planned and performed corporate disaster preparedness, supported by experienced specialists in this field of expertise, leads to a rock-solid corporate crisis communication and to a robust disaster response. Companies always being able to give a statement to the press that they are fully prepared to identify their executives with the help of qualified biometric odontologic data on file, free of doubt, on short notice, worldwide, and at any time in the case of a fatal disaster signify an excellent corporate culture and will be recompensed by the market.

Hans-Peter Kirsch, Dr. med. dent., OSA d.R., was a member of the German disaster victim identification team on missions in Thailand and Nepal. He gained awards, regularly spoke and presented at international conferences, contributed to guidelines, and published articles and scientific posters.





Disaster Recovery Journal

Source: <http://www.drj.com/journal/>

Every issue, Disaster Recovery Journal (DRJ) delivers how-to, in depth knowledge into business continuity planning more than any other business publication.

This unique ability to take readers further inside the issues has made DRJ the #1 read business continuity publication in the world, one with a circulation and audience that consistently dominates the business continuity magazine field.

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Israel's New Strategic Position

By George Friedman (Stratfor)

Source: http://www.stratfor.com/weekly/israels-new-strategic-position?utm_source=freelist-f&utm_medium=email&utm_campaign=20131203&utm_term=Gweekly&utm_content=readmore&elq=e1262e88c4ea46fd9b1f1d6670cd5115

Israel has expressed serious concerns over the preliminary U.S.-Iranian agreement, which in theory will lift sanctions levied against Tehran and end its nuclear program. That was to be expected. Less obvious is why the Israeli government is concerned and how it will change Israel's strategic position.

Israel's current strategic position is excellent. After two years of stress, its peace treaty with Egypt remains in place. Syria is in a state of civil war that remains insoluble. Some sort of terrorist threat might originate there, but no strategic threat is possible. In Lebanon, Hezbollah does not seem inclined to wage another war with Israel, and while the group's missile capacity has grown, Israel appears able to contain the threat they pose without creating a strategic threat to Israeli national interests. The Jordanian regime, which is aligned with Israel, probably will withstand the pressure put on it by its political opponents.

In other words, the situation that has existed since the Camp David Accords were signed remains in place. Israel's frontiers are secure from conventional military attack. In addition, the Palestinians are divided among themselves, and while ineffective, intermittent rocket attacks from Gaza are likely, there is no Intifada underway in the West Bank.

Therefore, Israel faces no existential threats, save one: the possibility that Iran will develop a nuclear weapon and a delivery system and use it to destroy Israel before it or the United States can prevent it from doing so. Clearly, a nuclear strike on Tel Aviv would be catastrophic for Israel. Its ability to tolerate that threat, regardless of how improbable it may be, is a pressing concern for Israel.

In this context, Iran's nuclear program supersedes all of Israel's other security priorities. Israeli officials believe their allies, particularly those in the United States, should share this view. As a strategic principle, this is understandable. But it is unclear how Israel intends to apply it. It is also unclear how its application will affect relations with the United States, without which it cannot cope with the Iranian threat.

Israel understands that however satisfactory its current circumstances are, those circumstances are mercurial and to some extent unpredictable. Israel may not rely heavily on the United States under these circumstances, but these circumstances may not be permanent. There are plenty of scenarios in which Israel would not be able to manage security threats without American assistance. Thus, Israel has an overriding interest in maintaining its relationship with the United States and in ensuring Iran never becomes a nuclear state. So any sense that the United States is moving away from its commitment to Israel, or that it is moving in a direction where it might permit an Iranian nuclear weapon, is a crisis. Israel's response to the Iran talks – profound unhappiness



CBRNE-Terrorism Newsletter – December 2013

without outright condemnation -- has to be understood in this context, and the assumptions behind it have to be examined.

More than Uranium

Iran does not appear to have a deliverable nuclear weapon at this point. Refining uranium is a necessary but completely insufficient step in developing a weapon. A nuclear weapon is much more than uranium. It is a set of complex technologies, not the least of which are advanced electrical systems and sensors that, given the amount of time the Iranians have needed just to develop not-quite-enough enriched uranium, seems beyond them. Iran simply does not have sufficient fuel to produce a device.

Nor it does not have a demonstrated ability to turn that device into a functioning weapon. A weapon needs to be engineered to extreme tolerances, become rugged enough to function on delivery and be compact enough to be delivered. To be delivered, its must be mounted on a very reliable missile or aircraft. Iran has neither reliable missiles nor aircraft with the necessary range to attack Israel. The idea that the Iranians will use the next six months for a secret rush to complete the weapon simply isn't the way it works.

Before there is a weapon there must be a test. Nations do not even think of deploying nuclear weapons without extensive underground tests -- not to see if they have uranium but to test that the more complex systems work. That is why they can't secretly develop a weapon: They themselves won't know they have a workable weapon without a test. In all likelihood, the first test would fail, as such things do. Attempting their first test in an operational attack would result not only in failure but also in retaliation.

Of course, there are other strategies for delivering a weapon if it were built. One is the use of a ship to deliver it to the Israeli coast. Though this is possible, the Israelis operate an extremely efficient maritime interdiction system, and the United States monitors Iranian ports. The probability is low that a ship would go unnoticed. Having a nuclear weapon captured or detonated elsewhere would infuriate everyone in the eastern Mediterranean, invite an Israeli counterstrike and waste a weapon.

Otherwise, Iran theoretically could drive a nuclear weapon into Israel by road. But these weapons are not small. There is such a thing as a suitcase bomb, but that is a misleading name; it is substantially larger than a suitcase, and it is also the most difficult sort of device to build. Because of its size, it is not particularly rugged. You don't just toss it into the trunk, drive 1,500 miles across customs checkpoints and set it off. There are many ways you can be captured -- particularly crossing into Israel -- and many ways to break the bomb, which require heavy maintenance. Lastly, even assuming Iran's acquisition of a nuclear weapon, its use against Israel would kill as many Muslims -- among them Shia -- as Israelis, an action tantamount to geopolitical suicide for Tehran.

A Tempered Response

One of the reasons Israel has not attempted an airstrike, and one of the reasons the United States has refused to consider it, is that Iran's prospects for developing a nuclear weapon are still remote. Another reason is difficulty. Israel's air force is too far removed and too small to carry out simultaneous strikes on multiple facilities. If the Israelis forward-deployed to other countries, the Iranians would spot them. The Israelis can't be certain which sites are real and which are decoys. The Iranians have had years to harden their facilities, so normal ordnance likely would be inadequate. Even more serious is the fact that battle damage assessment -- judging whether the site has been destroyed -- would be prohibitively difficult.

For these reasons, the attack could not simply be carried out from the air. It would require special operations forces on the ground to try to determine the effects. That could result in casualties and prisoners, if it could be done at all. And at that the Israelis can only be certain that they have destroyed all the sites they knew about, not the ones that their intelligence didn't know about. Some will dismiss this as overestimating Iranian capabilities. This frequently comes from those most afraid that Tehran can build a nuclear weapon and a delivery system. If it could do the latter, it could harden sites and throw off intelligence gathering. The United States would be able to mount a much more robust attack than the Israelis, but it is unclear whether it would be robust enough. And in any case, all the other problems -- the reliability of intelligence, determining whether the site were destroyed -- would still apply.

But ultimately, the real reason Israel has not attacked Iran's nuclear sites is that the Iranians are so far from having a weapon. If they were closer, the Israelis would have



CBRNE-Terrorism Newsletter – December 2013

attacked regardless of the difficulty. The Americans, on the other hand, saw an opportunity in the fact that there are no weapons yet and that the sanctions were hurting the Iranians. Knowing that they were not in a hurry to complete and knowing that they were hurting economically, the Iranians likewise saw an opportunity to better their position.

From the American point of view, the nuclear program was not the most pressing issue, even though Washington knew it had to be stopped. What the Americans wanted was an understanding with the Iranians, whereby their role in the region would be balanced against those of other countries, particularly Saudi Arabia, the Arabian emirates and to some extent Israel. As I've argued, the United States is still interested in what happens in the region, but it does not want to continue to use force there. Washington wants to have multiple relations with regional actors, not just Israel and Saudi Arabia. Israel's response to the U.S.-Iran talks should be understood in this way. The Israelis tempered their response initially because they knew the status of Iran's nuclear program. Even though a weapon is still a grave concern, it is a much longer-term problem than the Israelis admit publicly. (Israeli Prime Minister Benjamin Netanyahu has tried hard to convince the United States otherwise, the United States isn't biting.) Since an attack has every chance of failing, the Israelis recognize that these negotiations are the most likely way to eliminate the weapons, and that if the negotiations fail, no one will be in a more dangerous position for trying. Six months won't make a difference.

The Israelis could not simply applaud the process because there is, in fact, a strategic threat to Israel embedded in the talks. Israel has a strategic dependency on the United States. Israel has never been comfortable with Washington's relationship with Saudi Arabia, but there was nothing the Israelis could do about it, so they accommodated it. But they understand that the outcome of these talks, if successful, means more than the exchange of a nuclear program for eased sanctions; it means the beginning of a strategic alignment with Iran.

In fact, the United States was aligned with Iran until 1979. As Richard Nixon's China initiative shows, ideology can relent to geopolitical reality. On the simplest level, Iran needs investment, and American companies want to invest. On the more complex level, Iran needs to be certain that Iraq is friendly to its interests and that neither Russia nor Turkey can threaten it in the long run. Only the United States can ensure that. For their part, the Americans want a stronger Iran to contain Saudi support for Sunni insurgents, compel Turkey to shape its policy more narrowly, and remind Russia that the Caucasus, and particularly Azerbaijan, have no threat from the south and can concentrate on the north. The United States is trying to create a multipolar region to facilitate a balance-of-power strategy in place of American power.

Israel in 10 Years

I began by pointing out how secure Israel is currently. Looking down the road 10 years, Israel cannot assume that this strategic configuration will remain in place. Egypt's future is uncertain. The emergence of a hostile Egyptian government is not inconceivable. Syria, like Lebanon, appears to be fragmented. What will come of this is unclear. And whether in 10 years the Hashemite Kingdom of Jordan will remain Hashemite or become a Palestinian state is worthy of contemplation. None have military power now, but then Egypt went from disaster in 1967 to a very capable force in 1973. They had a Soviet patron. They might have another patron in 10 years.

Right now, Israel does not need the United States, nor American aid, which means much less to them now than it did in 1973. They need it as a symbol of American commitment and will continue to need it. But the real Israeli fear is that the United States is moving away from direct intervention to a more subtle form of manipulation. That represents a threat to Israel if Israel ever needs direct intervention rather than manipulation. But more immediately, it threatens Israel because the more relationships the United States has in the region, the less significant Israel is to Washington's strategy. If the United States maintains this relationship with Saudi Arabia, Turkey and others, Israel becomes not the anchor of U.S. policy but one of many considerations. This is Israel's real fear in these negotiations.

In the end, Israel is a small and weak power. Its power has been magnified by the weakness of its neighbors. That weakness is not permanent, and the American relationship has changed in many ways since 1948. Another shift seems to be underway. The Israelis used to be able to depend on massive wellsprings of support in the U.S. public and Congress. In recent years, this support has become less passionate, though it has not dried up completely. What Israel has lost is twofold. First, it has lost control of America's regional



CBRNE-Terrorism Newsletter – December 2013

strategy. Second, it has lost control of America's political process. Netanyahu hates the U.S.-Iran talks not because of nuclear weapons but because of the strategic shift of the United States. But his response must remain measured because Israel has less influence in the United States than it once did.



Homeland Insecurity: America's Hospitals

By Mike Best

Source: <http://natsecgeek.com/2013/11/homeland-insecurity-americas-hospitals/>

Note: *Everything discussed here is what I was able to notice **without looking**. I suspect that the problem extends well beyond what I noticed, and that someone actively looking with malicious intent would see even more than I did.*

Two weeks ago, I had the misfortune of burning both my hands. While most of the skin has now re-grown, I've thought a lot about what I observed at the hospital and it's left me with a very disconcerting conclusion: American hospitals are horribly vulnerable to a terrorist attack. There are actually two local hospitals, and the other seems just as insecure. I'll be discussing the two hospitals as though they were one facility, though I will not mention any vulnerabilities if I have reason to believe that only one of the facilities suffers from that vulnerability.

First, a brief bit of background.

Attacks on civilian hospitals have been historically frowned upon, and seen as an inhuman violation of the Laws of Wars. Aside from this, attacks on civilian hospitals are unlikely to benefit a traditional military.

There are no high profile targets there, it will only cause chaos and the loss of innocent lives; this combined with the backlash from the international community and the pointless expenditure of resources has been enough to prevent civilized military groups from attacking a civilian hospital.

Modern terrorists, especially al Qaida and others espousing a doctrine of global jihad, will feel little compunction from attacking a civilian hospital. Hospital patients would be easy targets for an armed assault on a hospital, and can just as easily be used as hostages. While most hospitals have evacuation plans, many of them are designed to a disaster or severe weather threat, and they will have trouble

quickly removing injured and disabled people from the hospital – especially once an assault has begun.

Terrorist groups like al Qaida, who see it as their duty to kill every American and every ally or collaborator of America, would be thrilled with the high body count a hospital could provide – especially if it were a religious (i.e. Catholic) hospital.

They would also be happy that the local medical establishment is disrupted as new patients must be redirected to another facility, and while damages to the hospital are repaired after the assault – especially if expensive equipment, like MRI machines, were sabotaged. Al Qaida would also be ecstatic if such an attack made people afraid to go

to a hospital. Depending on how much intelligence was gathered ahead of time, they may be able to steal medical waste, including infectious and radiological materials.

Let's move beyond some of the reasons why a terrorist group would like to attack medical facilities, and focus on some of the vulnerabilities that the hospitals need to address ASAP.

The 'Professional' Security Staff Doesn't Know Who Belongs and Who Doesn't

My first hint that hospital security was below par came when a security guard convinced himself that I worked at the hospital. When I parked my car in the Visitor's Lot, he stopped



CBRNE-Terrorism Newsletter – December 2013

me and repeatedly insisted that I couldn't park there because I worked at the hospital. After a few minutes of talking to him, I was able to finally convince him I didn't work at the hospital. The alarming part is that his confusion wasn't the result of me looking like someone who **did** work at the hospital – it was that I was wearing a nice button up shirt and slacks, and I had a laptop/messenger bag/man purse that I keep my iPad and other essentials in.

If I had gone there wearing actual scrubs, or with a name badge that even **slightly** resembled the ones used by the hospital, or if I had stated that I was with the IT department, hospital administration or any



number of other positions, I could have easily accessed most parts of the hospital.

The 'Professional' Medical Staff Are Unfamiliar With Their Own Hospital

When I needed tests to look for nerve damage, I went to the Neuro-Diagnostic Lab at the hospital. I already had the suite number and information, when one of the hospital orderlies got onto the elevator with me and hit the button for the floor I was going to. I asked him to confirm if that floor was where the NDL was, he gave me a confused look. When I rephrased and asked about Neurology, he wrinkled his brow and said no – that wasn't on that. The only department on that floor was the one he worked in. We stepped off the elevator and were immediately greeted by a giant sign, with arrows indicating Neuro in one direction, and the orderly's department in the other. He was completely surprised to discover that he was

wrong, which is distressing since the staff in the NDL told me they had not been moved there anytime recently.

It's a safe bet that the orderly was unfamiliar with the NDL staff and wouldn't be able to tell whether they did or didn't belong on that floor – meaning he would have no idea if he saw something out of place, and he'd be unable to alert security until it was too late.

The Ambulance Bay and Parking Garage Are Both Exceedingly Vulnerable To Car Bombs

Unfortunately, there may be little that can be done to protect ambulance bays from being attacked by a suicide car bomb, but there is no excuse for the parking garage to share that vulnerability. There are **no** measures in place to prevent someone from parking their car in the garage, probably near the entrance/exist or a support beam, and then detonating explosives in the trunk from a safe distance.

This could be carried out as an attack unto itself, or if the terrorists are planning an assault on the hospital, the explosion outside acts as a convenient cue for the primary assault to begin while giving the emergency response teams something else to distract and divert them.

Computers Are Regularly Left Unattended, and Their USB Ports Are Exposed

An attached USB device could easily act as a key logger to gain access to the hospital's database and files. The right kind would be very difficult to notice, as the keyboard would plug into the key logger, which then plugs into the computer. The computer doesn't detect the key logger, which stores every bit of information the keyboard sends through it. Almost universally, the computers are positioned so that the USB ports face **away** from the operator and towards a potential attacker. It would be all too easy to attach a USB device without the operator being aware of it; and even easier with the computers which are left unattended in unlocked rooms.

The After-Hours Lockdown Is A Joke

I've never been able to stomach false security, ever since my High School announced that if anyone ever tried to attack the school after the students had all arrived, they'd be unable to get inside because the



CBRNE-Terrorism Newsletter – December 2013

doors automatically locked. The **glass** doors. I considered that fake security, since anyone coming to harm students or teachers would not balk at throwing a rock through the locked glass door. The hospitals do essentially the same thing. After visiting hours end, the hospital goes into "lockdown" where the main entrances are all locked, so no one can get in except through the Urgent Care or Employee entrances.

This seems like an excellent idea, except that no one performed any sort of sweep to make sure that no one was hiding in the hospital, and waiting for most of the medical and security staff to leave. The doors into Urgent Care (also made of glass) do have a security post just past them – the problem is that in the seven hours I spent waiting in Urgent Care, the security guard spent less than 20 minutes at his post. He was nice enough to pull out the log and record books and then put them back in an unlocked drawer which could easily be seen from the waiting area. Once someone has made it to Urgent Care, they're an unguarded corridor away from the rest of the hospital.

Performing Reconnaissance and Gathering Intel Is Simple and Easy

Unfortunately, getting a good look at a hospital's layout could not be simpler. By posing as a visitor during the day, most of the hospital can be accessed or studied, making it easy to become familiar with the layout.

Getting a closer look only requires an injury severe enough to require admittance to Urgent Care, or the hospital itself. With a simple gash on their arm or unknown animal bite provides plenty of access to look around, plant key loggers and spyware using the USB drives on

computers. The devices can later be recovered the same way.

Hospitals are also extremely vulnerable to Open Source Intelligence gathering. General maps of the facilities are uploaded online, reducing the need for physical reconnaissance.

In an attempt to improve patient doctor relations, and to make it easier to find the right doctor, information about hospital personnel is available online – including names, pictures, specialties and backgrounds. All of this information would make it easier for someone to bluff that they belong there until it's time to launch the assault.

An Assumption

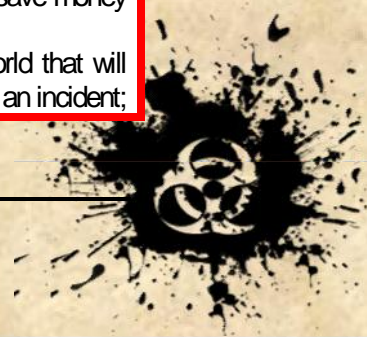
I assume that the hospitals are using detectors to alert them to an airborne chemical or biological contaminate. They are designed to not be seen or obvious, but their use in hospitals is a necessity. More than almost any non-governmental facility, hospitals must protect against a biological attack due to the number of people with weakened immune systems, and the presence of on-site infectious material.

Conclusion

Based on my observations, hospitals remain extremely vulnerable to terrorist or active shooter attacks. Unless the shortcomings in security are addressed, then it is a matter of when and not if civilian hospitals will become targets of terrorists. There are many ways that an attack could be launched on a hospital, this piece discusses only a few of them and in a general way; the goal was to point out specific security vulnerabilities and not compile a list of ways terrorists could decimate a hospital.

EDITOR'S COMMENT: Apart from the "civilized military groups" in para #3 I totally agree with the content of this article. Hospitals should be added to soft targets top list as well because the unexpected always happens. Hospital security is a global joke especially when comes to new emerging threats (CBRNE). All national/state/local preparedness drills stop at the entrance of the hospital or when "victims" put into waiting ambulances. It would be very interesting to give the order "go to the nearest hospital" and see what will happen there! Front-line health professionals are lacking both knowledge and skills to deal with mass contaminated casualties. Budgets and financial crisis are poor excuses that support the "it will not happen to us" inherent attitude. Hospital managers usually run the business from their offices and never do what you did - just look around and put themselves in the shoes of an intruder - a criminal or a terrorist. Not all security measures require funding and common logic will save money and perhaps lives.

What can be done? Nothing! Until the first "official" hospital attack somewhere in the world that will activate govns and high ranked officials to take measures and harden hospitals. Always after an incident;



never pro-active! This is the sad truth (Navy Yard, LAX airport, under-trained gov guards, school, church and shopping malls' attacks - to name a few). And we have to live with that waiting for the next national "press conference" explaining the "surprise" of the unexpected. . .

And after this testimony, read the following article.

New health preparedness index gives US overall good marks

By Robert Roos

Source: <http://www.cidrap.umn.edu/news-perspective/2013/12/new-health-preparedness-index-gives-us-overall-good-marks>

Editor's note: This story was revised Dec 6, 2013, to include information about the cost of developing the preparedness index.

Public health preparedness in the United States boasts "substantial" strengths that reflect important gains made over the past decade, but there's also room to improve, according to a painstaking review prepared by a consortium of about 25 governmental and non-governmental health agencies and organizations.

After a 2-year effort to gather and analyze existing state-level data from a wide range of sources, the consortium awarded the nation an overall health security preparedness score of 7.2 on a scale of 10, with state scores ranging from 5.9 to 8.1. The scores reflect a total of 128 variables or measures.

The National Health Security Preparedness Index (NHSPI), as it's called, was released yesterday by the Association of State and Territorial Health Officials (ASTHO), which led in developing it, along with the Centers for

Disease Control and Prevention (CDC).

The index is billed as the most comprehensive measure of health preparedness to date, and the only one that attempts to provide a single composite measure for the country.

"We've had a lot of measures around various aspects of health security preparedness, but this is the first time they've been put together into a comprehensive set of measures," Catherine C. Slomp, MD, MPH, who chaired the NHSPI's Stakeholder Communication Workgroup, told CIDRAP News. She is a former state health officer for West Virginia and now a public health consultant.

"This first-of-its-kind Index allows us to gauge how prepared we are as a nation, and as individual states, to prevent, protect against, mitigate, respond to, and recover from public health threats," said Ali S. Khan, MD, MPH, director of the CDC's Office of Public Health Preparedness and Response, in a press release.

Preparation of the index involved a steering committee and three workgroups including a total of more than 75 experts from public health, emergency management, private industry, nonprofits, government, and academia. John R. Lumpkin, MD, MPH, of the Robert Wood Johnson Foundation chaired the steering committee.

NHSPI officials said the index can be used to guide quality improvement, inform policy and resource decisions, and encourage shared, community-wide responsibility for preparedness.

Strengths cited in three areas

The index authors found strengths in three of the five "domains" or general categories of preparedness: health surveillance, incident and information management, and countermeasure management. Areas that were judged to need more work are surge management and community planning and engagement.

The national score for health surveillance, defined as detecting and investigating health threats, is 7.3, with state scores ranging from 5.8 to 8.8. (The national score is the average of all state scores.) The surveillance domain includes three sub-domains. The national scores and state ranges for these are:

- Health security surveillance and epidemiologic investigation, 7.7; 4.6 to 9.4
- Environmental and biological monitoring, 6.7; 4.1 to 9.8
- Laboratory testing, 7.6; 5.4 to 9.3



CBRNE-Terrorism Newsletter – December 2013

Each sub-domain includes a number of specific variables. For example, the health security surveillance and epidemiologic investigation sub-domain includes nine measures, such as number of epidemiologists per 100,000 population, participation in the National Electronic Disease Surveillance System, and the ability to exchange electronic information with healthcare providers.

The index defines the domain of incident and information management as the ability to mobilize resources and coordinate emergency response across a community. The national score for that domain is 7.8, with a state range of 5.1 to 9.3. The related sub-domains with their national scores and ranges are:

- Incident management and multi-agency coordination, 8.0; range, 5.1 to 9.3
- Emergency public information and warning, 7.5; 3.8 to 9.7

The highest scoring-domain, at 9.0, was countermeasure management, defined as the ability to manage and use medications and other materials to prevent or treat health problems resulting from various high-risk exposures. The related sub-domains and their scores are:

- Medical materiel management, distribution, and dispensing, 9.3; 7.6 to 9.9
- Countermeasure utilization and effectiveness, 8.7; 7.7 to 9.7

Slemp said the good rating for countermeasure management "reflects state and local public health planning and exercising with partners and high utilization of selective vaccines." She noted that the index used influenza and pneumococcal vaccination coverage in children under age 5 as a proxy for effective vaccine delivery and community uptake.

Categories needing improvement

The national rating for surge management is 5.8, with a range of 4.3 to 7.6. The sub-domains and their ratings are:

- Emergency medical services, 6.6; 3.4 to 9.1
- Acute and primary care, 5.9; 3.7 to 8.1
- Mental and behavioral healthcare, 4.9; 2.3 to 8.9

In surge management, said Slemp, "You see the effect of existing healthcare system challenges that are further magnified in times of disaster, like healthcare workforce distribution, emergency department wait times, and availability of specialized services, such as trauma centers and burn beds."

The other domain found in need of improvement was community planning and engagement, which received an overall score of 6.1, with a state range of 4.1 to 8.3. The sub-domains and their scores are:

- Cross-sector and community collaboration, 5.9; 2.0 to 10.0
- At-risk populations, 6.3; 2.1 to 9.5
- Management of volunteers during emergencies, 3.7; 1.1 to 9.9
- Social capital and cohesion, 8.5; 7.3 to 9.6

Range of states' scores

Although some of the index categories reveal a wide range of variables among the states, NHPSP officials point out that the states don't vary greatly in their overall scores (which range from 5.9 to 8.1).

"All states have strengths and gaps, but if you look at the range of states overall, it's fairly narrow—plus or minus one of the national overall result," said Slemp. "I think what that tells us is that all states have taken these responsibilities seriously."

The index's creators intentionally steered clear of producing a simple preparedness ranking of the states, though it's possible to find each state's overall and category scores and compare them with the national averages. For example, Minnesota received an 8.0 for cross-sector and community collaboration (national average, 5.9), which is part of community planning and engagement.

"We had a lot of discussion on how to give a range of scores, so that you can't rank all 50 states 1 through 50," said Maureen Sullivan, MPH, a member of the Stakeholder Communication Workgroup for the NHPSP. "I think we landed in a good spot." She supervises the emergency preparedness and response group in the laboratory at the Minnesota Department of Health.

Sullivan noted that the CDC and other groups, such as the Trust for America's Health and the Association of Public Health Laboratories, have conducted evaluations of particular aspects of public health preparedness in recent years, but the NHPSP is the first major effort at an overarching assessment. She said the CDC and ASTHO took the initiative to build the index.



CBRNE-Terrorism Newsletter – December 2013

Many stakeholders enlisted

One of the key aims for the project was to include a wide range of stakeholders, said Slemp. "There was a guiding principle that stakeholder engagement was critical. The index was built by the community for the community," she said. "It was structured and designed to include practice experts, policy experts, academic experts, from a wide array of associations and sectors."

Sullivan commented that the CDC and ASTHO "did a very good job of getting many stakeholders in the room to discuss what we'd do and how."

Another guiding principle, in fact, was to use available information, and thus avoid loading more data-gathering demands on people in the field.

It turned out that lots of information was available. "We were able to determine that many of the things we wanted to measure were already available in one fashion or another," said Sullivan "I was surprised at how many individual measurements existed that we could draw from. There was a vast amount of information out there that had never really been pulled together."

Slemp described a painstaking, five-step process of identifying possible measures, screening and defining them, and validating them. "We started out with probably 3,000 measures, and over time we whittled them down to 128," she said.

In addition to the Stakeholder Communication group and steering committee, the project involved a Governance Workgroup, chaired by Tom Inglesby, MD, of the UPMC Center for Health Security, and a Model Design Workgroup, chaired by Jonathan Links, PhD, of Johns Hopkins University.

NHSPI officials say this first edition of the index focuses primarily, but not exclusively, on public health and healthcare, but the hope is to include other sectors and factors in future versions.

"It looks at health preparedness from a broader lens," said Slemp. "It's not simply about public health or the hospital; it's about how the entire community influences preparedness."

The CDC funded preparation of the index under a cooperative agreement with ASTHO, said CDC spokesman Jason McDonald. He said the total approximate funding was \$2.1 million over 2 years of index development from 2011 to 2013. The money supported meeting travel for non-federal workgroup members, workgroup meeting support, Web site development and support, measure selection and creation of the index model, communications support, and stakeholder engagement.

The index will be managed and maintained by the Robert Wood Johnson Foundation, according to Sullivan.

Mr. Roos, editor of CIDRAP News, is a seasoned medical editor and writer who enjoys the challenge of sifting the wheat from the chaff in medical news and presenting complex information in accurate, understandable language. After 10 years as a newspaper reporter and editor, he earned a master's degree in science journalism at the University of Minnesota. He worked for 14 years at McGraw-Hill Healthcare Publications, editing and writing material for The Physician and Sportsmedicine and other McGraw-Hill medical journals as well as health publications for lay readers. In 1999 he joined the dotcom company ican, Inc., a provider of information for infection control and infectious disease specialists, where he wrote breaking news and in-depth feature articles. He joined the Center for Infectious Disease Research and Policy at its inception in September 2001.

Game Theory Sparks Terrorism Risk Modeling

Source: <http://ww2.cfo.com/risk-management/2013/12/game-theory-sparks-terrorism-risk-modeling/view-all/>

There isn't enough historical data to help companies keep pace with intelligent adversaries.

Thirteen years after the attacks on the World Trade Center and the Pentagon, one thing has become clear about the challenges of modeling and analyzing terrorism risk: at the core of the

peril is the intelligence of an adversary who can decide where and when to strike and have counter-moves for every move you make.

Prior to 9/11, the mathematical science of risk modeling, particularly as it applied to the



CBRNE-Terrorism Newsletter – December 2013

perils corporations might expect, was based on the data provided by Mother Nature, a much less intelligent actor. “We understand wind storms, we understand surf. We understand that they’re pretty particular. They like the coast,” says Richard Rabs, vice president of insurance and risk at Veolia Environnement North America, a water, waste and energy management company.

“But terrorism doesn’t have any of those types of things. We can make some assumptions, but we just don’t have the data,” he adds.

The data that any one corporation might be privy to about its terror exposures comprises a sample that’s too narrow to allow for charting out probabilities — and much less manage the risks on the basis of those assumptions, according to Rabs.

Yet narrow as the sample may be, it’s dense with different kinds of data. Terrorist acts that can hurt a company’s employees, operations and financial structure, for example, can be directly aimed at individual companies or hit them indirectly, mistakenly or as a component of a broader target. The attackers can be based domestically or in a foreign country. Their weapons can range from computer viruses to stolen planes to chemicals to nuclear, biological or radiological devices. And so on.

“I don’t think the average risk manager does a lot with terror risk modeling,” Rabs says. “Not because we don’t care about it, but because, at least in my case, we’re not 100 percent convinced that there’s really a good model out there.”

It’s a different story, of course, for the property-casualty insurance industry, which can analyze the probabilities of a strike based on the data culled from client portfolios. Compared to information about natural-catastrophe risks, however, those portfolios provide a dearth of data about terrorism risk, simply because collecting it has seemed a priority for only a dozen years.

In short, terrorist catastrophes remain “black swan” events, devastating outliers that seem predictable only in retrospect. Even for the insurance industry, the brevity of modern terrorism risk has made drawing generalizations about it a fool’s game. “Given the paucity of historical data and diversity and shifting nature of expert opinions, catastrophe models used to estimate terrorism risk are relatively undeveloped compared to those used

to assess natural hazard risks,” said Robert Hartwig, president and economist of the Insurance Information Industry, in testimony prepared for a U.S. House subcommittee hearing a few weeks ago. “The bottom line is that estimating the frequency of terror attacks with any degree of accuracy ... is extraordinarily challenging, if not impossible in many circumstances.”

Given that figuring out the probability of an attack based on the available data is currently so difficult, how can a particular CFO gain a more precise basis for managing the risks of an attack on his or her corporation?

To be sure, probability — estimating the frequency of an event by comparing different sets of data — is still very much in use. But a consensus for a more eclectic and dynamic approach to modeling terrorism risk appears to be emerging.

Using such an approach, probabilities can be built into computer-simulation models, enabling risk analysts to determine the likelihood that terrorists will act in certain ways given certain scenarios.

Yet no matter how up-to-the minute and precise terrorism risk models are, terrorists are notorious for acting in unexpected ways. To anticipate those ways, companies are increasingly relying on game theory, under the notion that by hunting down villains in hypothetical situations, you might be able to unearth the unexpected.

The Desire of al-Qaeda

From the very beginning of terrorism risk modeling, analysts knew that a different game was afoot than that of trying to assess the likelihood of an earthquake or a tornado. Barely more than a year after the 9/11 attacks, Gordon Woo, a mathematician with Risk Management Solutions who had just created RMS’s first terrorism risk model, was declaring that a “traditional probabilistic approach, such as used for modeling natural catastrophes, is simply not up to the challenge” of quantifying terrorism risks.

In introducing the model in 2002 (two other such firms, AIR Worldwide and EQECAT also introduced models that year), Woo said he used game theory in developing it. “Game Theory helps us model the implications of the complex dynamics between... conflicting factors,” he said at a seminar



CBRNE-Terrorism Newsletter – December 2013

then. “On one hand, we have al-Qaeda’s desire to maximize the utility of their attacks, and on the other hand, we have to consider their rational response to stepped-up security and counter-intelligence efforts and the constraints of their technological and logistical capacities.” While such models enabled companies to zero in on protecting what are now called “trophy targets” — highly visible, highly valuable corporate assets like the Sears Tower in Chicago — they did not yet focus on analyzing the actions of terrorists in response to counter-terrorism.

In the intervening years, however, counter-terrorism has outstripped terrorism by a considerable margin, according to Woo. Testifying in September before the House Financial Services Committee, he could say that terrorism risk has become “as much about counter-terrorism action as about terrorists themselves. U.S. terrorism insurance is essentially insurance against the failure of counter-terrorism.”

While many terrorist plots are still being developed, “the vast majority are interdicted through the diligence of western intelligence and law enforcement agencies. Mass surveillance of communication links, and the intrusion of intelligence moles, elevate[s] the likelihood of plot interdiction with plot size,” Woo said.

The reasoning is that the larger the terrorist cell, the more likely it is that information will leak out about it to the authorities. RMS estimates that a plot involving as many as 10 would-be terrorists has only a 5 percent chance of not being caught. “With the intensive global surveillance conducted today by Western intelligence agencies, a plot involving as many as 19 hijackers or bombers would have only a

minimal chance of eluding their attention,” Woo testified.

But if the balance of power has shifted to counter-terrorism, the chances are good that terrorists will adjust to that, too. To model the risk under current circumstances and be able predict the likelihood of attacks, government and private-sector analysts are increasingly relying on computer simulations and games, according to Barry Ezell, an associate professor of research at the Virginia Modeling, Analysis and Simulation Center at Old Dominion University.

To explain how such a game-theory application might work, Ezell supplies the example of running a seaport. Such an operation could have many activities running simultaneously: ships, trains and other modes of transport arriving, unloading and loading cargo, and departing.

“You can create that environment in a simulated world,” Ezell says, noting that data generated for all those different activities can be used to simulate the operations of the port. “And then you can inject the effects of different terrorism scenarios into that simulation, and look at the consequences to your port operations.”

At that point, the game player (perhaps in the guise of a “blue team” playing against a terrorist “red team”) can introduce various security measures aimed at averting terrorism. Then the player would rerun the scenarios to see how each security measure “drives down the consequences” of the terrorist plot, according to Ezell.

By playing such games, he adds, “you can discover some black swan events that you would have never learned using other approaches.”

Existing airports through futuristic glass pods

Source: <http://www.homelandsecuritynewswire.com/dr20131205-existing-airports-through-futuristic-glass-pods>

Two small Northeast airports, Syracuse and Atlantic City, have installed futuristic unmanned portals to replace security officers at the airports’ exit points. The move, which will add a few seconds to the end of passengers’ trips as they exit the airports, is estimated to save airports millions of dollars in wages over time. The *Boston Globe* reports that the bulletproof glass pods will prevent passengers from

returning to secure areas of the airport once they conclude their flights; the pods will also prevent outsiders from entering the secure areas using the exit door. Travelers are directed to step into the cylinder pods and wait as the door slides shut. After a few seconds, a second door slides open with a voice instructing passengers to “Please exit.”



CBRNE-Terrorism Newsletter – December 2013

The *Globe* notes that the doors may be the solution for many airports as the Transportation Security Administration (TSA) transfers the responsibility for monitoring exit points at airports from TSA agents to local airport officials. The shift is expected to save the TSA hundreds of millions of dollars over time.

The supplier of the portals, New York City-based Eagle Security Group, Inc., has



confirmed that other airports are looking to adopt the pods. Senator Bob Casey (D-Pennsylvania), who wants to keep the TSA in charge of monitoring airport exits, says that shifting the responsibility to local airports could cost Philadelphia International Airport about \$2 million a year.

Syracuse airport has installed eight portals earlier this year at a total cost of roughly \$750,000, a savings over time, since it would cost \$580,000 per year to staff each exit with a security guard.

"So when compared with the cost to install the portals, they will have paid for themselves and

begin saving the airport money in little over a year," said Syracuse aviation commissioner Christina Callahan. "Certainly funding is limited for staffing," she said. "Airports are going to have to find other ways to keep up with mandates."

Atlantic City airport saves an estimated \$300,000 a year, according to South Jersey Transportation Authority spokesman Kevin Rehmann. The airport installed five portals in 2009, but upgraded the portals last year as part of a \$25 million terminal renovation.

Critics of the portals have compared them to "detention pods," in reference to a police state. Aviation security expert Jeff Price considers the comparison unwarranted. "It doesn't do anything to you. There's no privacy intrusion. All it does is prevent a backflow of

people," said Price. "It's not conducting a National Security Agency check or something."

Passengers have raised the issue of whether the portals contain a biometric scanning mechanism, but officials say though it is possible to equip the portals with scanning technology, the current versions used at airport exit points are just a barrier between secure and nonsecure areas of the airport. "We're not scanning anything or doing anything really," Rehmann said. "When one side's open, the other side's closed. Period."

Success, Failure, and the Emergency Response Exercise

Source: http://www.emergency-response-planning.com/blog/bid/71801/Success-Failure-and-the-Emergency-Response-Exercise?utm_campaign=monthly-blog-update&utm_source=hs_email&utm_medium=email&utm_content=11309465&_hsenc=p2ANqtz-IMDYDCompBy_f6PK14qyU3J_06pj3h3Nw6uGlbzptT2h9ooAs94kdXYURBOAJDhaXIZbeFPXeXXy8VWC8LONCryx-3rQ&_hsmi=11309465

"Our greatest glory is NOT in never failing, but in rising up every time we fail." -Ralph Waldo Emerson

Corporate culture and associated public perceptions do not embrace the ideology of growth through failure. A recent LinkedIn discussion highlighted the issue of exercises being designed entirely for success. The exercises in questions were ones that were specifically designed to match response capabilities, not necessarily challenge participants and established preparedness efforts.



CBRNE-Terrorism Newsletter – December 2013

The discussion brings to light the multifaceted purpose of an exercise. While the action of conducting an exercise may validate regulatory requirements, exercises should be designed to test response plans and training effectiveness. The unique paradox of success through failures is the key to overall response plan improvement, especially within exercises.

Real world exercise scenarios can often highlight potential deficiencies (meaning failures) in response plans and procedures, comprehension of individual roles and responsibilities, and partnership coordination. However, it is through identified deficiencies that mitigation opportunities are revealed and valuable response knowledge and experiences can be attained.

The discussion emphasized that designing exercises strictly to create stressful, non-attainable objectives, is counter-productive. It is imperative to balance current capabilities with realistic scenarios in an effort to strengthen the overall resolve of the emergency preparedness program. An exercise should present challenging situations in an effort to improve capabilities.

A demanding exercise can clearly identify deficiencies. However, creating a bottom line, no-win exercise situation can negatively affect the overall preparedness program by diminishing and detracting from the goal of improved response. An exercise should support a positive response team synergy by validating successes, yet create a path to increased response capabilities and improve targeted training efforts.

Conducting a challenging exercise outside the scope of response capabilities can also create a flawed negative reputation and unwarranted fallouts from the failed endeavor. Companies may suppress some negative impressions, feeling that a “failed” attempt at exercises may lead to internal and/or external perception that a company is poorly prepared for responding to an emergency. Pre-emptive crisis management efforts can alleviate possible unfavorable judgments. Companies sometimes promote their exercises results through public relations campaigns that highlight their dedication to overall preparedness advancements and a commitment to safety.



Whether a full scale or tabletop exercise, participants should understand and demonstrate the following:

1. A proficiency in utilizing the forms, processes, and common terminology to respond to the scenario in association with:

- National Incident Management System (NIMS)
- Incident Command System (ICS)

2. A comprehension of the specific roles and responsibilities within the following teams:

- Emergency Response Team
- Incident or Emergency Management Team organizations

Gaps in response plans or training should be identified and follow-up action taken to ensure that these gaps are addressed.

3. An understanding of external responding organization(s), and general internal responsibilities and expectations of the company. The following should be identified and confirmed for the applicable scenario:

- Communication processes
- Response methods
- Response times
- Roles and responsibilities
- Available equipment

4. The ability to document and communicate actions, management decision, and track resources, using standardized ICS forms and the Emergency response Plan: Participants should record processes and implement procedures per regulatory requirement(s) and company standards. Documentation can be used for:

- Response assessments
- Legal inquiries
- Team reviews
- Training efforts



CBRNE-Terrorism Newsletter – December 2013

- Identification of action items and lessons learned
- Improving emergency response plans

Exercises provide a setting for operational response procedures to be tested. In preparation for these exercises, companies should develop exercise-planning documents, including participant and controller's packages that contain exercise objectives, scenarios, ground rules, and simulation scripts. These guidelines, at a minimum, should be provided to all participants prior to the exercise to allow for an understanding of expectations.

Threats, hazard vulnerabilities, staffing and organizational structure, facilities, and equipment are continually changing. A response exercise should be a tool utilized to identify effective efforts and inefficiencies in response to these changes. Through honest evaluations of response efforts to simulated "real-world" scenarios, emergency preparedness programs can continually improve, strengthen, and succeed... until the next change!

In Mass Attacks, New Advice Lets Medics Rush In

Source: http://www.nytimes.com/2013/12/08/us/in-mass-attacks-new-advice-lets-medics-rush-in.html?_r=0

Seven minutes after the authorities in Sparks, Nev., received a call one day in October that a gunman was on the loose at a local middle school, a paramedic wearing a bulletproof vest and a helmet arrived at the scene.

A triage area near Columbine High School in Colorado in 1999. Officers did not enter the building until a half-hour after the shooting started.

Instead of following long-established protocols

outside near the basketball court,' " said Todd Kerfoot, the emergency medical supervisor at the shooting. "He found two patients who had been shot and got them right out to ambulances."

Federal officials and medical experts who have studied the Boston Marathon bombing and mass shootings like the one in Newtown, Conn., have concluded that this kind of aggressive medical response could be critical in saving lives. In response to their findings, the Obama administration has formally recommended that medical personnel be sent into "warm zones" before they are secured, when gunmen are still on the loose or bombs have not yet been disarmed.

A triage area near Columbine High School in Colorado in 1999. Officers did not enter the building until a half-hour after the shooting started.

"As we say: Risk a little to save a little, risk a lot to save a lot," said Ernest Mitchell Jr., the Federal Emergency Management Agency's fire administrator, who released the new guidelines on mass casualty events for first responders in September.



that call for medical personnel to take cover in ambulances until a threat is over, the paramedic took a far riskier approach: He ran inside to join law enforcement officers scouring the school for the gunman and his victims.

"He met the officers right near the front door, and they said: 'Let's go. There are victims



CBRNE-Terrorism Newsletter – December 2013

The guidelines say that such events, which have led to more than 250 deaths in the past decade, are “a reality in modern American life” and that “these complex and demanding incidents may be well beyond the traditional training of the majority of firefighters and emergency medical technicians.” They recommended that any of those first responders sent into “warm zones” focus on stopping victims’ bleeding.

The guidelines also say that first responders should be equipped with body armor and be escorted by armed police, a policy that officials in Sparks and a handful of other cities had already adopted.

The new focus on moving faster to treat victims follows an earlier shift in thinking about how quickly the police should respond.

In the 1999 shootings at Columbine High School in Colorado, where two disaffected students killed 13 people, no officers entered the school until a half-hour after the shooting began and SWAT teams arrived to respond to a highly planned attack that involved a fire bomb and other explosive devices.

After Columbine, law enforcement officials made it clear that they wanted the first officers on a scene to act immediately instead of waiting for specially trained officers with body armor and high-powered weapons.

“These events like the shootings are usually over in 10 to 15 minutes, but it often takes over an hour for everyone to get there,” said Dr. Lenworth Jacobs, a trauma surgeon who created the Hartford Consensus, which brought together experts in emergency medicine and officials from the military and law enforcement after the Newtown shooting to determine better ways to respond to mass casualties.

“We’re seeing these events in increasing frequency, and unfortunately we have to change how we approach them to keep death tolls down,” Dr. Jacobs said.

While the United States military saved thousands of lives in Iraq and Afghanistan by practicing combat medicine developed over years of responding quickly to battlefield injuries, the medical response to the bombings last April at the Boston Marathon provided a dramatic example on American soil of how lives could be saved by acting quickly.

The bombs went off near the marathon’s finish line, where many nurses and doctors were stationed to care for injured or ill runners and major hospitals were not far away. The bombing victims received medical assistance almost immediately, and while three people were killed, more than 200 others who were injured survived, including a dozen or so who had limbs amputated.

Those medical professionals were taking a risk: They did not know how many bombs there were or whether they were putting themselves in

the middle of a larger attack.

The new FEMA guidelines have been embraced by state and local officials. But they have heightened concerns about the risks to first responders and about whether response times for victims would grow even longer if medics were wounded in a danger zone.

They have also raised the specter that terrorists may target the first responders as they have in Iraq. In recent years, the Qaeda affiliate there has in many instances detonated a car bomb and then, as medical personnel arrived, set off others.

But Harold Schaitberger, who leads the International Association of Fire Fighters in Washington, said his organization played a role in creating the new guidelines and strongly supported them if employed correctly. The association represents 300,000 firefighters, paramedics and others.

Trying to save victims in “warm zones,” Mr. Schaitberger said, “is a different risk for firefighters, but not more of a risk than firefighters already take in responding into a burning structure.”

Mr. Mitchell, the fire administrator, said the gunmen and terrorists who mounted attacks in the United States over the past decade rarely made targets of first responders. But, he said: “We know that this possibility does exist, and part of the training of the fire and E.M.S. is to be observant and aware and to be on the look for suspicious activity and so forth.”

Other efforts have focused on educating civilians on the need to react quickly to danger.

This year, many police departments began education efforts that urged anyone caught

**Risk a little to save a
little, risk a lot to save a
lot!**



CBRNE-Terrorism Newsletter – December 2013

in a mass shooting to “run, hide or fight” instead of waiting for help. After all, the people at the scene can often stand in for first responders before they arrive.

“In Boston, you saw that the public didn’t run,” Dr. Jacobs said. “You need for the public to have the most education about how they can help to improve the survival results.”

EDITOR’S COMMENT: Finally logic prevailed! Everything is a matter of training! In every ambulance service it is possible to train medical people to be actively involved in SWAT entry operations. This would be beneficial not only to police forces but also to victims in the field. See what happened in recent LAX attack – somebody died because of stupid protocols restricting medical assistance until the “area is safe”! Imagine doing the same in combat fields when a group is under fire and evacuation chopper is miles away! I am sure that medical people will oppose new guidelines but real life demands logic approaches. I remember during the 2004 Olympic Games, the reluctance of civilian medical counterparts opposing involvement in both hot and warm zones because their mission was to operate in a “safe environment”. This is why the military medical system was involved in the Games!

Is Singapore Western Intelligence’s 6th Eye in Asia?

By Murray Hunter

Source: <http://dissentvoice.org/2013/12/is-singapore-western-intelligences-6th-eye-in-asia/>

The largely Anglophile Singapore is an anomaly in South-East Asia. It has staunch connections with the US and Israel, and a network of varied corporate interests all around the world. Singapore is a small primarily non-Muslim city-state surrounded predominantly by much larger Muslim countries. Sovereignty disputes upon the South China Sea are ongoing, and unpredictable events like Sulu militants invading Lahad Datu in Sabah continue to occur. Singapore’s security is of prime importance to the nation.

The potency and effectiveness of Singapore’s intelligence services was seen in the 1990s with the successful recruitment of Australian intelligence officers to pass on sensitive information to Singaporean intelligence at the DSD (now Australian Signals Directorate) listening station at Cabarlah, near Toowoomba, Queensland.

Even though Singapore has initiated a number of security programs like the **Eyes-in-the-Sky (EIS) program** with Malaysia and Indonesia to protect the Melaka Straits, and undertakes joint surveillance of the South China Sea with Malaysia, using land, sea, and air based assets, Malaysia and Indonesia are still very suspicious of Singapore’s intentions. In particular, Indonesia is very concerned that Singapore has been colluding with Australia and the United States with spying activities within Indonesia, recently calling the Singapore Ambassador to Jakarta for an explanation. The majority of Indonesia’s international telephone

and internet traffic is routed through Singapore, which leaves the country very vulnerable to Singapore’s SIGINT programs.

Singapore has extensive military links with other nations of the “Western block” with air force squadrons based in France, the United States, and Australia. These relationships are also firmly embedded in the intelligence arena.

The Singapore Special Branch, was the forerunner to the Security Intelligence Division under the Ministry of Defence (SID) and Internal Security Division (SID) under the Home Ministry. The Special Branch was set up by the British, and later Singaporean operatives were trained by Australians who operated the old Kranji SIGINT listening post, before its closure in 1974. Due to historical reasons, both the SID and ISD have a strong anti-communist culture.

The role of the SID is to gather and analyze intelligence related to the national security of Singapore. The SID has an external focus and undertakes clandestine activities like it did in supplying weapons to anti-communist fighters in Cambodia during the 1980s. The internal component is the ISD which confronts and addresses threats to national security, international terrorism, border protection, racial tensions, fraud against the state, foreign subversion, and espionage. The ISD controls the internal Security Act which allows for detention without trial for up to two years. It is the ability to incarcerate suspect terrorists for



CBRNE-Terrorism Newsletter – December 2013

long periods of time without legal redress, not allowed in most “Western” countries, that has allowed the ISD to develop an understanding of the reasons why people become terrorists, valuable knowledge for other Western intelligence agencies. Members of the both the SID and ISD work throughout all parts of the civil service and diplomatic missions around the world. It is believed that even Singapore Airlines and other regional airlines are infiltrated by agents of ISD/SID.

Singapore intelligence Division plays a major role in intercepting around 30% of the world's data traffic for the “five eyes” network.

One of Singapore's most strategic corporate intelligence assets is SingTel. SingTel owns equity in a number of Asian Mobile networks including AIS Thailand, Telkomsel Indonesia, Airtel Africa and South Asia, Globe Telecom in the Philippines, and Citycell in Bangladesh. One reason why the then Howard Government did not oppose the SingTel takeover of Optus



The prime SIGINT function in relation to the “five eyes” collaboration according to Philip Dorling of the *Sydney Morning Herald* is in partnership with Britain, The United States, and Australia in intercepting data and telecommunications by tapping undersea cables that links Asia, the Middle East, and Europe, under a program called **TEMPORA**. The two major fibre optic cables are the **SEA-ME-WE-3** running from Japan, via Singapore through Djibouti, the Suez, the Straits of Gibraltar, to Northern Germany, and the **SEA-ME-WE-4**, from Singapore to Southern France. Both these cables come to land on the Western side of Singapore at Naval base in Tuas. Cable interceptions are very important because they carry around 95% of the world's internet traffic. They also carry telephone and SMS data.

in 2001, which included the Aussat Satellite which carried Australian military communications was because of the close intelligence cooperation Australia had with Singapore, although this was not disclosed to the public at the time. Countries like Indonesia rely very heavily on Singapore owned telecommunications infrastructure. This is worrying to the Indonesian leadership to the point where it is beginning to become an issue within the relationship.

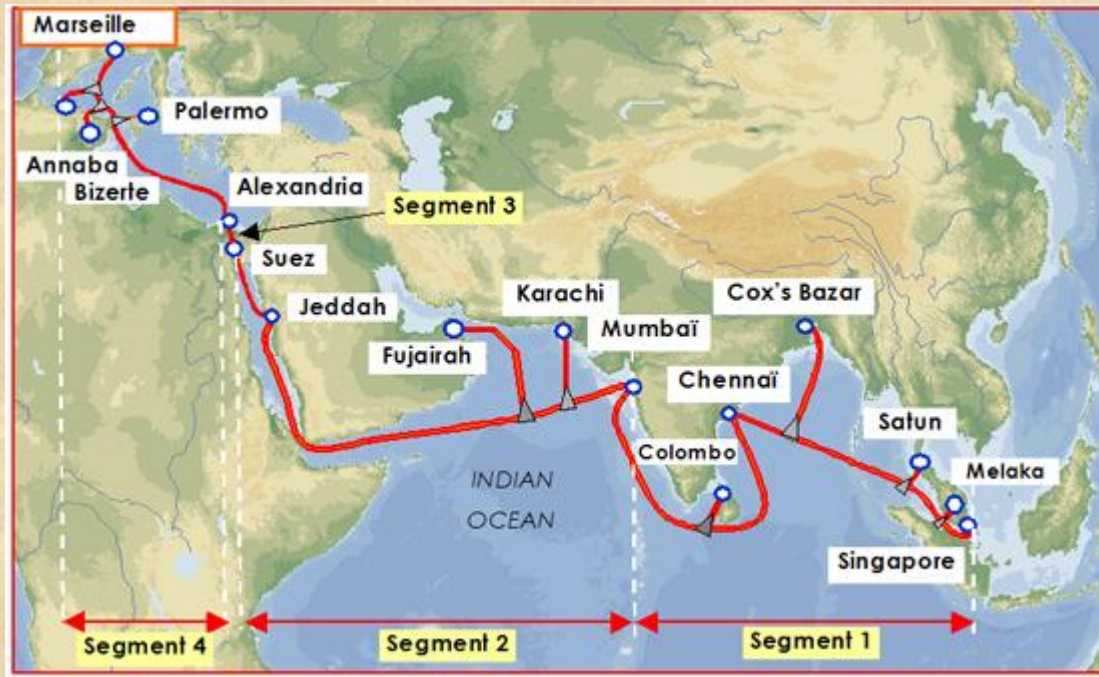
However the role SingTel has played in intelligence has been vitally important to the ability of the US and Australia to expand eavesdropping capabilities in the region. The relationship of SingTel to the intelligence community can be



CBRNE-Terrorism Newsletter – December 2013

seen by Peter Ong's position on the board of directors as the government representative. Ong who is head of Singapore's public service

Defence Headquarters at Bukit Gombak in Singapore, operating in a similar manner to the ASD facility at Shoal Bay, near Darwin. In



was before that appointment responsible for national security and intelligence coordination in the Singapore Prime Minister's office.

Singapore is almost unique where no court warrants are required to make phone taps and data interception. All phone, SMS, and internet activities are closely watched by the ISD. In addition the ISD can access any CCTV around the island state and has the latest facial recognition capabilities, utilize mobile phones and car toll units as tracking devices, as well as tap into credit card data through the local banking system.

The Snowden document releases allege that Singapore diplomatic missions are assisting Australian and US diplomatic missions eavesdrop on telephony, SMS, and other data traffic from their own diplomatic missions within the region. The island state has a number of air assets including C-130 WSO, Fokker 50MP, and Israeli supplied Gulfstream G550 business jets with AEW, SIGINT, and ELINT capabilities. This is now supplemented with E-2C Hawkeyes, and the latest Global-Hawk RQ-4 early warning and SIGINT capability equipped UAVs. These assets undertake maritime surveillance, and signals interception within the South China Sea area. A reliable source also has indicated that there is a signals interception station within the Ministry of

addition to being linked with "five eyes" intelligence services, Singapore's Joint Counter Terrorism Centre is also linked with the United States Pacific Command (PACOM) joint intelligence centre.

Singapore's HUMINT operations were stepped up dramatically after 9/11 where it was believed the country would be in danger due to its physical location and pro-Western attitudes. Islamist groups like Jemaah Islamiyah (JI), Abu Sayyaf, and Kumpulan Mujahidin Malaysia (KMM) started developing a strong foothold in the region, especially with a number of terrorist attacks in Indonesia. A number of successful arrests were made of terrorists, however the ISD became embarrassed with the escape of Jemaah Islamiyah leader Mas Selamat Kastari from one of its facilities in 2008.

Singapore provides many benefits to the Western intelligence community in terms of special expertise in language, strategic position, and being a member of ASEAN. At the top level Singapore has fostered the development of a number of new think tanks and institutes such as S. Rajaratnam School of International Studies (RSIS) established in 2007, and the Institute for Defence and Strategic Studies (IDSS) within RSIS, where many foreign academic and



CBRNE-Terrorism Newsletter – December 2013

security experts have been employed to undertake “top-end” security analysis of the region. Some of these institutions are also partly funded by security agencies to undertake specific studies and analysis of interest.

One concern is that this growth in intelligence collection really has very little to do with terrorism and crime, but rather commercial interests. The death of Shane Todd in Singapore sheds a light on the relationship between industry and espionage, where there were concerns that the Chinese phone company Huawei is involved in espionage. Taxpayer money is being used to protect the intellectual property of private corporations.

Even though Singapore has been able to develop some cooperation with regional “allies” through programs like Eye-in-the-Sky (EIS), it is of a very limited nature as each country's forces are not allowed encroach upon another's territorial waters. ASEAN security summits have really got nowhere. Singapore's enthusiastic participation in “five eyes” surveillance programs has created a foreign policy dilemma as it appears contrary to its own regional interests, and therefore national interests, if the integration of Singapore with the rest of the region through bodies like ASEAN is a priority.

Singapore has failed to be a major shaper of the ASEAN agenda. Singapore's ethnic make-

up has not assisted it in developing any special relationship with China. Singapore is fast becoming an Asian anomaly, a stranger in its own home, out of synch with the rest of the region. It's a situation not unlike Israel, or Cuba in the extreme. This in the medium to long term will be counterproductive to its own National Security Strategy of prevention, protection, and response, and consequently national security.

This Singapore's ruling elite have trouble seeing this, and as a consequence the very “events” they may be trying to prevent occurring on Singapore shores, may become more highly probable. This may be so because of the “sphere orientation” Singapore's cooperation with “five eyes” countries is creating, in relation to the rest of the region. Consequently Singapore must expect many more “please explain” requests from its near neighbors if it continues to carry on with the occidental “five eyes” countries without developing some form of “local intelligence” arrangement within ASEAN itself. However, the lack of cooperation within ASEAN over AEC project doesn't generate much optimism in this respect.

Island Singapore may thus just remain Island Singapore in an estranged relationship with the region it cannot geographically escape from.

Murray Hunter has been involved in Asia-Pacific business for the last 30 years as an entrepreneur, consultant, academic, and researcher. Murray is now an associate professor at the University Malaysia Perlis. As well, he is the author of a number of books, numerous research and conceptual papers in referred journals, and commentator on the issues of entrepreneurship and development.

Worst riots in Singapore for 40 years after Indian man killed by bus

Source: <http://www.dailymail.co.uk/news/article-2520403/Singapore-riot-Hundreds-foreign-workers-torch-cars-attack-police-worst-riots-Singapore-40-years-Indian-man-killed-bus.html>

Hundreds of foreign workers set fire to cars and clashed with police during a riot in Singapore tonight.

The disorder, which is rare in the city state, broke out in Singapore's Little India district after an Indian worker was reportedly hit and killed by a bus.

It is believed to be the worst outbreak of violence in Singapore for 40 years.

Ten police officers were injured as about 400 people rioted, flipping police cars and smashing ambulances with sticks and garbage bins.

Witness Dharmendra Yadav, told Channel News Asia that at least two vehicles were on fire, and that rubbish and broken bottles were strewn on the streets.



CBRNE-Terrorism Newsletter – December 2013

He said he and many others were in a nearby Hindu temple attending a wedding when police

of up to seven years in prison and possible caning.



Prime Minister Lee Hsien Loong that 'whatever events may have sparked the rioting, there is no excuse for such violent, destructive, and criminal behaviour, according to ABC.

'This is a serious incident which has resulted in injuries and damage to public property,' said Teo Chee Hean, Deputy Prime Minister and Minister of Home Affairs. 'Police will spare no efforts to

called asking that the gates be locked until officers gave them clearance to leave.

He said: 'We heard explosions. We also heard warnings from riot police.'

Footage on Channel News Asia showed at least two vehicles on fire and debris strewn across Racecourse Road, one of the main thoroughfares in Little India. Many other private cars were reported to have been damaged as well.

Singapore Police Force said the riot started after a fatal traffic accident.

'Shortly after, a riot broke out involving a crowd of about 400 subjects where the subjects damaged five police vehicles and one

apprehend the subjects involved in the riot.'



The area is popular among Indian, Bangladeshi, Pakistani, Sri Lankan and Nepali expatriates and is usually busy on Sundays as South Asian workers enjoy their day off.

The violence is likely to fuel concerns about discontent among low-paid foreign workers.

Last year Singapore saw its biggest outbreak of labour unrest in years when around 170 bus drivers from mainland China went on strike illegally.

Police brought the riot



ambulance,' it said in a statement. Incidents like this are rare in Singapore, which has tough laws on rioting that carry a sentence

under control at about 1am on Monday morning, local time.



Arab Defense Journal

Source: <http://www.arabdefencejournal.com/page.php?id=1>



ARAB DEFENCE JOURNAL is the leading Arabic defence magazine of the Arab world. The magazine has been published monthly since 1976 and with more than 25,000 paid subscribers is read by Arab government ministers and advisors, as well as the senior military and police officers throughout the Arab world For over 34 years,

ARAB DEFENCE JOURNAL has been the primary Arabic source of information on defence matters in the Arab world. Each month, the magazine reports on news and current affairs from the Middle East and around the world, along with regular technical features on aerospace, naval and land systems, from the world's top defence writers.

Dead Colorado school shooter wanted 'revenge' on faculty member

December 14, 2013

Source: <http://edition.cnn.com/2013/12/13/us/colorado-school-shooting/>

A student who opened fire Friday inside a suburban Denver high school appears to have

turning the gun on himself and taking his own life, Sheriff Grayson Robinson told reporters.



The shooting began after the student walked into Arapahoe High School in Centennial with the intention of confronting a specific faculty member, Robinson said.

"The suspect has been found inside the school and he has deceased as a result of what appears to be a self-inflicted gunshot wound," Robinson said in one of his first statements after the shooting.

been seeking revenge against a faculty member because of a "confrontation or disagreement," the Arapahoe County sheriff said.

The shooter, identified as 18-year-old Karl Halverson Pierson, shot one student before

Authorities revised downward the number of students wounded in the shooting to one. Two students were previously reported to have suffered gunshot wounds. But Robinson said Friday night that an investigation concluded there was only one after it was discovered



CBRNE-Terrorism Newsletter – December 2013

that blood on another person was from the sole

A school janitor told CNN affiliate KMGH that he saw a student dressed in tactical gear running through the school.



"It just looked weird," the janitor, Fabian Llerenas, said. "He went in and I heard two pops. That's when I knew. I said, 'They are shooting in the school.'"

Llerenas said he called 911, and he then escorted the targeted faculty member out of the school.

"In my opinion, that was the most important tactical decision that could have been made," Robinson said. The faculty member "left that school in an effort to try to encourage the shooter to also leave the school."

Pierson's body was found later in a classroom, Robinson told reporters. The student appears

victim.

to have acted alone, he said.

One person -- a minor -- was taken to Littleton

In addition to the shotgun, authorities found two

Adventist Hospital with a gunshot wound, Lauren Brendel, a hospital spokeswoman, told CNN.

Brendel did not release the age, gender and condition of the minor. But Robinson told reporters that the condition of a 15-year-old girl who was shot was in critical condition after surgery.



Authorities descended on the school after news of the shooting broke -- on the eve of the one-year anniversary of the massacre at Sandy Hook Elementary School in Newtown, Connecticut.

Molotov cocktails inside the school, Robinson said.

The shooting also occurred roughly 10 miles from where Eric Harris and Dylan Klebold killed 12 students and one teacher in a rampage at Columbine High School in April 1999 before killing themselves.

One of the Molotov cocktails detonated, he said. The other was "rendered safe," Robinson said.

Pierson walked into Arapahoe High School carrying a shotgun and made no attempt to hide it, Robinson said. He then asked other students the whereabouts of a faculty member, he said.

As part of the investigation, authorities also will be looking at school surveillance video, the sheriff said.

Investigators also are searching Pierson's car, his home and another home that he had access to, the sheriff said.

High school senior Frank Woronoff told CNN he had known Pierson since they were freshmen together.



CBRNE-Terrorism Newsletter – December 2013

"He was the last person I would expect to shoot up a high school. He was honestly incredibly humble and down to earth. He was a little geeky but in a charming way," he said. "So I don't know anyone who hates him really, so it came as a surprise – to me at least."

The first sheriff's deputies and police officers arrived at Arapahoe and entered almost immediately after the shooting was reported, Robinson said.

While authorities hunted for the student gunman inside the school, students were locked in their classrooms.

Courtney Leytoldt told KMGH she saw a girl, covered in blood, running down the stairs yelling, "Help me, help me, there's a shooter."

Leytoldt said she was in yoga class and that her teacher told all the students to get into a closet to protect them.

Ninth-grader Whitney Riley was getting ready to grab her computer from her locker when the shooting began.

"We were having fun and laughing and then, all of a sudden, we heard a really loud bang," the 15-year-old told CNN.

"My teacher asked what it was and then we heard two more and we all just got up and screamed and ran into a sprinkler system room."

Inside the windowless room were five students and two teachers. "We were shaking, we were crying, we were freaking out," Riley said. "I had a girl biting my arm."

They soon heard people yelling, and walkie-talkies crackling, and then they heard police

asking someone to drop the gun, put the gun down, and hold his arms up, she said.

She did not hear another gunshot, though the people doing the talking could have moved farther away, she said. Soon, they heard police ordering them out.

Colton Powers told CNN affiliate KDVR that he heard gunfire during his English class.

At that point, his teacher turned off the lights and locked the door.

"We ran to a corner so they couldn't see us," Powers said.

Within about 14 minutes of the initial report, "we had information on the radio that my deputies believed they had the shooter down inside the school," Robinson said.

Dozens of students could be seen walking away from the school, with their hands in the air. Some stood in lines at what appeared the high school track field, where they appeared to be undergoing police pat-downs.

Students were then taken by bus to a nearby church where they were reunited with their families, Robinson said.

The high school, with a student population of 2,229 students, has 70 classrooms. The school, which was built in 1964, is part of the Littleton Public Schools system.

Gov. John Hickenlooper called the shooting an "all-too-familiar sequence, where you have gunshots and parents racing to the school and unspeakable horror in a place of learning."

President Barack Obama was briefed on the shooting, according to a White House official.

The School Shootings You Didn't Hear About—One Every Two Weeks Since Newtown

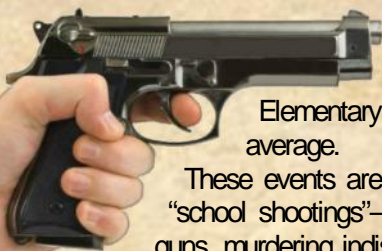
Source: <http://www.thedailybeast.com/articles/2013/12/12/the-school-shootings-you-didn-t-hear-about-one-every-two-weeks-since-newtown.html>

In the year since Newtown, at least 24 school shootings have claimed at least 17 lives, according to a Daily Beast investigation. On Friday, a day after this investigation, a 25th occurred in Colorado.

In the year since 20 first-graders were shot and killed at Sandy Hook Elementary, another school shooting has taken place in America every two weeks on average.

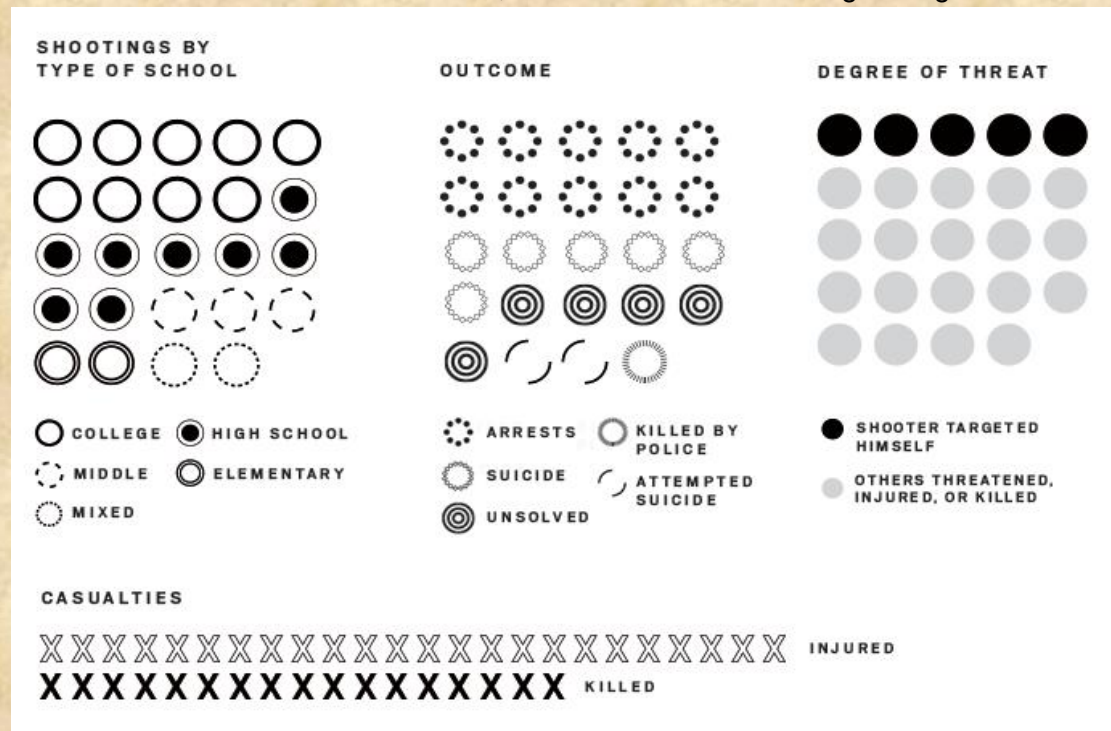
These events aren't necessarily the types of tragedies that come to mind when one thinks of "school shootings"—madmen in fatigues roaring school hallways, strapped with automatic-style guns, murdering indiscriminately—nor do they receive the media attention of such mass shootings.

But they can be similarly traumatizing for students and staff, and they have led to at least 24 injuries and 17 deaths over the past year, The Daily Beast has found.



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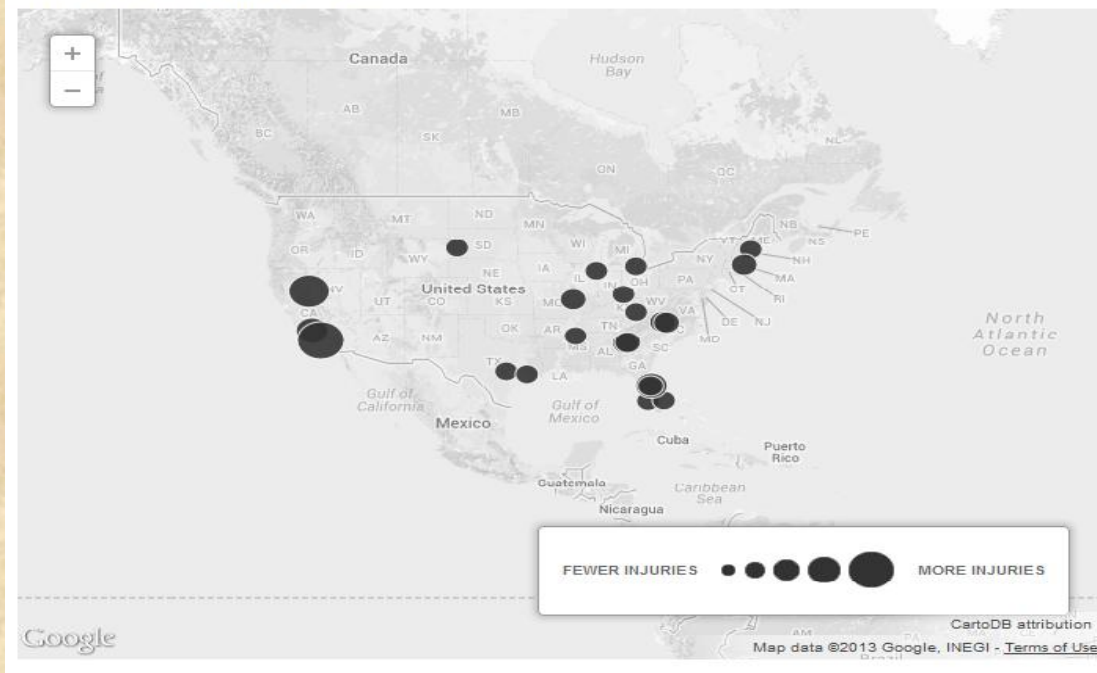
Using data culled from media reports and collected in part by the gun-control advocacy group Moms Demand Action for Gun Sense in America, we tallied 24 school shootings during 2013—that is,



shootings that occurred on school campuses when students were present. Shootings that took place after hours on school grounds were not included.

Our count includes shootings that resulted in no fatalities as well as those where the only victim was the shooter, such as the case of 17-year-old Joseph Poynter, a junior at La Salle High School in Cincinnati,

School Shootings in 2013

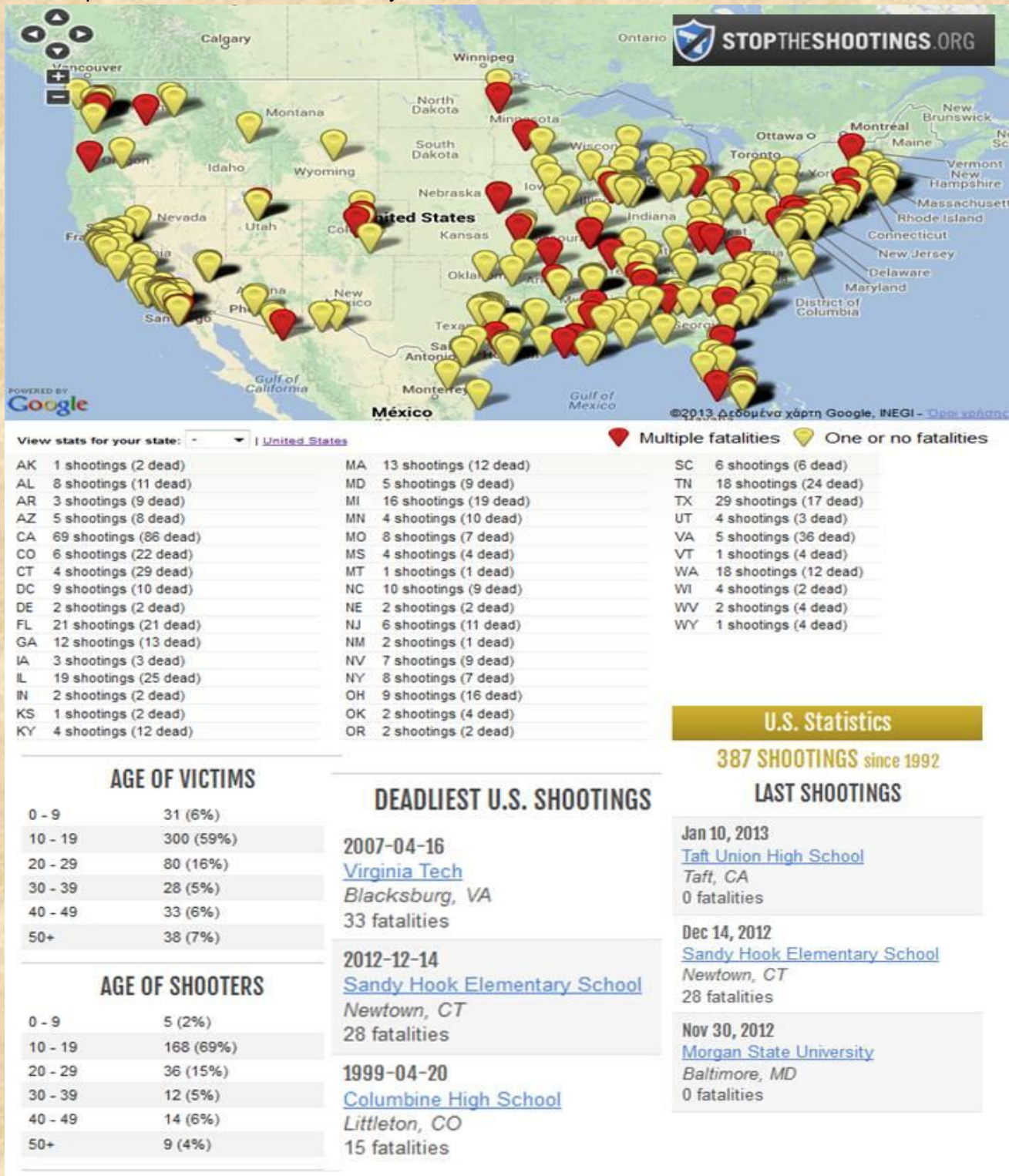


who in April brought a gun from home and “placed it to his right temple and discharged one round into his head” in front of a classroom full of students, according to police reports.



CBRNE-Terrorism Newsletter – December 2013

Two thirds of these shootings took place on high school and college campuses. The remainder took place in middle schools or elementary schools, like the one in which Adam Lanza killed 20 students, six



adults, and then himself a year ago this week. The shootings occurred in 15 states across the country, with the highest concentration in Florida (five) and Georgia (three).

School Shootings in 2013

Corresponding data for previous years doesn't exist, making it difficult to determine whether the national debate spurred by the Newtown tragedy has led to any real change.



CBRNE-Terrorism Newsletter – December 2013

By one count, there has been a decline in students carrying guns on school property. The most recent data from the nation-wide Youth Risk Behavior Survey shows a record-low 5.4 percent of students in grades 9-12 carried a gun on school property, less than half the rate in 1993. Still, according to the most recent Gallup poll, one in three parents of K-12 children say they fear for the physical safety of their kids at school—a sentiment that jumped 33 percent right after the shootings at Sandy Hook and has yet to recede.

On the legislative side, at least 540 separate bills related to school safety and security made their way through the 50 states this year. That's "certainly an increase" from previous years, "particularly in relation to guns and weapons," says Lauren Heintz, an analyst at the National Conference of State Legislatures (NCSL), a group that tracks legislative action.

Of those 540 bills, 106 laws were enacted, putting preventative and planning measures in place including gun-safety classes; security personnel; safety plans and drills; and the commissioning of studies and advisory councils on school safety.

School boards and local governments have also adopted new policies—including hiring uniformed police officers and arming teachers and other school staff—in an effort to ensure student safety. The NRA offered such a plan in response to the Newtown massacre. "The only thing that stops a bad guy with a gun is a good guy with a gun," the gun group's vice president Wayne LaPierre said as he unveiled their plan to hire armed guards at the nation's schools.

And in fact, at least 33 states took this approach, introducing 80 bills in 2013 that would arm school teachers or staff. Bills authorizing the carry of guns (with certification and training) passed in eight states: Alabama, Arkansas, Kansas, Oklahoma, South Dakota, Tennessee, and Texas.

Proponents of such measures are bolstered by anecdotes of school shootings like the one at Atlanta Georgia's Price Middle School in February. A 15-year-old student there shot another boy in the back of the neck and was immediately disarmed and apprehended by an armed resource officer.

Other groups like the National School Safety and Security Services, a school safety consulting firm, warn against arming teachers. There's a difference between trained law enforcement officers and "having teachers, custodians, cafeteria workers and other non-public safety professionals packing a gun in school with hundreds of children," President Kenneth S. Trump said in a news release in 2008. The "arm anyone mentality" he says, resurfaces periodically, following instances of school violence.

As for a response on the federal level, Trump says there has been "limited to no action compared to what we saw after Columbine." Following the 1999 tragedy in Littleton, Colo., which ended in 12 deaths, schools rushed to install metal detectors and clear backpack rules and to put zero tolerance policies in place. As Trump explains, President Clinton, supported by Congress, also put programs in place including resources for school-based policing, violence prevention, safe schools mental health programs, as well as school emergency preparedness and crisis planning.

Immediately following the Newtown shooting, President Obama announced a plan calling on Congress to pass legislation that would have banned assault and high-capacity magazines and expanded background checks.



Crisis counseling after a disaster: Does anything really help?

Source: <http://www.nbcnews.com/health/crisis-counseling-after-disaster-does-anything-really-help-2D11741673>

In the first two weeks after the Sandy Hook Elementary School shootings last year, more than 800 anguished people streamed through the main crisis counseling center in Newtown, Conn.

Since then, visits to the Newtown Youth and Family Services agency have nearly doubled, and the center has tripled in size to handle the aftermath of horror and heartbreak following the massacre that left 26 people, mostly children, dead.

"We continue to see clients with depression, anxiety, PTSD," Candice Bohr, who runs the program, told NBC News. "Big increase in anxiety, anxiety disorders, children's behavior issues, marital discord and stress management."

Bohr said she believes that early intervention and extended care comforted her neighbors — including victims of the violence and others. "It makes a difference and we have seen it



CBRNE-Terrorism Newsletter – December 2013

make a positive impact in people's lives," she said.

But how to treat the psychological wounds of such catastrophe is actually not at all clear. New research has debunked certain kinds of disaster crisis counseling and raised a thorny question: After senseless tragedy, can anything really help?

"In the first few days, you don't even know your name," said Patti Trentini, 53, of Irvine, Calif., whose parents both died on doomed Flight 11 on 9/11. "For the first six months, I was just so devastated, so angry. Until you've walked in their shoes, no matter what any doctor or PhD says, you can't know."

Early mental health response after a crisis is a relatively new field — and a controversial one,

said James Halpern, director of the Institute for Disaster Mental Health at the State University of New York New Paltz and author of a book on the topic.

A practice used for years starting in the 1980s, known as psychological debriefing, forced trauma victims to recount the events and express their emotions in strictly structured sessions. It was widely regarded as cutting-edge treatment, until research revealed it didn't help — and might actually harm the psychological recovery of victims. The World Health Organization has since denounced the protocol.

"What we should be doing is promoting safety and calm and social support and self efficacy — and hope," said Halpern, who was among some 20 American Red Cross mental health volunteers sent to the Sandy Hook crisis, and one of six who worked directly with parents and others who lost loved ones.

"People were so burned by debriefing that there's a lot of caution now," he said. "People are absolutely committed to not being burned again on this."

There's a new model now, adopted by the Red Cross and other agencies, known as psychological first aid, which has good

evidence to support responding to victims with kindness, compassion and practical assistance — but not necessarily discussion or "processing" of the event.

"One of the things we've learned is you don't do therapy onsite," said David Kaplan, chief professional officer for the American Counseling Association. "What you are there for, more than anything else, is to identify those who are having real difficulty."

Most of those affected by a disaster will experience distress, Kaplan said, but only about 2 percent will go on to develop severe psychological problems such as depression or post-traumatic stress disorder (PTSD).

That's the point of another focus, psychological triage, which works to identify the people most at risk of psychic harm after a crisis, said Merritt Schreiber, director of psychological programs in emergency medicine at the University of California, Irvine, School of Medicine.

"We want to target high-risk people early," said Schreiber, who also responded after the Newtown shootings. He's developed a model, PsyStart, in which people are triaged to mental-health care within hours after a disaster, in much the same way that the most physically injured people are triaged to medical care.

"The message is one size does not fit all. We have really good treatments available and the challenge is to identify people who need more and connect them with an appropriate level of service."

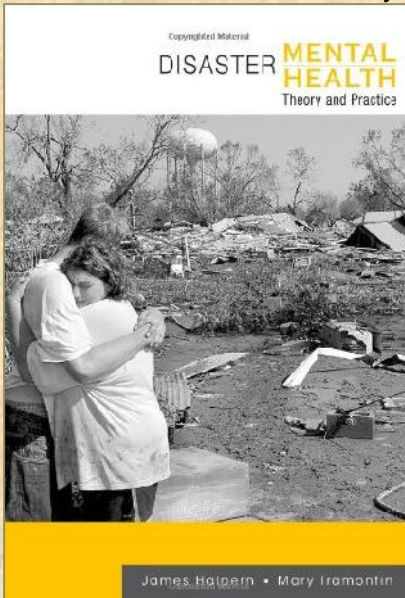
If people are identified and matched with care within a so-called "golden month," 30 days after the trauma, they're less likely to develop crippling PTSD or other problems, he said.

There's good clinical research to support early intervention, and good evidence that certain psychological treatments, such as trauma-focused cognitive behavioral therapy, or TF-CBT, actually work to decrease psychological problems, the experts say.

But they also admit they're still waiting for the research that confirms the best approach after actual disasters.

"When you talk about real-world events, we don't have adequate science at the moment to inform us," Schreiber said.

A new nearly \$1 million project offered through the National Institutes of Mental Health aims to change that, offering social scientists like Schreiber the



CBRNE-Terrorism Newsletter – December 2013

chance to design disaster mental-health interventions —and then test them in real-time crises.

“That’s what we need. We need to do prospective work,” he said.

In the end, experts and victims alike say that there’s no one way to help people who’ve been through unspeakable events such as the Newtown shooting.

Trentini said that a dozen years later, she remembers only a few things that helped ease

the grief of losing her parents, James and Mary Trentini of Everett, Mass.

“There was one person who was just kind,” Trentini said. “She just came and sat with me and held on.”

That woman turned out to have lost a child in the April 1995 Oklahoma City bombings.

“It never really ends,” Trentini said. “The people I got the most from were people who had been through something just as bad.”

Read more about the **PsyStart** Rapid Mental Health Triage and Incident Management System at:
<http://www.cdms.uci.edu/PDF/PsySTART-cdms02142012.pdf>

The glory of Greek language

Source: http://www.chicago.agrino.org/xenofon_zolotas.htm



Professor Xenofon Zolotas (was also a short-term prime minister of Greece) made two speeches in Washington, USA, that remained in history because of their content and their language.

The language -apart from conjunctions, articles and prepositions- was Greek, but the english-speaking audience had no trouble understanding Zolotas' speech:

1957 Annual Meeting, Boards of Governors, Washington D.C.

September 26, 1957

"I always wished to address this Assembly in Greek, but realized that it would have been indeed "Greek" to all present in this room. I found out, however, that I could make my address in Greek which would still be English to everybody. With your permission, Mr. Chairman, I shall do it now, using with the exception of articles and prepositions, only Greek words.

Kyrie,

I eulogize the archons of the Panethnic Numismatic Thesaurus and the Ecumenical Trapeza for the orthodoxy of their axioms methods and policies, although there is an episode of cacophony of the Trapeza with Hellas. With enthusiasm we dialogue and synagonize at the synods of our didymous Organizations in which polymorphous economic ideas and dogmas are analyzed and synthesized. Our critical problems such as the nomismatic plethora generate some agony and melancholy. This phenomenon is characteristic of our epoch. But, to my thesis we have the dynamism to program therapeutic practices as a prophylaxis from chaos and catastrophe. In parallel a panethnic unhyprocritical economic synergy and harmonization in a democratic climate is basic. I apologize for my eccentric monologue. I emphasize my eucharistiria to you Kyrie, to the eugenic and generous American Ethnos and to the organizations and protagonists of the Amphictyony and the gastronomic symposia.



CBRNE-Terrorism Newsletter – December 2013**1959 Annual Meeting, Boards of Governors, Washington D.C.**

October 2, 1959

Kyrie,

It is Zeus' anathema on our epoch and the heresy of our economic method and policies that we should agonize the Skylla of nomismatic plethora and the Charybdis of economic anaemia. It is not my idiosyncrasy to be ironic or sarcastic but my diagnosis would be that politicians are rather cryptoplethorists. Although they emphatically stigmatize nomismatic plethora, they energize it through their tactics and practices. Our policies should be based more on economic and less on political criteria. Our gnomon has to be a metron between economic strategic and philanthropic scopes. In an epoch characterized by monopolies, oligopolies, monopolistic antagonism and polymorphous inelasticities, our policies have to be more orthological, but this should not be metamorphosed into plethorophobia, which is endemic among academic economists. Nomismatic symmetry should not antagonize economic acme. A greater harmonization between the practices of the economic and nomismatic archons is basic. Parallel to this we have to synchronize and harmonize more and more our economic and nomismatic policies panethnically. These scopes are more practicable now, when the prognostics of the political end economic barometer are halcyonic. The history of our didimus organization on this sphere has been didactic and their gnostic practices will always be a tonic to the polyonymous and idiomorphous ethnical economies. The genesis of the programmed organization will dynamize these policies. Therefore, I sympathize, although not without criticism one or two themes with the apostles and the hierarchy of our organs in their zeal to program orthodox economic and nomismatic policies. I apologize for having tyrannized you with my Hellenic phraseology. In my epilogue I emphasize my eulogy to the philoxenous aytochtons of this cosmopolitan metropolis and my encomium to you Kyrie, the stenographers.

There's a speech in French too:***Le dedale synchrone du cosmos politique****Kyrie,*

Sans apostropher ma rhétorique dans l' emphase et la plethore, j' analyserai elliptiquement, sans nul gallicisme, le dedale synchrone du cosmos politique caracterise par des syndromes de crise paralysant l' organisation systematique de notre economie. Nous sommes periodiquement sceptiques et neurastheniques devant ces paroxysmes periphraiques, cette boulimie des demagogues, ces hyperboles, ces paradoxes hypocrites et cyniques qui symbolisent une democratie anachronique et chaotique. Les phenomenes fantastiques qu'on nous prophetise pour l' epoque astronomique detroneront les programmes rachitiques, hybrides et sporadiques de notre cycle atomique. Seule une panacee authentique et draconienne metamorphosera cette agonie prodrome de l' apocalypse et une genese homologue du Phenix. Les economistes technocrates seront les strateges d' un theatre polemique et dynamique et non les proselytes du marasme. Autochtones helleniques, dans une apologie cathartique, psalmodions les theoremes de la democratie thesaurisante et heroique, soyons allergiques aux parasites allogenes dont les sophismes trop hyalins n' ont qu' une pseudodialectique. En epilogue a ces agapes, mon amphore a l' apogee, je prophetise toute euphorie et apotheose a Monsieur Giscard d'



CBRNE-Terrorism Newsletter – December 2013

Estaing, prototype enthousiasmant de la neo-orthodoxie economique et symbole de la palingenesie de son ethnie gallique.

“Deorum lingua est lingua Graecorum”

“Totum Graecorum est”

“Nihil Graeciae humanum, nihil sanctum”

Marcus Tullius Cicero (106 b.c. – 43 b.c.) [Latin classic]

*“Though Greece was conquered, she defeated the conqueror
and imported the arts in the uncivilized Latium”*

Quintus Horatius Flaccus (65 b.c. – 8 b.c.) [Roman lyric poet]

“What the mind and the heart is for a human being, Greece is for humanity”

Johann Wolfgang von Goethe (1749-1832) [German writer]

*“Damned Greek, you found everything; philosophy, geometry,
physics, astronomy... you left nothing for us”*

Johann Christoph Friedrich von Schiller (1759-1805)

[German poet, philosopher and historian]

*“Greece was the real cradle of liberty in which the earliest
republics were rocked. We are the pupils of the great men,
in all the principles of science, of morals, and of good government”.*

William Cullen Bryant (1794-1878) [American romantic poet]

*“If in the library of your house you do not have the works of the ancient
Greek writers, then you live in a house with no light”.*

George Bernard Shaw (1794-1878) [Irish theatrical writer]

*“If it is true that the violin is the most perfect of musical instruments,
then Greek is the violin of human thought”*

Helen Adams Keller (1880-1968) [American writer and activist]

“The only way for us to become great, or even inimitable if possible, is to imitate the Greeks”

Johann Joachim Winckelmann (1717-1768) [German historian and archaeologist]

*“We have to admit that the whole Islam, except the religion, was Greek.
Betrayal against the Greeks by the Islamic nations, equals betrayal against their own nature”*

Ibn Khaldun (1332-1406) [Arab historian, scholar, theologian and politician]

“Except the blind forces of nature, nothing moves in this world which is not Greek in its origin”

Sir Henry James Sumner Maine (1822-1888) [Nomologist and historian]

*“In the Greeks alone we find the idea of that which we would like to be and produce... from the Greeks
we take something more than earthly – almost godlike”.*

Wilhelm Von Humboldt (1767-1835) [Diplomat, philosopher and scholar]

“It is great to descent from Greece, the land that gave the light to the world”

Victor Hugo (1802-1855) [French poet]

“We are children of the Greeks”

Frederick II King of Prussia (1712-1786)



HAPPY NEW YEAR
First Responders

