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Management in the United States Government: Applying Management Techniques Toward Homeland Security Efforts

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MANAGEMENT IN THE UNITED STATES GOVERNMENT: APPLYING
MANAGEMENT TECHNIQUES TOWARD HOMELAND SECURITY EFFORTS

BY

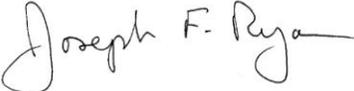
DEBRA L. WILSON

SUBMITTED IN PARTIAL FULFILLMENT OF
REQUIREMENTS FOR THE DEGREE OF MASTER OF
ARTS IN MANAGEMENT FOR PUBLIC SAFETY
AND HOMELAND SECURITY
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APPROVED BY:



Abstract

The term homeland security has been defined by the National Strategy for Homeland Security (NSHS) as "a concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur" (NSHS). The United States government has made countless attempts to protect the nation, some of which were successful. For the purpose of this paper, the United States government refers to all government agencies on the federal, state, and local levels. The task of securing the nation has been extremely complex and time consuming. There are times in certain situations where complexity is not the solution, rather simplicity is the key. The purpose of this paper is to illustrate how using management tools and applying them to different areas of the U.S. government can benefit the government's homeland security efforts.

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Chapter 1

Strategy

The Department of State: Reconstruction & Stabilization

Recommendations to Improve the Efficacy of the Civilian Response Corps

To: Secretary of the Department of State, Hillary Clinton
From: Debra Wilson, graduate student of Pace University
Subject: Recommendation to improve the efficacy of the Civilian Response Corps

The current standing of the Department of State's efforts to achieve its mission is sufficient, but with certain revisions this agency can become more effective. This can be achieved by putting more focus and emphasis on the Civilian Response Corps and its endeavors in reconstruction and stabilization. These have an indirect relationship with homeland security and by focusing on these aspects the United States' efforts to achieve a safe and secure nation can be improved. This strategy memorandum will provide suggestions for the Secretary of State to improve the Civilian Response Corps.

Multiple government agencies in the United States of America have established many ideas and smart practices for their strategic plans which focus on improving homeland security in this country. The Department of State, similar to the other agencies, only implements a small portion of those ideas while the remaining are discarded. There are multiple reasons why only a select few of those ideas are implemented, chiefly the large sums of money and resources that are needed to implement those ideas. Attempting to implement every idea and smart practice that is

created can lead to waste of money and resources. The application of smart practices is important because smart practices have the ability to create a vision which is very powerful and if nurtured and supported in the proper manner, can grow and transform into a reality. The DOS had a vision that incorporated a variety of ideas which brought forth a program that aides them in focusing on the international aspect of homeland security and how it relates to America. This program is the Civilian Response Corps and its primary function is to “manage stabilization and reconstruction operations in countries emerging from conflict or civil strife” (Office of the Coordinator for Reconstruction and Stabilization).

The Civilian Response Corps is a group of civilian federal employees “from eight federal departments and agencies [whose purpose is] to accomplish the U.S. government’s various reconstruction and stabilization objectives” (Office of the Coordinator for Reconstruction and Stabilization). Those eight federal agencies include the Department of State, Department of Agriculture, Department of Commerce, Department of Health and Human Services, Department of Homeland Security, Department of Justice, Department of Treasury, U.S. Agency for International Development. They combine their training, experiences, and widespread knowledge to bring relief to countries in crisis, then help that country rebuild its stability. Similar to any successful organization, the Civilian Response Corps explains its purpose in the mission statement: “To lead, coordinate and institutionalize U.S. government civilian capacity to prevent or prepare for post-conflict situations, and to help stabilize and reconstruct societies in transition from conflict or civil strife, so they can reach a

sustainable path toward peace, democracy and a market economy” (Office of the Coordinator for Reconstruction and Stabilization).

The Department of State's Civilian Response Corps partners with other countries in order to prevent government failure and to respond to crises. "The U.S. also works with international regional organizations to encourage capacity-building and to improve stabilization and reconstruction planning" (Office of the Coordinator for Reconstruction and Stabilization). By working with other countries, the United States is able to compare their strategies and make revisions where needed. This government is also able to advise other countries and share its knowledge in prevention and crisis response. This type of relationship is positive and has the ability to yield multiple constructive ideas which can be used in the DOS's strategic planning process.

This organization was established during the Bush administration, which articulated the apparent necessity for a civilian response capability in regards to reconstruction and stabilization. Section 1207 of the “National Defense Authorization Act” FY 2006 allowed the Department of Defense to transfer funds to the Civilian Response Corps. In 2008, the Civilian Response Corps was receiving up to \$75 million per year for the organization, which at the time had evolved with sub-divisions that included active members, members on standby, and members on reserve. The active members are referred to as the first-responders who are available for the deployment to a crisis within 48 hours. Standby members are usually deployed within 30 days of the crisis and serve in stabilization missions for no more than 180 days. Members on reserve are “volunteers from the private sector, state, and local governments who will bring additional skills and capabilities that do not exist in sufficient quantities in the federal

government, such as police officers, city administrators, and health officials” (The Civilian Response Corps of the United States of America).

Secretary of State Hillary Rodham Clinton expressed the importance of this program by stating that the Civilian Response Corps’ “efforts help reduce conflict and prevent weak and failing states from becoming havens for terrorists” (Office of the Coordinator for Reconstruction and Stabilization). The internal security of countries, especially those which the Civilian Response Corps assisted, affects the U.S.’s national security. If the internal security of foreign countries is weak and those areas are lawless, poverty-stricken and unorganized, then it is easier for terrorists and terrorist activities to emerge. By changing that type of environment and producing a strong, economical, and organized government, it is believed that the threat of terrorists harboring in that area is reduced.

“Struggling states have become breeding grounds for terrorist activity, violent crime, trafficking, and humanitarian catastrophes, which all possess the significant potential to spread and destabilize entire regions of the globe” (Office of the Coordinator for Reconstruction and Stabilization). Risks like these should not be taken lightly because they pose a grave threat to all nations including the United States, so a comprehensive plan of prevention and response must be established. Acts of terrorism are a serious threat that our nation faces. There have been numerous attempts to reduce it, including imprisoning apprehended terrorists, instilling more severe consequences for terrorists, increasing security at high traffic transportation location (i.e., airports, bus stations, and train stations), and increasing awareness and education on the topic. It can be debated whether or not these proactive and reactive attempts have reduced terrorism.

“In the past, the global community--the United States government included--addressed these reconstruction and stability issues on an ad hoc fashion: recreating and refashioning the necessary tools, strategies, and relationships anew with each crisis” (Office of the Coordinator for Reconstruction and Stabilization). Because the United States government viewed the notions of reconstruction and stabilization in an impromptu manner, each situation developed a different solution. That made it very difficult to establish a plan of action in advance causing an inefficient response to reconstruction and stabilization situations.

“In recognition of this inefficiency, the U.S. government identified the urgent need for a set of formalized, collaborative, and institutionalized foreign policy tools which could adequately address the diverse stabilization needs of the global community by culling together the government’s wide-range of expertise” (Office of the Coordinator for Reconstruction and Stabilization). That was the beginning of the Civilian Response Corps and its creation has changed the response to reconstruction and stabilization. The Civilian Response Corps’ reaction is a four step process which includes assessing, planning, coordinating, and deploying. Using this four step process, the Civilian Response Corps’ strategy assessment adheres to the criteria set forth by the GAO as illustrated in “Combating Terrorism: Evaluation of Selected Characteristics in National Strategies Related to Terrorism”. The criteria set by the GAO are: (1) purpose, scope, and methodology; (2) problem definition and risk assessment; (3) goals, subordinate objectives, activities, and performance measures; (4) resources, investments, and risk management; (5) organizational roles, responsibilities, and coordination; and (6) integration and implementation.

The first step involves assessing the situation which consists of determining the cause of the conflict, deciding on the United States' method of assistance, and the amount of funds needed. This process requires the Civilian Response Corps to refer to a Watchlist which is "a robust system for identifying countries that are vulnerable to state failure" (Office of the Coordinator for Reconstruction and Stabilization). It also assists with the Interagency Conflict Prevention Framework, which is an assessment tool that is used to measure the level of severity of the conflict, and serves as a guideline for the Civilian Response Corps' office of planning. The next step requires the Civilian Response Corps to plan their response to the crisis in a manner that produces a smooth transition. In order to ensure that transition is smooth, the Civilian Response Corps is using a whole-of-government approach. This concept involves multiple agencies working together in order to achieve a shared goal and in this situation, the shared goal is reconstruction and stabilization. The planning process also involves the Civilian Response Corps' office of planning establishing guidelines of stabilization in order to transform the troubled areas into strong countries.

The coordination process entails representatives of the United States including those in the Civilian Response Corps working together with representatives from other countries. The Civilian Response Corps "participates with fifteen other bilateral governments and six multilateral organizations in the International Stabilization and Peacebuilding Initiative (ISPI) network" (Office of the Coordinator for Reconstruction and Stabilization; see Appendix A for lists of governments and organizations). A joint effort is needed for a task as large as reconstructing and stabilizing nations. The final step, deployment, requires the implementation of all the previous steps by the Civilian

Response Corps and other individuals that are recruited to assist in their efforts. These individuals have been trained to handle a variety of situations that they may face in this field and are prepared to incorporate all of these steps.

The Civilian Response Corps has used this four step process in many situations with conflict countries. The instability of Afghanistan resulted in the rapid expansion of terrorists and their attacks. Rick Docksai's article, "Civilian Peacekeepers" (2008), stated that members of the Civilian Response Corps are serving in different countries including Afghanistan, Chad, Iraq, Haiti, Kosovo, Lebanon, and Sudan. Former Secretary of State Condoleezza Rice was interviewed for this article and she expressed the importance of this program by saying "in a world as increasingly interconnected as ours, the international state system is only as strong as its weakest links we cannot afford another situation like the one that emerged in 2001 in Afghanistan" (R. Docksai, 2008, p. 7). Countries with strong, stable, and organized governments can deter terrorists from exploiting those countries' weaknesses.

The relief that the Civilian Response Corps provides is directed to countries dealing with conflict that jeopardize that country's homeland security. The Civilian Response Corps has a reactive method of assistance towards these countries in conflict. That type of method is understandable in these situations, since reconstruction can only occur after destruction. A recommended smart practice that would be vital to reconstruction and stabilization is proactive approach with preemptive constructive planning in regards to prevention. A smart practice is an interesting and clever idea that is used by an organization with the intent to improve the organization as a whole by focusing on certain areas of importance. Preemptive constructive planning is a type of

planning that is thorough and is done in advance. It complements a proactive process with respect to prevention. Reactive responses can produce a great amount of relief and assistance, while proactive responses have far more benefits.

This is true because it has been proved in past situations that a proactive approach is less costly, mainly because it cost more to deploy individuals and resources to resolve a situation than it does to prepare for a situation. Another reason a proactive approach is better is that it reduces the probability of certain crises occurring by strengthening the community and teaching the individuals in the community how to respond to crises. This idea relates to the old saying, "Give a man a fish, and you have fed him for today; teach a man how to fish and you have fed him for a lifetime." By teaching the individuals how to properly handle a crisis situation, their independence is increased and they are able to handle crises on their own. Those individuals will take control and rebuild their community with little or no assistance.

Proactive responses require a great deal of preventative planning, which is a concept that the Civilian Response Corps has experience in. The Civilian Response Corps has many offices within its organization including an office of planning and an office of prevention. The office of prevention creates multiple ideas to prevent crises and mitigate conflict in foreign countries; however most of those ideas that are implemented are used after a conflict has occurred with the intent of reducing the possibility that it will occur again. One idea that can be used for prevention is to prepare the country for the low probability of high consequence events. Crises and conflicts are bound to occur, so it is best to be prepared for them.

The Civilian Response Corps and its efforts to reduce conflict in foreign countries indirectly reduces terrorism in the United States of America. Their actions are slowly demolishing areas that are prone to be havens for terrorism. Without these areas that the terrorists have claimed as home, there will be a significant reduction in the number of terrorists that exist and the potency of their attacks. That reduction can benefit the U.S. national security and the U.S. homeland security. The Civilian Response Corps is fighting this war on terrorism and is attempting to win one country at a time by reconstructing and stabilizing countries battling conflict.

Recommendation:

The U.S. Department of State and Civilian Response Corp should incorporate construction planning i.e. critical infrastructure construction coding that might prevent and mitigate terrorist acts.

Chapter 2

Management Perspectives

The Art of Management

Concerning the Civilian Response Corps

The role of a manager is far from being simple and requires a great deal of skill and creativity. The managers of the Civilian Response Corps must be able to analyze a variety of complex aspects and issues. Those aspects relate to multiple offices within the organization including civilian response operations, conflict prevention, knowledge management and information technology, planning, resource management, and strategic communications.

The New Oxford American Dictionary defines the term manager as “a person responsible for controlling or administering all or part of a company or similar organization.” In certain organizations, the term manager is not used in the job title, but the actions and roles support this definition. The Civilian Response Corps, which is an organization housed under the Department of State’s (DOS’s) figurative umbrella, defines their managers as coordinators. This is shown by the titles they have given the four men in charge of this organization. Those titles are Acting Coordinator, Acting Principal Deputy Coordinator, Acting Deputy Coordinator, and Deputy Coordinator. One of the major responsibilities of the Civilian Response Corps is the reconstruction and stabilization of countries with conflict.

Ambassador Robert G. Loftis is currently serving as the Acting Coordinator in the Civilian Response Corps’ reconstruction and stabilization efforts. The Acting Principal Deputy Coordinator of reconstruction and stabilization since July 2010 is John

McNamara. William A. Jeffers was appointed as the Deputy Coordinator around the same time as Mr. McNamara. Gary Russell was able to move up the ranks of the Civilian Response Corps' Office of Reconstruction and Stabilization from the Director of Civilian Response Operations to the Acting Deputy Coordinator. The roles of these four have their similarities but they also have their differences. In order to grasp a complete understanding of the roles of those coordinators, knowledge of the Civilian Response Corps and the Office of Reconstruction and Stabilization is needed.

The Civilian Response Corps is a group of civilian federal employees "from eight federal departments and agencies [whose purpose is] to accomplish the U.S. government's various reconstruction and stabilization objectives" (Office of the Coordinator for Reconstruction and Stabilization). They combine their training, experiences, and widespread knowledge to bring relief to countries in crisis, then help that country rebuild its stability. Similar to any successful organization, the Civilian Response Corps explains its purpose in the mission statement. "To lead, coordinate and institutionalize U.S. government civilian capacity to prevent or prepare for post-conflict situations, and to help stabilize and reconstruct societies in transition from conflict or civil strife, so they can reach a sustainable path toward peace, democracy and a market economy" (Office of the Coordinator for Reconstruction and Stabilization).

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their strategies and make revisions where needed. This government is also able to advise other countries and share its knowledge in prevention and crisis response. This type of relationship is positive and can yield multiple constructive ideas which can be used in the Department of State's strategic planning process.

This organization was established during the Bush administration, which articulated the apparent necessity for a civilian response capability in regard to reconstruction and stabilization. Section 1207 of the “National Defense Authorization Act” FY 2006 allowed the Department of Defense (DOD) to transfer funds to the Civilian Response Corps. In 2008, the Civilian Response Corps was receiving up to \$75 million per year for the organization, which at the time had evolved with subdivisions that included active members, members on standby, and members on reserve. The active members are referred to as the first-responders who are available for the deployment to a crisis within 48 hours. Standby members are usually deployed within 30 days of the crisis and serve in stabilization missions for no more than 180 days. Members on reserve are “volunteers from the private sector, state, and local governments who will bring additional skills and capabilities that do not exist in sufficient quantities in the federal government, such as police officers, city administrators, and health officials” (The Civilian Response Corps of the United States of America).

With hopes that the information given provides a basic understanding of the Civilian Response Corps, the focus can now be turned to the coordinators and their roles. Nowadays, there is a surplus of managers but the existence of good managers is rare. There are many managers that forget the requirements of their job after they have held the position for a period of time. Some managers tend to focus on paperwork, delegate

duties to their subordinates and isolate themselves from their employees. This laissez-faire type of management is damaging for the company and could result in a significant decrease in productivity. There are also managers that have difficulty with the challenges they face in their authoritative position. Those managers lack the proper skill and creativity that is needed in order for them to fulfill their duties.

Ambassador Loftis leads “the development of U.S. Government civilian capacity to promote conflict prevention, reconstruction, and stabilization efforts in countries on the brink of, in, or emerging from crisis” (Office of the Coordinator for Reconstruction and Stabilization). Ambassador Loftis’s experiences have made him equipped to handle the situations he may face as Acting Coordinator. Those experiences range from a Bachelor of Arts in Political Science in 1979 to being a Special Representative for the Department of State’s Avian and Pandemic Influenza division in 2009. There were certain occupations that Loftis held which I believe prepared him for his current position. Through those positions he was able to gain knowledge and experience in negotiating and promoting democracy in foreign countries. These two aspects are beneficial in preventing conflict, and providing for reconstruction and stabilization.

Ambassador Loftis is the successor of former Ambassador Herbst who retired in 2010. Herbst paved the way and set high standards for his successors. He is a very good role model of what a manager is and what type of differences a manager can make for an

organization. Under his leadership the organization expanded from 14 members in 2006 to approximately 1,100 members in 2010. He amplified the whole-of-government idea by establishing the union of 7 U.S. departments and agencies. While in office, the funding for this organization increased in ways that no one could have expected. In fiscal year 2006 the funding was \$6 million and by fiscal year 2010 it maximized to a total of \$80 million. Ambassador Loftis has big shoes to fill to uphold the current reputation of Acting Coordinator of the Civilian Response Corps.

William A. Jeffers was appointed as the Deputy Coordinator by the Department of State and the U.S. Agency for International Development (USAID). With this promotion he must “assist the Coordinator with building and maintaining the Civilian Response Corps to drive reconstruction and stabilization efforts in areas of conflict around the world” (Office of the Coordinator for Reconstruction and Stabilization). Jeffers is equipped for this position with 34 years of experience in “diplomacy, the development and oversight of international technical assistance programs, as well as capacity and partnership building with international and U.S. organizations” (Office of the Coordinator for Reconstruction and Stabilization). This experience includes 26 years with the USAID, where he was able to expand his knowledge by working a variety of posts. These experiences prepared him for this position where he will “provide a key interface needed to enhance S/CRS's already strong, collaborative relationship with USAID on important conflict prevention, reconstruction, and stabilization efforts” (Office of the Coordinator for Reconstruction and Stabilization).

In order for a manager to be successful he or she must be equipped with the proper tools which can range from mental reasoning to practical knowledge. Jeffers

possessed a combination of both before being appointed as the Deputy Coordinator. This was proven while he was working for USAID as the Senior Development Advisor where he gave advice on “developmental approaches to address conflict prevention in fragile states” (Office of the Coordinator for Reconstruction and Stabilization). This type of task is similar to the duties of his current occupation. Jeffers also has experience in aiding reconstruction in foreign countries that have been strained with conflict.

The Acting Principal Deputy Coordinator, John McNamara has a different type of work history from his co-coordinators. “He is a career diplomat with 26 years in the U.S. Foreign Service, having served previously as Economic and Labor Affairs Counselor at the U.S. Embassy” in different countries (Office of the Coordinator for Reconstruction and Stabilization). It is possible that his previous occupational positions aided him in getting the current position of Acting Principal Deputy Coordinator, however I believe the majority of that experience came from his educational background. McNamara attended a variety of institutions for post graduate work including the Johns Hopkins School of Advanced International Studies and Georgetown University’s Institute for the Study of Diplomacy. He then concluded his educational career with a Master’s in National Security Studies from National Defense University in Washington, D.C.

Before Gary Russell’s current position of Acting Deputy Coordinator, he worked as the Director of Civilian Response Operations. With Russell having previous firsthand knowledge and experience of the Civilian Response Corps, he has an advantage to excel in his position. As a Director of Civilian Response Operations, Russell was in charge of the formation, training, functioning, and preparedness of the Civilian Response Corps. His work history is vast and ranges from being an international trade negotiator with the

International Bureau of Labor Department to a Director of Foreign Relations of the United States Department of Labor. While working for both of those agencies, Russell was able to establish an understanding of foreign countries and interact with them.

These four coordinators have only begun to address the large task of strengthening the organization. The structure of the organization assists with this task, by having six offices in charge of certain aspects. They are the Office of Civilian Response Operations, Office of Conflict Prevention, Office of Knowledge Management & Information Technology, Office of Planning, Office of Resource Management, and Office of Strategic Communications. Each of these offices have specific responsibilities which can result in successful management if handled correctly they can be successful.

The Office of Civilian Response Operations is “responsible for the strategy development, training, equipping, deployment, and coordination of the Civilian Response Corps” (Office of the Coordinator for Reconstruction and Stabilization). This office is the focal point of the organization and is responsible for the operational units of the organization which include the active, standby, and reserve members. The Office of Operations is also responsible for the Interagency R&S Training and Education System. “The mission of the Interagency R&S Training and Education Division is to improve and maintain the operational readiness of the Civilian Response Corps and other personnel who are involved in implementing reconstruction and stabilization operations” (Office of the Coordinator for Reconstruction and Stabilization). The Training and Education System plays an instrumental role in the Corps’s training, exercise, and education programs. These aspects are necessary to “further develop skills and knowledge needed

to address identified performance gaps for the full range of potential reconstruction and stabilization efforts” (Office of the Coordinator for Reconstruction and Stabilization).

The Office of Conflict Prevention plays a very large and important role in the Civilian Response Corp’s efforts towards reconstruction and stabilization. It “coordinates interagency processes to identify states at risk of instability, leads interagency planning to prevent or mitigate conflict, develops detailed contingency plans for integrated U.S. Government reconstruction and stabilization efforts, and coordinates preventive strategies with foreign countries, international and regional organizations, nongovernmental organizations, and private sector entities” (Office of the Coordinator for Reconstruction and Stabilization). The duties listed are extensive because preventing conflict is a crucial part of reconstruction and stabilization. The level of conflict that the Civilian Response Corp faces in some foreign countries is extremely high, which requires a great deal of preparation, planning, and proper execution of a solution.

“The Office of Knowledge Management & Information Technology provides domestic and international support for the full spectrum of collaboration, communication and information technology applications, tools and processes” (Office of the Coordinator for Reconstruction and Stabilization). Due to the establishment of the concept information technology, it has become a simple task to obtain, reserve, and communicate data. This concept is being used by numerous organizations in efforts to allocate and integrate information. One major role of information technology in this organization is to share information with important individuals; if it is done properly it can increase its knowledge sharing abilities.

In the world of reconstruction and stabilization, planning is imperative and it needs to be done properly with a detailed analysis of the appropriate measures that must be taken. As expected the Civilian Response Corp contains a subdivision dedicated solely to planning. The Office of Planning is “responsible for building a U.S. whole-of-government civilian planning capacity for reconstruction, stabilization and conflict transformation” (Office of the Coordinator for Reconstruction and Stabilization). The art of planning was discussed in detail during the first trimester of this graduate program, which is understandable because before a course of action can be taken, a proper plan must be created. This is needed in order for the course of action to be successful as well as the organization as a whole.

According to the DOS, the Office of Planning “leads civilian-military integration efforts, applies the principles of the Interagency Management System, and collects and implements best practices” (Office of the Coordinator for Reconstruction and Stabilization). The concept of best practices/smart practices was also discussed and analyzed in this course and the partner course with Professor Comiskey. Smart practices are important because they have the ability to create a vision which is very powerful and if nurtured and supported in the proper manner, can grow and become a reality. The DOS had a vision that incorporated a variety of ideas which resulted in responding to the policy issue of reconstruction and stabilization through the birth of the Civilian Response Corp.

The Office of Resource Management is “responsible for budget policy and planning, financial coordination, S/CRS personnel, operating funds and management coordination” (Office of the Coordinator for Reconstruction and Stabilization). This is an

important aspect of the organization since it focuses on the financial aspect. In order for any organization, whether private, public, state, or federal to exist there must be some type of capital. As a manager it is necessary to know how a company is funded and the amount of funds and resources that are available. The Office of Strategic Communication is “responsible for public affairs and public diplomacy, diplomatic engagement, and outreach to the academic and NGO communities” (Office of the Coordinator for Reconstruction and Stabilization).

The coordinators of the Civilian Response Corp have undergone extensive background checks which include their work history. The experiences that they have gone through from their work history prepared each of them for their current positions. In this paper, I have explained the importance of managers, their duties in regard to the Civilian Response Corp, and how their work history prepared them for the possible obstacles they may face. Considering their extensive knowledge and their experiences, these managers/coordinators are able to present themselves in a manner that positively reflects the organization as a whole. These four coordinators, even though they were newly appointed to their positions, have already given others a positive perception of the organization based on their qualifications.

Managers are an organization’s backbone and in order for an organization to be strong it must have strong managers within it. These managers must possess a long list of essential qualities that are needed, some of which were previously mentioned. It is my understanding, that the four coordinators of the Civilian Response Corp possess many of these qualities and much more. In my opinion, they are examples of good managers with the potential to be great.

Chapter 3

Strategic Plan and Budget

United States Northern Command

Recommendations to Improve the Efficacy of USNORTHCOM

To: United States Navy Commander, Admiral James A. Winnefeld, Jr.
From: Debra Wilson, Graduate Student of Pace University
Subject: Recommendation to improve the efficacy of the
United States Northern Command

Executive Summary:

The intention of this strategic plan is to provide the United States Northern Command (USNORTHCOM) with recommendations that can assist in improving the agency's current functioning. This acknowledges the fundamentals of USNORTHCOM while explaining the reason for this plan's existence. It will also provide strategic issues and solutions related to the agency, which will be derived from a SWOT analysis conducted of the agency. The recommendations provided will not conflict with the agency's restricted areas of responsibility which "includes air, land and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico and the surrounding water out to approximately 500 nautical miles" (northcom.mil). This strategic plan can be very beneficial to USNORTHCOM if it is properly implemented.

Purpose of Strategic Plan:

The purpose of this strategic plan is to address some of the issues present in USNORTHCOM by providing strategic solutions. The issues mentioned were derived

from a SWOT analysis conducted on the agency. The solutions provided are intended to complement USNORTHCOM's vision and mission statement. This strategic plan was not created to address all issues, because it is solely a beginning in improving the efficacy of USNORTHCOM. After this plan has been implemented and proven to be effective, it will be revised after further analysis to incorporate additional issues.

Vision and Mission Statement:

USNORTHCOM has an intricate vision which is comprised of ideals and beliefs that are important to the organization and its success. Their vision consists of four parts and when combined it gives a basic summary of USNORTHCOM and its hopes for the future. The vision is to uphold their "most solemn obligation to defend our homeland," "respond not a minute too soon, or a second too late," "constantly challenge 'the way it is' in favor of 'the way it ought to be,'" and for NORAD and USNORTHCOM to "be synonymous with continental and homeland defense expertise and excellence worldwide" (northcom.mil).

Its mission is much simpler than the vision. USNORTHCOM describes its mission statement to be, "to conduct homeland defense and civil support operations within the assigned area of responsibility to defend, protect, and secure the United States and its interests" (northcom.mil). This mission statement was designed in such a way to complement NORAD's mission statement. This can be expected since the two organizations have so much in common and are controlled by the same commander, Admiral James A. Winnefeld, Jr., USN Commander.

Organizational Mandates:

“The formal and informal mandates placed on the organization consist of the various ‘musts’ it confronts--that is, the various requirements, restrictions, expectations, pressures, and constraints it faces” (Bryson, 2004). USNORTHCOM, like many other unified combatant commands, has organizational mandates. One of those mandates pertains to the areas of responsibility (AOR) that USNORTHCOM is required to manage. “USNORTHCOM’s AOR includes air, land and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico and the surrounding water out to approximately 500 nautical miles” (northcom.mil). These limitations also extend to Gulf of Mexico, the Straits of Florida, the Bahamas, Puerto Rico, and the U.S. Virgin Islands.

Another mandate which is the center of this organization’s function involves the Posse Comitatus Act. The Posse Comitatus Act is “a federal statute prohibiting use of the military in civilian law enforcement” (New Oxford American Dictionary). This act was established to limit the federal government’s powers by limiting the military’s involvement in domestic affairs. USNORTHCOM, and other agencies like it, are permitted to get involved in domestic affairs when authorized by the Constitution or Congress. This act restricts USNORTHCOM’s interaction with the community and they are required to adhere to its provisions or face legal repercussions.

Stakeholders Analysis:

“A stakeholder is defined as any person, group, or organization that can place a claim on an organization’s attention, resources, or output, or that is affected by that output” (Bryson, 2004, p. 43). In April 2008, the United States Government Accountability Office (GAO) published the following assessment: “Homeland Defense: U.S. Northern Command has made progress but needs to address force allocation,

readiness tracking gaps, and other issues.” This publication documented a number of agencies that are represented at USNORTHCOM and is also illustrated in Appendix E.

These stakeholders can be classified based on their governmental level: federal, regional, state and local. They can then be categorized as Emergency Managers, Agencies, Governors, and National Guard. A student from the Naval Postgraduate School, Steven Osterholzer, effectively illustrated these stakeholders; his illustration can be found in Appendix D.

SWOT Analysis:

A SWOT analysis was conducted to analyze the strengths, weaknesses, opportunities, and threats involved with USNORTHCOM.

Strengths:

- USNORTHCOM operates “under a single unified command” (northcom.mil)

A unified command is “a command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments” (thefreedictionary.com). This type of command is beneficial for this organization because it brings forth unity and uniformity which is essential for missions to be completed. It also “provides easy transition in the event that there is a need to perform various roles with other services” (Matthew Cassidy).

- USNORTHCOM region falls under FEMA jurisdiction area

The United States falls under the jurisdiction of USNORTHCOM, however this region has been broken down in accordance to FEMA regions. This is beneficial because it assist Admirable Winnefeld in maintaining continuity and fluidity during mission and throughout the regions. As mentioned previously, it “provides easy transition in the

event that there is a need to perform various roles with other services” (Matthew Cassidy).

- Senior leadership maintains his job position for approximately three years

This assists in the agency and the leader in becoming familiar with one another. When leadership is changed frequently an unstable and unreliable relationship is formed. A firm positive rapport assist in productivity and intra-department relations.

- USNORTHCOM has mixed representation

USNORTHCOM consists of civil service employees and uniformed employees from various occupational backgrounds. This organization has worked alongside the U.S. Fifth Army/ARNORTH, U.S. Fleet Forces Command, First Air Force/AFNORTH, Marine Forces/MARFORNORTH, Standing Joint Force Headquarters, Joint Force Headquarters National Capital Region, Joint Task Force-Civil Support, Joint Task Force Alaska, and Joint Task Force North. By having a diverse background with people who have a variety of areas of expertise, USNORTHCOM is arming their figurative arsenal to prepare themselves for what may come.

- USNORTHCOM’s budget

USNORTHCOM’s budget consists of joint money which is commonly referred to as “purple dollars”. This money is used to run the entire organization and can be used to resolve unexpected events. This large sum of money can also be used for a range of products including equipment and supplies.

Weaknesses:

- USNORTHCOM does not have permanently assigned forces

It is assigned forces in order to complete a certain mission. Those forces are appointed by either the president or the secretary of defense. By working with new people, it is difficult to establish a strong rapport. It also makes it difficult because similar to any work environment, the employees tend to develop an understanding of how each person works and their strengths and weaknesses. But when one's coworkers are ever-changing that task is difficult. This can cause the team to not be unified.

- USNORTHCOM's budget

As mentioned previously, USNORTHCOM is distributed purple money, which can have positive and negative effects. Having joint money can cause problems because there is no set amount designated for a given expense, so there is a possibility that too much funds will be spent on one expense and another will suffer.

- Information sharing

There have been situations where USNORTHCOM and many other agencies failed to distribute important information. Maritime warning mission is an example of this. "We need to figure out how we're going to share data, turn that data into information, knowledge and action taken by either nation, but we have a lot of work to do to figure out how to share that information and at what level" (northcom.mil).

Opportunities:

- Transnational criminal organization

Transnational crime is a "hemisphere-wide problem" (northcom.mil) and USNORTHCOM must do everything in its power to defeat it. This widespread of violence can affect multiple countries and have many damaging results.

- Support of civil authorities

USNORTHCOM “has made great progress in streamlining the processes so that the command can respond quickly when needed, citing in particular the contingency dual-status commander concept wherein a commander falls under federal and state commands simultaneously” (northcom.mil).

Threats:

- Cyber Security

Cyber communication and connectivity is imperative in order to have an effective mission. USNORTHCOM “is the responder who will assist Homeland Security and other entities in the wake of a cyber attack if it has physical effects, if there were an attack that took down the electrical grid for a significant amount of time, it’s going to be CYBERCOM who partners with DHS to help with the recovery from that attack” (northcom.mil).

- Availability of weapons of mass destruction to terrorist

Terrorist have the ability and resources to obtain a wide range of weapons including weapons of mass destruction. It is very difficult to fight this type of attack no matter how much we may prepare ourselves for it. These weapons yield a large damaging affect and it is nearly impossible to measure the quantity that terrorists possess.

- Unpredictable adversaries

The United States cannot measure the amount of enemies that it has nor can it determine where each one is located. Unpredictable enemies are extremely dangerous and it is difficult to combat an attack against them.

Strategic Plan:*Strategic Issue:*

USNORTHCOM is an agency that is not well-known, if known at all, by the average American citizen.

Strategy:

The leaders of USNORTHCOM will collectively recreate a mission and vision statement. A uniformed mission statement is needed in order to have a successful organization. The Public Relations Department of USNORTHCOM will purchase an ad in a popular newspaper, a 30 second timed block on a local television station, and a 30 second timed block on a local radio station. The PR Department will collaborate with the Information Technology section of USNORTHCOM and establish a computerized advertisement that will be distributed.

Citation

“Mission statements focus the participants’ efforts to fulfill well-defined stakeholder needs” (Tweed 1990, p. 25).

Goals:

- USNORTHCOM will conduct monthly surveys to measure the level of awareness and knowledge the average American citizen has of the agency.
- USNORTHCOM will conduct a monthly check of the amount of times its agency has been research online with a website hit counter and a traffic counter.
- USNORTHCOM will release unclassified video footage of the training undergone as a part of their advertisements, which will be stockpiled and distributed prior to the end of the first quarter.

- Research will be done to analyze the various mission statements and establish one that embodies the mission of USNORTHCOM to its potential. Once established it will then be released, this will be done prior to the end of the organization's first quarter

Key Performance Indicators:

- Increase in amount of surveys returned and a higher level of awareness & knowledge
- Increase in hits and traffic

Time Table:

- January 2011 - The strategic planning process will commence
- February 1, 2011 - The amount of surveys, responses, and website hits will be recorded to be compared with the following month
- April 1, 2011 - The amount of surveys, responses, and website hits will be recorded to be compared with the following month. An increase or decrease in levels will be recorded
- April 2011 - Computer, newspaper, and radio advertisements will be released

Budget:

Estimated budget of \$4.5 million, with a reduction of \$300,000 after the first year, and an additional \$150,000 the second year.

Strategy Issue:

USNORTHCOM, like most agencies, experiences budget issues.

Strategy:

USNORTHCOM will sustain the organizational missions with increasing budget efficiency by making budget cuts within the organization through analysis and evaluations to establish the areas of spending that can be decreased. We will identify and pursue alternative strategies to obtain necessary equipment, instead we will obtain this equipment at a reduced price by attending auctions, purchasing refurbished equipment, and putting more focus on public/private partnership initiatives. This will aid USNORTHCOM in using the purple dollars (joint money), the origin of their budget, effectively.

Goals:

- USNORTHCOM will conduct quarterly evaluations for the first two years to establish which areas of the agency can experience a reduction in funds.
- USNORTHCOM will put a limit on the amount of funds that will be disbursed to each sub-sector and what the funds will be used for. This will be monitored semi-annually.
- USNORTHCOM will receive donations from public/private partners by providing incentives/rewards which are enticing and educate them on the importance/necessity of its existence. (Possible example is to provide reduced priced fitness possibilities; which will entice corporations that are health conscious).

Key Performance Indicators:

- Decrease in the amount of funds being spent

- Increase in income through donations and saving

Time Table:

- January 2011 - The strategic planning process will commence
- April/July/October 2011 - Evaluation will be conducted and the evidence of changes will be recorded
- July 1, 2011 - An analysis of the funds dispersed from purple dollars will be conducted

Budget:

Estimated budget is unknown, but the proper implementation of this plan will result in a significant decrease of the overall budget in comparison to the previous year.

Strategic Issue:

The variety of threats including an ever-changing world, unpredictable adversaries, “uncertain security environment”, and the “availability of weapons of mass destruction to terrorists” (North American Aerospace Defense Command & US NORTHCOM Vision2020)..

Strategy:

We will ready ourselves and be prepared for low probability high consequence events with the intent to prevent tragedies like 9/11 and Hurricane Katrina from happening again. We will train our personnel and equip them with the proper knowledge of prevention, preparation, and execution for situations similar to those previously mentioned.

Goals:

- USNORTHCOM will conduct quarterly exercises of war games.
- Every individual in this agency will be trained in every piece of equipment and emergency procedures and their knowledge and skills will be tested every quarter.

Key Performance Indicators:

- Positive results from the quarterly tests

Time Table:

- January 1, 2011 - The strategic planning process will commence and the first war game will be conducted before the end of the month and the reactions of the individuals and result of the exercise will be recorded
- April 2011 - The second war game will commence and the reactions of the individuals and result of the exercise will be recorded; each individual will have their knowledge and skills tested.

Budget:

Estimated budget of \$1.5 million for preparedness

Chapter 4

Constitution and Ethical Challenges:

The Definition of Constitutional
With Regards to the United States Northern Command

The New Oxford American Dictionary defines the term constitutional as “of or relating to an established set of principles governing a state.” For the purpose of this paper, the established set of principles previously mentioned refers to the United States Constitution. The U.S. Constitution has been debated and analyzed since it was created in 1787. Its creation required a great deal of compromise and as many can expect, not every delegate was pleased with the end product. As a result of the U.S. Constitution, there was a great division between those who opposed the Constitution and its ratification, the Anti-Federalists, and those who supported the Constitution, the Federalists.

The Anti-Federalists argued that the Constitution gave the national government too much power in comparison to state governments. This is a valid fear that people from all countries have because the thought of their government having supreme power is alarming. When a government has too much power, it has the ability to control everything within the country without the public’s perspective. This type of administration could yield an outcome of a pseudo-Communist society where the voice of the people and their actions are limited. Limitations on natural rights, equality, freedom, and security is not what our founding fathers wanted. When our founding fathers, in a joint effort, created the Constitution they envisioned a society with beliefs and ideals that were used to shape our country today.

Another issue the Anti-Federalists had was that the U.S. Constitution lacked a Bill of Rights. They wanted the Constitution to contain these important issues to ensure that the rights and freedoms of the people were protected. Having a formal list of the rights guaranteed to citizens included in the Constitution brought forth a sense of security. This sense of security is a possible result of the Constitution being a written contract between the government and the people. The Anti-Federalists argued these issues and many more; however the one argument that was strong enough to withstand the Federalists' rebuttals was the lack of a Bill of Rights.

The Federalists claimed that the Constitution did not give the national government too much power. They argued that due to the Constitution and its clause on separation of powers, the national government had limited power. The separation of powers clause discusses three branches of government and the importance of checks and balances. The combination of these two aspects ensures that the national government does not have too much power. This can give people a sense of security, knowing that this government will not become a dictatorship. The Federalists' response to the Constitution lacking a Bill of Rights was not as strong as many of their other responses.

They believed that such a bill was not needed because the Constitution alone would protect individuals' rights. They also felt that having a list of the rights that would be protected was not a good idea. They argued that by doing so, a bigger issue would arise with protecting rights that were not listed. So they believed that it would be best to not list any rights. The American citizens of the late 1700's were not satisfied with that argument due to the recent current events that they had experienced. In 1776, America declared its independence from the Kingdom of Great Britain. After recently receiving

their independence, the American people did not want the past to repeat itself by giving the American government too much power and eliminating their natural rights.

In order to end this debate, a compromise was reached. A Bill of Rights was added to the Constitution in exchange for a vote for the ratification of the Constitution. The points that the Federalists made in regards to the rights not listed in the bill of rights were valid points. It is possible that concerns like those and many others led to the Constitution being a living document. For the purpose of this paper, that means that the Constitution can be amended so that it may always be applicable. The Constitution has been amended numerous times and will most likely continue to be, because this contract between the government and the people must change as both parties change.

The United States Constitution is the supreme law of the United States of America. Many laws and regulations were created and modified to adhere to the principles set forth in the Constitution. All laws illustrated in the Code of Laws of the United States of America must be deemed constitutional prior to being passed as a law. The United States Government, specifically the judicial branch, is in charge of reviewing these laws and their level of constitutionality. Businesses, organizations and people on both a federal and state level are required to adhere to those principles. Violating the Constitution brings legal repercussions. Many protests and debates have transpired due to individuals feeling that their rights were violated. So to eliminate these issues businesses and organizations are compelled to stay within the bounds of the Constitution.

The United States Northern Command is included amongst those businesses and organizations. The United States Northern Command (USNORTHCOM) is a subdivision of the Department of Defense (DOD) that was created in October 2002 as a result of the

tragic events of 9/11. USNORTHCOM's mission is to "conduct homeland defense and civil support operations within the assigned area of responsibility to defend, protect, and secure the United States and its interests" (northcom.mil). The areas that this organization primarily focuses on, or their areas of responsibility (AOR's) are air, land, and sea. The areas of responsibility for USNORTHCOM are air, land, and sea in the regions of the "continental U.S., Alaska, Canada, Mexico...Gulf of Mexico, the Straits of Florida, and portions of the Caribbean" (northcom.mil).

USNORTHCOM is an organization that operates "under a single unified command" (northcom.mil). A unified command can be defined as "a command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments that is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff" (thefreedictionary.com). This type of command is beneficial for this organization because it brings forth unity and uniformity which are essential for missions to be completed. It also provides easy transition in the event that there is a need to perform various roles with other services.

Since USNORTHCOM is responsible for these areas it is convenient that its commander is also in charge of the North American Aerospace Defense Command (NORAD). NORAD is "a bi-national command responsible for aerospace warning, aerospace control, and maritime warning for Canada, Alaska and the continental United States" (northmil.com). By having a commander who commands two separate organizations whose responsibilities coincide is helpful because he will be able to

combine both aspects of those organizations in a manner that will help achieve each goal. USNORTHCOM prides itself with its successful ability to work with other agencies.

USNORTHCOM consists of what many call a mixed representation. It has civil service employees and uniformed employees from various occupational backgrounds. This organization has worked alongside the U.S. Fifth Army/ARNORTH, U.S. Fleet Forces Command, First Air Force/AFNORTH, Marine Forces/MARFORNORTH, Standing Joint Force Headquarters, Joint Force Headquarters National Capital Region, Joint Task Force-Civil Support, Joint Task Force Alaska, and Joint Task Force North. By having a diverse background with people who have a variety of areas of expertise, USNORTHCOM is arming their figurative arsenal to prepare themselves for what may come.

USNORTHCOM's main role is to support local law enforcement and other civil authorities. "While the threats to America have evolved and changed, the military has again been tasked 'to provide for calling forth the militia to execute the laws of the union, suppress insurrections, and repel invasions, per Article 1, Section 8, Clause 15, of the Constitution of the United States'" (northcom.mil). USNORTHCOM is included in one of those militias and their actions are limited in accordance to the Code of Laws of the United States of America under the Posse Comitatus Act. Title 18 Part I Chapter 67 § 1385 specifically states "whoever, except in cases and under circumstances expressly authorized by the Constitution or Act of Congress, willfully uses any part of the Army or Air Force as a posse comitatus or otherwise to execute the laws shall be fined under this title or imprisoned not more than two years, or both" (northcom.mil).

The Posse Comitatus Act is “a federal statute prohibiting use of the military in civilian law enforcement” (New Oxford American Dictionary). This act was established to limit the federal government’s powers by limiting the military’s involvement in domestic affairs. USNORTHCOM, and other agencies like it, are permitted to get involved in domestic affairs when authorized by the Constitution or Congress. The Posse Comitatus Act does not apply to all military forces and is only valid in certain situations. It “does not apply to the U.S. Coast Guard in peacetime or to the National Guard in Title 32 or State Active Duty status” (northcom.mil). Title 32 refers to a section in the Code of Laws of the United States of America that defines the roles and duties of the National Guard.

“The substantive prohibitions of the Posse Comitatus Act (PCA) were extended to all the services with the enactment of Title 10 USC, Section 375” (northcom.mil). Title 10 refers to a section in the Code of Laws of the United States of America that defines the roles and duties of the armed forces. By this section of the United States Code, the Secretary of Defense is required to clarify the agencies that were included in the act. The Department of Defense Directive 5525.5 was issued by the Secretary of Defense as a result. This document “precluded members of the Army, Navy, Air Force, or Marine Corps from direct participation in a search, seizure, arrest, or other similar activity unless participation in such activity by such member is otherwise authorized by law” (northcom.mil).

This act basically states that the military cannot interject itself into law enforcement activities. “Some of those law enforcement activities would include interdicting vehicles, vessels, and aircraft; conducting surveillance, searches, pursuit and

seizures; or making arrests on behalf of civilian law enforcement authorities” (northcom.mil). It is possible that there may be some confusion of when USNORTHCOM and other agencies are allowed to interject and provide assistance to law enforcement. However, Title 10 (Armed forces) and 18 (Crimes and criminal procedures) of the United States Code diminish these confusions. One example is the Insurrection Act, which “allows the president to use U.S. military personnel at the request of a state legislature or governor to suppress insurrections” (northcom.mil). This act provides the president with the ability to use military forces in situations where there is a revolt against the government and local law enforcement is not sufficient.

Another example where agencies like USNORTHCOM can intervene involves crimes with nuclear substances. In these cases, both the Attorney General and Secretary of Defense must declare an “emergency situation” (northcom.mil) which is a threat to the U.S. and is so severe that local law enforcement is not sufficient. Aside from these two examples, the most common exclusion to the Posse Comitatus Act is counter-drug assistance. Drugs have become a nationwide epidemic in the United States and there have been instances where local law enforcement require more support to fight it. This type of response can occur based on the severity of the situations, however USNORTHCOM must stay within the guidelines of the Constitution and the United States Code.

It may be difficult for some people to define what is constitutional, because the U.S. Constitution can be interpreted in many ways. Departing from the Constitution can yield many results, most of them detrimental to the American society. A great deal of time and effort has been put forth in order to make this country what it is today. I believe

that this is true because of the Constitution. These guidelines, rules, and protocols are the framework for the laws that exist today. If one violates this contract, even a minor violation, this can start the slippery slope effect and alarmingly, the end will be unknown.

Chapter 5

Public Sector Policy Analysis:

New York State Police

Evaluation of Troop F's involvement in Emergency Management

To: New York State Police Superintendent, Joseph D'Amico
From: Debra Wilson, Graduate Student of Pace University
Subject: Evaluation of Troop F's involvement in emergency management

Executive Summary:

“Emergency management is the generic name of an interdisciplinary field dealing with the strategic organizational management processes used to protect critical assets of an organization from hazard risks that can cause disasters or catastrophes, and to ensure the continuance of the organization within their planned lifetime” (G. Haddow & J. Bullock, 2003). Each state, as per the Constitution, is responsible for its citizens' public health and safety, which includes public risks. New York State (NYS) Office of Emergency Management established a comprehensive emergency management sample plan which can be applied and modified to be county specific.

Purpose of Evaluation Plan:

The intention of this evaluation is to provide the New York State Police (NYSP), specifically Troop F, with responses that will ultimately answer the question of whether

or not their level of involvement in emergency management is effective. NYSP are required to participate in crisis situations that require an emergency management response. They are supposed to collaborate with emergency managers and other first response organizations using an Incident Command System/Unified Command (ICS/UC). An ICS/UC “is an efficient on-site tool to manage all emergency response incidents, and UC is a necessary tool for managing multi-jurisdictional responses to oil spills or hazardous substance releases” (Incident Command System website). This assessment will include questions to the stakeholders of this agency to measure each one’s level of understanding. Once this information is collected, it will provide a detailed estimation of the emergency management plan’s standing. If the level of understanding the stakeholders have of the plan is limited, it shows that the plan has not been successful.

NYSP Vision and Mission Statement:

The NYSP has a very simple vision and mission statement, which they try to uphold with their emergency management plan. Their vision includes building on their tradition of service and their mission is “to serve, protect, and defend the people while preserving the rights and dignity of all” (troopers.ny.gov). It is based on their values of integrity, leadership, customer service, respect, and continuous improvement and learning. According to the NYSP, the mission of this agency focuses on “preventing crime,” “enforcing the law,” “ensuring highway safety,” “rendering general assistance,” “promoting peace and order,” and “providing high quality support” (troopers.ny.gov).

Organizational Mandates:

NYSP operates in the jurisdiction of the State of New York. This agency is divided into troops based on their geographic area, where they are entrusted with the responsibility of certain counties. Troop F is responsible for Greene County, Orange County, Rockland County, Sullivan County, and Ulster County. “Its only specific statutory restriction is that its members may not ‘exercise their powers within the limit of any city to suppress rioting or disorder except by direction of the Governor or upon the request of the mayor of the city with approval of the Governor’” (NYSP 2009 Annual Report). It is permitted and encouraged for the NYSP to work with the local law enforcement agencies in the counties. “This is accomplished by making available to local departments the full range of State Police specialized units, scientific and criminal investigative services, and other resources smaller departments typically cannot sustain themselves” (NYSP 2009 Annual Report).

Emergency Management Plans/Hazard Mitigation Plans:

NYS Office of Emergency Management has created a sample emergency management plan based on a fictitious county, Empire County. “It is based upon the requirements for a county plan found in State law (Executive Law, Article 2-B, Section 23)” (Empire County Comprehensive Emergency Management Plan). This plan is meant to only be a guide for the counties of NYS to create their own plans. Each county within NYSP Troop F area of responsibility has its own emergency management plan, but there are many similarities amongst them with slight differences that focus on important aspects of each county.

One major similarity is that these counties, except for Orange County, have created multi-jurisdictional hazard mitigation plans. A hazard mitigation plan is popular and commonly used amongst these counties as their emergency management plan. Hazard mitigation is “any sustained action taken to reduce or eliminate the long term risk and effects that can result from specific hazards” (Greene County Hazard Mitigation Plan). According to the Federal Emergency Management Agency (FEMA), a hazard mitigation plan is “the documentation of a state or local government evaluation of natural hazards and the strategies to mitigate such hazards” (www.fema.gov). A multi-jurisdictional plan is beneficial because it covers all of the jurisdictions within each county while reaping many benefits. “The long-term benefits of mitigation planning include: an increased understanding of hazards faced by communities, a more sustainable and disaster-resistant community, financial savings through partnerships that support planning and mitigation efforts, focused use of limited resources on hazards that have the biggest impact on the community, reduced long-term impacts and damages to human health and structures and reduced repair costs” (Greene County Hazard Mitigation Plan).

Within the NYSP agency is a subdivision titled Emergency Management which falls under the Uniform Special Services sector. “The Emergency Management section includes members who oversee the Division’s planning, preparedness and response to natural disasters and serious emergencies, including criminal acts involving chemical, biological, radiological and nuclear (CBRN) hazards” (NYSP Annual Report, 2009). The responsibilities of NYSP in this unit are extensive and extremely crucial. As documented in the report, NYSP is responsible for “participating in the development of state emergency response plans; coordinating the activities of the Emergency

Management NCOs; reviewing statewide threat and vulnerability assessments; providing guidance to public and private entities on emergency planning and security procedures” and much more.

Law enforcement is needed in times of emergency and this has been proven in past events. In 2009, NYSP assisted in emergency management situations and in traffic service affairs. A few emergency situations that were listed in their report were the incident with flight 1549 landing on the Hudson River in January, flight 3407 crashing in Buffalo in February, and flooding in western NY in August. NYSP was needed in these situations for multiple reasons, including controlling the situations so chaos did not erupt, aiding victims and providing them with guidance, medical attention, and protection while assisting other emergency management personnel, and much more. Law enforcement played an extremely important role during the tragedy of September 11, 2001 and many individuals went above and beyond their duty to help and protect the community, even though helping and protecting the community is a part of their duties, those individuals exceeded all expectations.

Evaluation Plan:

Evaluations are vital in any organization and they are used to make an assessment of the organization’s current standing. Any changes are made with the intention of bettering the organization. Unfortunately, people tend to have a negative perception of evaluations because they feel that the intention is to point out their flaws or to change what they have become accustomed to and are satisfied with. Due to these negative perceptions and many other aspects, there are individuals who decline to participate in

voluntary evaluations and others who give dishonest answers. This leads to an inaccurate evaluation.

There are many other aspects that can lead to an inaccurate evaluation including improperly conducting the evaluation. In order to do so properly, it is best to start the organization process with four categories which are “evaluation planning and design, data collection, data analysis, and evaluation use” (Handbook of Practical Program Evaluation). Each of these categories is important and beneficial when creating an evaluation. The key to evaluation planning and design is for the benefits of the evaluation to exceed the costs. Evaluation planning and design involves many factors including deciding what will be included in the evaluation and what are the expected outcomes. This process also involves deciding who the target audience will be, which stakeholders will be included in the process, whether or not logic models will be incorporated, and the type of design that will be applied. The type of design refers to the types of questions that will be asked in the evaluation, the approach and whether an experimental, quasi-experimental, cost-benefit analysis, or a cost-effectiveness analysis method will be applied.

“Experimental and quasi-experimental methods are best suited to obtaining causal effects, though they are difficult to implement in the context of a” cost-benefit analysis or a cost-effectiveness analysis (Handbook of Practical Program Evaluation). A cost-benefit analysis (CBA) “is most useful when you are analyzing a single program or policy to determine whether the program’s total benefits to society exceed the costs or when you are comparing alternative programs to see which one achieves the greatest benefit to society” (Handbook of Practical Program Evaluation). A cost-effectiveness analysis

(CEA) “is most useful when you know the outcome you desire and you are determining which of a set of alternative programs or projects achieves the greatest outcome for the costs” (Handbook of Practical Program Evaluation).

A quasi-experimental approach will also be applied to this evaluation plan, where Troop F’s involvement in emergency management will be compared to other troops within the NYSP. This approach will use agency employees, citizens within the counties, and local officials as participants. The employees will be the control group, to which the other groups will be compared. The assumption of this quasi-experimental evaluation is that all troops will have a deep involvement with their area of responsibilities’ emergency management plan. If the results of comparing the groups are the same as anticipated, then the assumed conclusion is that the level of involvement is efficient. However, if a variance amongst the groups arises from the evaluation, then the assumed conclusion is that Troop F has not reached an acceptable level of involvement with their community and changes need to be made. The quasi-experimental approach takes a great deal of time, research, and is expensive. But this approach was chosen because the benefits it reaps will outweigh the costs.

For this evaluation, a cost-benefit analysis can be used instead of a cost-effectiveness analysis. The CBA was chosen because by definition, it can be applied to evaluate this single aspect of the agency while its benefits exceed the costs. Establishing a CBA requires a definition of costs and benefits and an explanation of how each relates to this evaluation. Calculating the costs of the salaries to pay for a sufficient NYSP needed in the time of an emergency, the resources required in an emergency, and damages of property in an emergency is difficult and extensive. According to former

NYC Comptroller William Thompson Jr., the final overall costs of September 11, 2001 were \$82.8 to \$94.8 billion. It is difficult to put a monetary value on the costs of an emergency, because it is difficult to know how serious an emergency will be and when one will occur. So rather than create a CBA of NYSP's emergency management unit responding to an emergency, I created a CBA which includes the emergency management plans of Troop F's area of responsibilities. This CBA can be found in Appendix B.

Data collection is as important to the evaluation process as is evaluation planning and design. "Even the best evaluation designs come to naught if accurate data cannot be obtained or if data are not collected in a reasonable reliable and valid way" (Handbook of Practical Program Evaluation). One method of collecting data that will be used in this evaluation is the survey method. The survey will contain a series of questions used to gather information that will be later analyzed to discover each participants level of understanding of emergency management. The survey will be distributed via direct mail to the citizens in the counties and local officials, but not NYSP personnel.

A different type of method for collecting data will be done for the NYSP. The individuals from NYSP that will be involved in this evaluation will undergo personal one-on-one evaluation interviews. It is possible to conduct group interviews with this evaluation, but there have been many instances where individuals lie during a group evaluation because they are afraid of being honest in front of their peers. Since honesty is crucial for an accurate evaluation, it is best to make the participant as comfortable as possible so he or she will be honest and forthcoming. The survey for this evaluation can be found in Appendix C. In order to have a greater outcome of individuals participating

in the survey, I have chosen to provide participants with free emergency preparedness gifts, which will include CPR certification for those who are interested.

Benefits:

Calculating the benefits of these emergency management plans is significantly more difficult than calculating the costs. It is not feasible to gather a monetary value of the benefits of this program from my position, unless I were in a different position, possibly one with where I work with budgets.

Conclusion:

The total difference between the benefits and the costs will provide the evaluator with the answer to the question of whether or not the management plan is beneficial for the NYSP.

Chapter 6

Comparative Governments:

Jamaica

Recommendations to Decrease Terrorism

To: Department of Homeland Security Secretary, Janet Napolitano
 From: Debra Wilson, Graduate Student of Pace University
 Subject: Recommendation to decrease the level of terrorism in Jamaica

Executive Summary:

The Code of Regulations defines terrorism as “an activity that involves a violent act or an act dangerous to human life, property, or infrastructure; and appears to be intended:



to intimidate or coerce a civilian population



to influence the policy of a government by intimidation or coercion



to affect the conduct of a government by mass destruction, assassination, kidnapping, or hostage-taking” (Code of Federal Regulations Title 31)

Terrorism is an issue that has plagued every country in the world, some more than others. However, this is not a competition because the impact that terrorism has affects everyone regardless of what country the event takes place. So even if a terrorist event occurs halfway across the country, that event will have either a direct or indirect impact on all other countries. This impact may vary and could possibly be a significant increase in

violence and/or fear. It is impossible to eliminate terrorism completely but with the proper strategy, planning, resources, and execution terrorism can be reduced.

Purpose of Strategic Plan:

Terrorism in foreign countries is important to the Department of Homeland Security (DHS) because it affects the United States. The DHS has realized the importance in this and has dedicated a section in their counterterrorism division to monitoring and focusing on international activities. This section is divided to focus on important issues like aviation security, bilateral security agreements, border agreements, cooperation in homeland/civil security matters, privacy, visa waiver program, immigration law, and critical infrastructure. The focal point of the cooperation in homeland/civil security matters component is “agreements between the U.S and other countries on cooperation in science and technology concerning homeland/civil security matters” (DHS: International Activities). Surprisingly Jamaica was not amongst the list of countries that the United States has agreements with.

The purpose of this strategic plan is to address some of the terrorism issues present in Jamaica by providing strategic solutions. The issues mentioned were derived from a SWOT analysis conducted which illuminates the country’s strengths, weaknesses, opportunities, and threats. The solutions provided are intended to complement Jamaica’s accomplishments and endeavors in its battle against terrorism. This strategic plan was not created to address all issues, because it is solely a beginning in decreasing the level of terrorism in Jamaica. After this plan has been implemented and proven to be effective, it will be revised after further analysis to incorporate more issues within this country.

Jamaica’s Motto:

Jamaica's national motto is "out of many, one people". This motto is meant to bring forth unification amongst the people by reminding them that even though they have some differences, that they have more similarities. Jamaica is a multiracial country which includes people of Asian, Indian, African, European, Hispanic, and Middle Eastern descent. "Out of many, one people" was derived from the belief that even though Jamaica is a multiracial country, the citizens are all Jamaican.

Background Information:

Recently, Jamaica has been in the news and all over the media with focus on terrorists from its country, specifically Abdullah el-Faisal. El-Faisal was born in Jamaica, under a different name, but when he reached 20 years old he legally changed it. Around that time he began showing a serious interest in the Muslim culture by educating himself and then educating others. In 1991, el-Faisal became an imam which is the "title of a Muslim leader who leads prayers in a mosque" (New Oxford American Dictionary). El-Faisal was recorded instructing mothers to raise their children to be jihad soldiers. He was able to obtain many followers regardless of gender and age, however he did mostly preach to young men.

There have been many accusations towards el-Faisal and his associates, both probable and acknowledged. Those known associates consist of a variety of people including the anti-Semitic Egyptian Sunni Abu Hamza al-Masri, who is known for actively preaching and performing violence against non-Muslims. As el-Faisal increased his knowledge on the jihad movement, his amount of followers increased, and so did his level of criminal activity, along with his convictions. El-Faisal has been convicted on numerous charges, all of which involved some type of prejudice or discrimination

towards a race or culture that was different from his own. This prejudice and discrimination came in many forms including preaching hatred to others, recruiting individuals to join the crusade against non-Muslims, actual physical violence, and conspiracy. These types of behaviors resulted in el-Faisal's numerous deportations from various countries.

During el-Faisal's time in the UK he was arrested, convicted, and "charged for soliciting the murder of Jews, Americans, Hindus, and Christians and charged for using threatening words to stir up racial hatred, in tapes of speeches to his followers" (Abdullah el-Faisal website). El-Faisal served four years in prison and upon his release, he was deported to Jamaica and banned from the UK. Once in Jamaica, el-Faisal was prohibited from preaching, but this did not stop el-Faisal. Instead, he found alternatives to spreading his beliefs and recruiting others in his crusade. He then travelled to Africa to continue his journey where he was deported from Botswana for suspicion of recruiting individuals, mostly young people, to join in his movement by becoming suicide bombers. Determined to continue his mission, el-Faisal then travelled to Kenya and was allowed into the country based on a computer error. A few days later he was arrested for violating the guidelines in his tourist visa by preaching.

El-Faisal was then deported to Jamaica, but was required to stay longer than expected in Kenya because in order to be deported to Jamaica, he would have to catch a connecting flight through other countries, but no country would allow him entry. This brought forth a great deal of publicity and violence. In January 2010, many Muslim Kenyans protested against the biased treatment that el-Faisal was receiving. This resulted in chaos amongst the citizens of Kenya and other surrounding areas. Law enforcement

reacted to this disruption by shooting tear gas at the crowd of hundreds of people in Nairobi. This crowd consisted of people that supported el-Faisal and his terroristic crusade and they proved this by waving the flag of al Shabaab, a Somali Islamist terrorist group. Also within this crowd were individuals who did not support el-Faisal and were infuriated by the action of his supporters.

These individuals reacted on their emotions and showed their anger by throwing stones at the supporters. The end results of these chaotic events were some individuals dead, and many injured. Eventually, el-Faisal was deported to Jamaica but had to be transported on a private plane. His arrival in Jamaica erupted in various responses by the citizens, political officials, and the media. Jamaican law enforcement officials questioned el-Faisal upon his arrival into the country and prohibited him from preaching in the mosques and required him to make himself accessible to law enforcement so that they would be able to locate him whenever they needed to.

El-Faisal's return brought fear to many in Jamaica because they feared that he would continue in his crusade while on Jamaican soil and bring chaos to the country as he did to the others. A secret cable between the United States and Jamaican officials was leaked and the deputy chief of mission for the U.S. Embassy in Kingston, Isiah L. Parnell said, "extremist Jamaican-born cleric Sheikh el-Faisal raises serious concerns regarding the propensity for Islamist extremism in the Caribbean at the hands of Jamaican born nationals" (Canadian Press). The Jamaicans were correct in having these fears because it was recently reported in the media that many of the people that the United States are watching, in relation to terrorism, are associates of el-Faisal. This was confirmed through "confidential diplomatic cables from the United States Embassy in Kingston" (Jamaica-

Gleaner.com). This article discussed two unnamed individuals that were involved in an attempted attack in two towns, Montego Bay and Ocho Rios. The interesting fact about these attempts was that el-Faisal's name continuously surfaced during the investigations, and many other investigations of terrorists.

SWOT Analysis:

A SWOT analysis was conducted to analyze the strengths, weaknesses, opportunities, and threats involved with terrorism in Jamaica.

Strengths:

- Stronger law enforcement agency

Law enforcement in Jamaica has strengthened their efforts to decrease transnational criminal activities and has been successful in seizures and arrests. "Transnational crimes are illicit activities occurring across national jurisdictional borders or when the attendant consequences, emanating from the country of origin, significantly impact another country" (Jamaica Information Security). These activities "include, human trafficking and people smuggling, trafficking/smuggling of goods, sex slavery, pedophilia and terrorism" (Jamaica Information Security).

- Terrorism Prevention Act

A bill has been approved by the Senate to amend the Terrorism Prevention Act that "allows the Director of Public Prosecutions to list persons or entities as terrorists" (Jamaica Information Security). This list will make it easier to

identify known terrorists while classifying their threat level and listing their previous criminal/terrorist activities.

Weaknesses:

- Level of experience

Jamaica's level of experience with terrorism is not high and many of the governmental officials have admitted it. Prime Minister Bruce Golding has been documented saying that "we [Jamaica] have benefited, and we [Jamaica] continue to benefit, from the assistance provided by the United States and the cooperation that has been provided in regional security in securing our sea washed borders against drug trafficking, in enhancing our capability to counter international terrorism, something to which we have never been accustomed and something to which we are exposed" (Jamaica Information Security).

Opportunities:

- Strengthen foreign ties

Jamaica has an opportunity to strengthen its ties with the Republic of Colombia which will benefit both countries and their efforts in fighting terrorism.

"President of the Republic of Colombia, His Excellency Juan Manuel Santos Calderon, says he hopes to improve the relationship between his country and Jamaica, particularly as it relates to the joint exploration for oil and gas and the fight against narcotics and terrorism" (Jamaica Information Security).

Threats:

- Abdullah el-Faisal

Abdullah el-Faisal is one of the major threats that Jamaica is facing in regards to terrorism. The country is fearful of what he is capable of and what damage his preaching and crusade will cause. There have been a few terrorist attempts already made, but no concrete link with those attacks to el-Faisal. This is extremely nerve racking, because even though el-Faisal was instructed not to preach his beliefs, many believe that he is still preaching. Which is understandable since he was banned from preaching before in a different country, but found an alternative method to preaching, which was online.

Strategic Plan:*Strategic Issue:*

Jamaica lacks experience in dealing with terrorism.

Strategy:

Terrorism is an epidemic that the entire world is facing. Even though every country may not be facing issues of terrorism directly, they are indirectly. We are all connected and must come together in order to reduce the amount of terrorism that exists. Jamaica needs assistance with building it anti-terrorism task force, so the United States should assist by creating an agreement with Jamaica as it has done with other countries. Communication is essential in any relationship and is crucial in completing any joint task. Jamaica needs assistance and the United States has the ability to provide such assistance. The United States could collaborate with Jamaica on establishing policies and procedures that will be beneficial in reducing terrorism.

Goals:

- Jamaica will expand its knowledge and adopt the proper approaches for dealing with terrorists.
- Jamaica will establish a detailed terrorists watch list that contains known location, aliases, associates, and past criminal activity
- Jamaica will create harsher laws and apply them to reduce terrorism.
- DHS will establish an agreement with Jamaica concerning homeland/civil security matters

Key Performance Indicators:

- Decrease in terrorist activity in Jamaica
- Increase in amount of terrorists identified that reside in Jamaica
- A concrete agreement with Jamaica and the United States

Time Table:

- Effective immediately - The strategic planning process will commence; the beginning of communications between the United States and Jamaica to create an agreement plan
- September 2011 – A draft of the agreement between the United States and Jamaica will be created
- January 1, 2012 – Anti-terrorist convention will be held with representatives from each country's anti-terrorism task force, if not available then an appointed representative; this will be an annual event

Strategic Issue:

Abdullah el-Faisal, the Muslim extremists

Strategy:

Abdullah el-Faisal has wreaked havoc on many nations and was the cause of many deaths and fear. Harsher punishments and more restrictions must be put in place for individuals like el-Faisal. Simply instructing him and forbidding him from preaching will not stop him. He will continue to do so unless it is made impossible for him to preach. Terrorists cannot be held to the level of the law as the average citizen. Jamaica must isolate him and treat him as if they would an infectious disease, because that is what el-Faisal is. He is a disease and once released it is nearly impossible to contain. Jamaica must relocate him and either eliminate or minimize his contact with others. The choice should be to their discretion, but regardless of what they choose his interactions with others must be monitored. The United States could assist with Jamaica's issue with el-Faisal. The United States has had a great deal of experience in infiltration terrorists regimes in order to gather intel and the same method can be applied in Jamaica. However, some guidance will be needed by the United States.

Goals:

- For el-Faisal and his preaching to be unavailable and not easily accessible
- To have the followers of el-Faisal identified, and categorized in a terrorist watch list
- There will be harsher punishments for individuals that commit terrorist activities as a result of el-Faisal, both indirect and direct.

Key Performance Indicators:

- A reduction in the amount of times el-Faisal's name surfaces in investigations
- Deter el-Faisal and others like him from committing crimes of terrorism
- Increase in the level of understanding between the United States and Jamaica
- Decrease in the amount of followers of el-Faisal that are recorded

Time Table:

- Effective immediately - The strategic planning process will commence; Jamaica will begin to research information on successful infiltration
- September 2011 – Multiple individuals from law enforcement will infiltrate based on methods the United States has used
- December 2016 - Individuals from infiltration will be removed and intel that was gathered will be gathered to provide identities of associates, locations of next attacks, and more.

Chapter 7

Threat Assessment and Intelligence Gathering:

Threat Assessment of Mumbai-like Attacks

Recommendations to Improve the Efficacy of the National Counterterrorism Center

To: The National Counterterrorism Center Director, Matthew G. Olsen
From: Debra Wilson, Graduate Student of Pace University
Subject: Recommendation to maximize prevention methods of Mumbai-like attacks

Executive Summary:

In 2008, India's largest city Mumbai endured an epic tragedy where members of Lashka-e-Tayyiba (Army of the Righteous), a militant Islamist terrorist group, attacked and killed over 160 people and wounded over 300 people. This mass homicide occurred in multiple areas within Mumbai and began on November 26th and did not end until November 29th. The assailants in this attack used a variety of weapons which included automatic assault rifles and grenades. When this massacre had concluded, there was uproar from Indian nationals and many people from around the world. The general consensus was that this massacre was preventable and occurred at such a magnitude because of the incompetency of their political leaders and law enforcement. This crisis could have been diverted or at least minimized with the proper intelligence and effective communication. An attack similar to this one in Mumbai can occur anywhere and the proper precautions and preventions are essential.

Purpose of Threat Assessment:

The field of assessing risks has changed over the past few decades because preventative methods have been recognized as a significant tool and have been incorporated by many agencies, companies, and organizations. The process of conducting a threat assessment has been revised over the years as more research is conducted and more flaws are discovered within the process. One of the major issues with law enforcement in the past was that their responses to crimes were generally reactive rather than proactive. Threat assessments became helpful in these instances because they identified the current threats that exist and aid the analysts and stakeholders in incorporating preventative methods to reduce the probability of those threats occurring. This has been proven in past situations in various types of businesses.

The purpose of this specific threat assessment is to provide the National Counterterrorism Center (NCTC) with recommendations to assist in their efforts fighting against terrorism, while pointing out the current flaws and issues with their mission. The “NCTC serves as the primary organization in the United States Government (USG) for integrating and analyzing all intelligence pertaining to counterterrorism” (National Counterterrorism Center, 2011). One of the recommendations in this threat assessment is to increase awareness and education about terrorism. NCTC has done an exceptional job at defining terrorism and increasing awareness amongst its employees and society, however there is no such thing as too much awareness. Another recommendation is to increase the efficacy with which the organization analyzes the information..

It is crucial that this task is done on in a timely fashion. The final recommendation in this assessment is for the analysts and other workers within the organization to be equipped with the proper tools, resources, and knowledge needed to

successfully do their jobs. The issues discovered were derived from a SWOT analysis that was conducted with the intentions of illuminating the NCTC's strengths, weaknesses, opportunities, and threats. The SWOT analysis was developed with a large emphasis on threats, in comparison to the other components of SWOT. A threat assessment of the 2008 Mumbai attacks, where preventative techniques were established, can reduce the likelihood of the threats occurring in other countries, including the United States of America. It is possible for this type of attack to occur here in the U.S. and it is important to come to that realization. People tend to feel a sense of invincibility, but the U.S. is not invincible because terrorist attacks have occurred recently in this country.

NCTC Mission and Vision:*Mission:*

Lead our nation's effort to combat terrorism at home and abroad by analyzing the threat, sharing that information with our partners, and integrating all instruments of national power to ensure unity of effort (National Counterterrorism Center, 2011).

Vision:

The nation's indispensable source for analysis and strategic operational plans, leading the counterterrorism community by setting the standard for expertise, collaboration, and information sharing" (National Counterterrorism Center, 2011).

National Counterterrorism Center:

The NCTC is a United States Government (USG) organization which was established in August of 2004. It was originally the Terrorist Threat Integration Center (TTIC), which was created by President George W. Bush in 2003. This center emerged due to the recommendations stated in the 9/11 Commission Report. This

counterterrorism organization is responsible for collecting intelligence information, examining it, supporting the United States in its fight against terrorism via information technology, and planning counterterrorism activities. Another major role of the NCTC, which is as noteworthy as the others and extremely critical to the success of the intelligence process, is dispersing their key findings to stakeholders and other agencies.

Interagency communication and communication with the stakeholders is just as important as the intelligence discovered. The need for strong and balanced communication ties was the fundamental reason the NCTC was created. As stated in the 9/11 Commission Report, the “NCTC should be a center for joint operational planning and joint intelligence, staffed by personnel from the various agencies” (9/11 Commission Report, p. 403). There are many aspects of this organization which reaffirm the belief in having interagency communication and their practice of it. This Center consists of over 500 employees which includes individuals from a variety of other government agencies like FBI, CIA, NSA, the Pentagon, and many more. This diversity is extremely beneficial in regards to information sharing, because the center is able to utilize a variety of databases, including the Terrorist Identities Datamart Environment (TIDE) database.

TIDE is a system used by the USG to store information on the identities of international terrorists. “TIDE supports the USG’s various terrorist screening systems or ‘watchlists’ and the U.S. Intelligence Community’s overall counterterrorism mission” (National Counterterrorism Center, 2011). This system is important to the NCTC because it keeps the center and other governmental organizations uniform. Consistency amongst all government agencies and organizations that are fighting this war against terrorism is imperative. The NCTC’s sense of partnership is beneficial. By having

individuals from multiple agencies that specialize in terrorist intelligence, each can contribute to the fight by using their past experiences and knowledge. This contribution has the potential to grow into a compelling strategic plan against terrorism.

2008 Mumbai attack and Mumbai-like attack:

On November 26, 2008, 10 men arrived on the shores of Colaba, India with automatic weapons, grenades, and a diabolical plan. These men then divided up into four groups and commenced their plan. There were 7 locations that were attacked including the Chhatrapati Shivaji Terminus (CST) which is a railway station, Leopold Cafe which is a popular restaurant/bar, taxi bombs in two separate locations, Taj Mahal Hotel, Oberoi Trident Hotel, and Nariman House which is a Jewish center. These men entered these locations and began opening fire with AK-47 rifles and setting off bombs and grenades. This horrific attack lasted until November 29, 2008 and resulted in over 160 murdered and over 300 that were injured.

From the first attack at the Chhatrapati Shivaji Terminus, two of the assailants killed 58 people while injuring 104 by just opening fire. When law enforcement and emergency services arrived on the scene, this had little or no affect on the attackers who killed 8 police officers. These attackers had an agenda of killing the most people as possible. They even attempted to attack a hospital to kill patients, but the workers at the hospital secured the building so they could not come in. Shockingly, these attackers passed right by the police station and instead of the officers making an attempt to stop them, they turned off the lights and secured their gates. After these two assailants let loose on the streets of Mumbai and killed some pedestrians, they were stopped with

roadblocks that ended in a gunfight where one of the attackers was killed and the other was arrested.

The Leopold Cafe was one of the first sites to be attacked and two assailants killed at least 10 people. They then fled the scene before law enforcement was able to arrive. The taxi bombs occurred when the assailants put bombs in two separate taxis and left. The taxis then continued conducting their business and drove around until the bombs went off. Bombs seemed to be their main choice of weapons because they used them frequently. The Taj Mahal Palace and Tower Hotel and the Oberoi Trident Hotel were both attacked with bombs: 6 bombs went off in the Taj Mahal Hotel and one in the Oberoi. Law enforcement and emergency services arrived on scene and they were able to rescue 200 hostages that were trapped in the two hotels.

The media acted prematurely and stated that the hostage situation was resolved, when in actuality there were still hostages in the buildings. CNN reported this with a quote from the Chief of Police Maharashtra which said that the hostages were freed, but the attackers still has hostages under their control. Law enforcement eventually stormed both hotels which resulted in the attackers being killed along with 32 hostages and a few law enforcement officials. The attackers had taken complete control of the two hotels and the Nariman House. It was not until a gun battle had ensued at each location that law enforcement was able to gain control of these locations. This battle resulted in the attackers being killed which in turn ended the days of chaos and fear on November 29, 2008.

The Indian government has implicated one of the largest militant Islamist terrorist groups, Lashkar-e-Tayyiba (LeT), in these attacks. “The 26/11 Mumbai terror attacks

were launched by Al Qaeda with the help of the Lashkar-e-Taiba, with an objective of precipitating a war between India and Pakistan that would force the latter to shift its troops from the tribal areas to the eastern border” (Al Qaeda). LeT has been labeled as a terrorist group by many countries, but there are still some people and organizations that support LeT. “Some experts such as former French investigating magistrate Jean-Louis Bruguiere and New America Foundation writer Stephen Tankel believe that Pakistan's main intelligence agency, the Inter-Services Intelligence (ISI), continues to give LeT intelligence help and protection” (Pakistan: Violence”).

LeT has been involved in terrorist attacks in countries other than India, but India has been their main focus. There has been speculation of LeT being involved in a bombing of a bakery in Germany in February 2010. LeT’s involvement in terrorism has affected many countries, even the United States. An American citizen, David Headley, was influenced by LeT and attended their training camps and scouted targets for the 2008 Mumbai attacks, which resulted in his arrest. Prior to Headley’s arrest 11 LeT terrorists were discovered in Virginia. LeT’s size is unknown but it is very large and will continue to grow in size and power. Their influence has spread to many people from all over the world.

Threat Assessment:

The attack that occurred in Mumbai in 2008 was very tragic and unfortunately an attack like this is not isolated. Mumbai experienced a great deal of chaos and fear for the three days that this attack occurred and any country is susceptible to an attack like this, including the United States. The only way to ensure that such an attack not occur is to take the proper precautions and to increase awareness. The best method of education and

prevention is through a threat assessment, which points out threats and weakness while providing solutions. Arming ourselves with guns and bombs may be helpful, but the best weapons are education and awareness.

As a recommendation to the NCTC, efforts in awareness and education should be increased in order to prevent Mumbai-like attacks. It is not possible to reach sufficient levels of awareness and education, because there is always more that can be learned. By educating their employees and society, the NCTC will be making it easier for their stakeholders to define terrorism and prevent it. It is important for the stakeholders to have a clear definition of terrorism because it could eliminate instances where important information with potential of being intelligence is disregarded.

The response of law enforcement during this attack was a major weakness. The Mumbai police has had a reputation for performing their duties exceptionally well. Their reputation and their actions during the attack contradict each other. In February 2008, two individuals were arrested and in their possession were hand-drawn maps of targets in Mumbai. Information such as this should have been analyzed by an intelligence agency so it could have been documented and categorized as intelligence. Increasing the efficacy of the analyzes of information is another recommendation. If this was done during the attack, an alert could have been given for suspicious individuals traveling into the country, especially those attempting to enter the country undetected.

This alert would have been beneficial because as the individuals entered the country, witnesses saw them and reported them to the police. However, this report received little response. It was documented in a HBO documentary, "Terror in Mumbai," that a large group of police officers witnessed one of the attacks. Sadly, these officers

were shocked and intimidated to the point that many of them fled. Situations like this can be avoided or at least reduced if law enforcement is trained and equipped properly so they can be prepared.. Training classes with simulations should be conducted regularly to prepare the entire force.

The media was a threat in these attacks because it played a major role by televising these events live. Unbeknownst to the police, the assailants were being controlled by individuals outside of the country who were watching these events on television and giving the assailants a running commentary of what law enforcement was doing. It may be difficult to control the media, but certain information should be restricted and not aired to the public in such situations. Another weakness was the Chief of Police's impetuous announcement during one of the attacks which stated that all hostages were freed, although there were still hostages within the Taj Mahal Hotel.

As a final recommendation analysts and other workers within the organization need to be equipped with the proper tools, resources, and knowledge in order to successfully do their jobs. If this is done, there is less likelihood that the attacks that occurred in Mumbai 2008 will happen again with such devastating results.

Conclusion:

The best tool to reduce an attack similar to the one that occurred in Mumbai in November 2008 is to be prepared. The proper intelligence and a well equipped law enforcement force can reduce if not eliminate an attack like this from occurring. Proper intelligence is intelligence gained by following the appropriate steps and this aspect is crucial. Information should be analyzed and passed to the appropriate individuals once it

becomes intelligence. This has the potential to stop attacks while they are still in its preparatory phase. A well equipped law enforcement force also has the potential to stop attacks while in the preparatory phase or in the beginning of the execution phase.

Chapter 8

International Human Rights:

Human Rights vs. Homeland Security

Providing a Balance through Clarity of Definitions

Human rights and homeland security have been a topic of many controversial debates, but usually these topics are debated separately. It is understandable that these issues seem separate, but there is a strong correlation between the two. Human rights and homeland security are very important issues, which many people do not understand. This confusion hinders people from noticing the powerful bond between the two. The first step to resolving this issue is to clarify both terms. The next step is to show the relationship between the two based on those definitions.

A right is “a moral or legal entitlement to have or obtain something or to act in a certain way” (Oxford Webster Dictionary). Human beings have certain rights simply by the fact of being human. Many believe that when an individual’s human rights are violated, then their humanity is being diminished. There are many people in the United States that take the fact that they have human rights for granted because it does not seem special to them. These people have rarely, if ever, experienced human rights violations. The American government is based on laws protecting civil and political rights in documents such as the U.S. Constitution, the Bill of Rights, the Civil Rights Act, and the Voting Rights Act. Many of these laws were created because there were excessive violations occurring and the people needed protection. It is ironic that a country whose average citizens have had little concern over human rights, strongly defends human, civil,

and political rights worldwide. Over the years, this approach has changed for many reasons; the main contributor towards change has been the media.

The media plays an important role in human rights concerns by shedding light on human rights violations that occur both domestically and internationally. The United States does not experience as many violations as it used to because of existing laws. However, the United States is not perfect so violations do occur and the media has been helpful in many situations by revealing them. The media, along with civil rights and civil liberties advocates, have informed the public of human rights violations with regards to the death penalty, our imperfect justice system, violations of human rights treaties, and the treatment of prisoners and detainees. In 2000, the United States was the fifth largest nation using capital punishment, with 85 executions. This number has significantly decreased since then, but executions are still occurring.

The U.S. justice system has been labeled imperfect or faulty, because there have been individuals who deserve to be in prison but were released on technicalities. However, that is not the only occurrence to show that the justice system is flawed. There are individuals whose rights are violated during search and seizure practices, and others who experience these violations during an arrest because the proper procedure are not followed. There have been many instances where individuals of a certain group were targeted by law enforcement. One of the more recent examples of this occurred in Arizona. Arizona has implemented a new immigration law, which many have said “violates the international anti-racism treaty that is binding on all government officials in the United States” (Human Rights Watch). This law states that law enforcement has the right to stop and interrogate any person believed to be in the United States illegally.

Some believe that this law targets people of Latino descent and gives law enforcement the power to violate their rights.

One of the largest and longest violations of human rights in the United States became infamous due to exposure from the media and human right activists. In 2004, the public was informed of a series of human rights violations occurring in the Abu Ghraib prison, also known as Baghdad Central Prison, in Iraq. It was reported that military police personnel from the United States Army, along with other U.S. government agencies were committing human rights violations which included abuse (physical, psychological, and sexual), torture, rape, sodomy, and murder. Even though, the individuals housed in the prisons are considered prisoners, they are still human beings and they have rights that should be respected and protected.

These prisoners were treated horribly and were denied their basic rights. It has been a difficult task to have all countries agree on what they believe to be human rights, but there are some rights that have been recognized by many people as human rights. Some of these rights were denied by the officers in the Abu Ghraib prison, and one of the most vital of these rights was the right to life, one of the more basic rights which was violated. The prisoner Manadel al-Jamadi died after being interrogated by CIA officers. His death was ruled as a homicide but no one was charged for his murder. The prisoners were also denied the right to safety from violence since they experienced some type of torture or violence nearly every day of their incarceration. They were also denied the right to free speech, the right to themselves, the right to have freedom of choice, the right to freedom of religion, and the right to be considered innocent until proven guilty. The last right is debatable because some countries have a legal system that does not believe

individuals are innocent until proven guilty; America is not one of those countries. It was reported that 90% to 95% of the people detained in Abu Ghraib were innocent of any wrongdoings. The fact innocent individuals were treated so in this way was not known by the public until the photographs of their treatment was leaked.

There are other countries that have experienced human rights violations that were on a much larger scale. In 1994, the eastern African country of Rwanda tragically underwent genocide where approximately 800,000 people were murdered. Over the course of 100 days that this tragedy had occurred, nearly 500,000 were killed. The genocide began with a civil war which then escalated. The pinnacle of this tragedy was the continuous ethnic rivalry and strain between the minority group, the Tutsi, who had controlled power for centuries, and the majority group, the Hutu, who had come to power in the rebellion of 1959–62 and overthrown the Tutsi control. The Tutsi invaded parts of Rwanda with the intent of eradicating the Hutu power. There was an extreme lack of trust amongst these groups, causing them turn on each other.

The local news media in Rwanda fueled the situation while the international media either ignored or seriously misconstrued events on the ground. Radio stations and local newspapers released stories that were biased and favored either the Hutu or Tutsi. An example of this was hate speeches against the Tutsi which persuaded and influenced the Hutu to retaliate against the Tutsi. Some Rwandan radio stations focused solely on the war between the two tribes and effectively promoted violence against each other. The UN and other countries were hesitant to get involved and assist in stopping this catastrophe because the UN's mandate forbids intervening in the internal politics of any country unless the act of genocide is occurring. France was implicated in aiding the Hutu

to flee the area while Canada, Ghana, and the Netherlands provided support. Despite the demands of the United Nations Assistance Mission for Rwanda (UNAMIR) authorization to end the genocide was refused.

It took a great deal of news coverage for the foreign public to become interested in the issues occurring in Rwanda. The United States attempted to help, but the Hutus were suspicious due to past affiliations between the United States and the Tutsi. After so much media coverage, human rights activists began showing their support for peace in Rwanda. The war and genocide in Rwanda finally ended after the Rwandan Patriotic Front, which consisted of approximately 14,000 Tutsi men, gained control of the country and ended the violent killings. Events similar to the Rwandan genocide have motivated human rights activists to involve themselves in issues so another issue like this does not occur. This is done for the sake of human rights and for the sake of the country's homeland security.

Homeland security is essential in any country and its existence is beneficial in many ways for a country's government and the citizens. Homeland security has been defined by many sources in a variety of ways. The National Strategy for Homeland Security defines homeland security as "a concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur" (The National Strategy for Homeland Security). The simplest definition of this concept is the protection and security of a country. The definition is vague, which is an advantage at times because it can include protection against foreign and domestic attacks. Homeland Security has been the topic of many debates because many people find difficulty in prioritizing homeland

security and other important concepts. This has been especially true when establishing a budget and determining how funds and resources will be allocated.

There are many different government agencies and entities that collaborate with one another in order to protect a country. For the United States, these agencies and entities come together in the Department of Homeland Security (DHS), but so do 187 other federal agencies and departments. They include the United States National Guard, the Federal Emergency Management Agency (FEMA), the United States Coast Guard (USCG), U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement (ICE), and many more. Some businesses have volunteered or have been recruited to assist in the government's efforts to strengthen homeland security.

Prior to 9/11, the average American thought little about homeland security. In actuality, the term was coined as a result of that tragic terrorist attack and the reorganization of government agencies to form the Department of Homeland Security. The average citizen's perception of homeland security has changed since then, because the fear and reality of that terrorist attack set in. Most people believed that such events would never happen to them or near them, but this untrue. It took a major tragedy like 9/11 to make people think otherwise. In order to ensure that a catastrophe of this magnitude does not occur again, the United States government has taken precautions which have been categorized under the umbrella of homeland security.

Homeland security includes emergency preparedness/response, transportation security, border security, intelligence agencies, biodefense, technological security advances, and protection of critical infrastructures. Each of these sectors plays an important role in the success of the United States economy and they must be protected.

Many issues would arise if one of those sectors were to fail; and 9/11 is an example of this. Fear in citizens is always common in these situations and this is can be dangerous at times. Terrorists understand that if they strike enough fear in the hearts of the people, then they will turn against the government that failed to protect them. It's important for a society as a whole to join together; however, it is not the government's responsibility to ensure that this is done. It is the government's responsibility to protect them during the process.

Human rights is a concept that has the ability to inspire people to join together and stand up for one another while being protected by the government. Unfortunately, there have been numerous instances where people have not stood up for one another and have stood by as human rights were violated, where they have violated each other's human rights, or had the government be unsupportive when human rights violations occurred. It is important for human rights to be a priority for the government and a priority amongst the people, especially in America. One of the strongest foundations of this country and its government is based on the American Declaration of Independence which states, "we hold these truths to be self-evident, that all men are created equal, that they are endowed by their creator with certain unalienable rights, that among these are life, liberty, and the pursuit of happiness" (U.S. Declaration of Independence).

The founding fathers of this country understood the significance of protecting human rights. The oppression of a government upon an individual's human rights can result in tyranny and rebellious behavior, leading to chaos and anarchy, which has already been shown in other countries. Not all governments have been zealous in protecting human rights. There have been individuals and groups, both domestic and

foreign, that have had their rights violated and their governments did not support and protect them. The genocide that occurred in Rwanda is an example of how human rights violations can affect a country's national security. This genocide could have been prevented if there were strict laws in place for protecting human rights and consequences for those who violated them..

The UN has taken steps to ensure that all countries abide by the rules and laws pertaining to human rights. However, since some countries have different views, it is difficult to get them to agree. In the United States, there have been difference of opinions when it comes to establishing specialized rights for groups of people. Some seem to think "that there is no need for specialized rights to be afforded to groups based on their common identity or common membership because the recognition of broad individual rights should be sufficient to protect individuals in groups as well" (International Human Rights). This is not the case when laws are interpreted too broadly and loopholes are evident..

There are many variations in the definition of human rights, which in turn make it a broad concept. Some may believe that the main goal of human rights is to achieve equality for everyone. It is not possible to have true equality regardless of the perspective because no matter how hard equality is fought for, human weakness will always allow for injustices. For example, criminals in America have rights just like all other American citizens, which means they have the right to a trial by a jury of their peers, a speedy trial, a right to counsel and much more. However, terrorists and those suspected of being terrorists do not get these rights. Many say that this is because they are not Americans, even though there are American citizens that commit terrorist attacks against the U.S.

Regardless of that, terrorists are human beings and deserve to be treated in a humane manner.. By not doing so, we are proving that all human beings are not equal, which in turn voids everything that America represents. The goal for human rights should be true respect. If we have true respect for each other and respect differences, homeland security can be more easily achieved. Peace appears to be an unattainable idea, but by achieving peace within ourselves and amongst our neighbors both domestic and foreign, then homeland security should not be an issue. Government officials need to realize the power of human rights and peace, because it would be extremely beneficial in the fight for homeland security.

Chapter 9

Multi-Disciplinary Homeland Security Perspectives

Megacommunity

The Department of State: Civilian Response Corps

Studies have shown that when catastrophic events occur, the traditional approach to those events, which involves the action of individual disciplines, action such as these are not as effective as the more modern approach, which involves a collaboration among a variety of disciplines. The discussion about which approach is more beneficial in the end initiated research into the topic. Each approach has the possibility to increase homeland security's efficacy towards emergency management. Emergency management is "the process through which the nation prepares for emergencies and disasters, mitigates their effects, and responds to and recovers from them" (FEMA Strategic Plan). It is divided into four crucial phases which are mitigation, preparedness, response, and recovery.

Each phase plays an important role and if done properly, the process of emergency management can be successful. All four of the phases work with each other and each leads into the next step of the process. Mitigation can be defined as "the action of reducing the sincerity, seriousness, or painfulness of something" (The New Oxford American Dictionary). In this aspect mitigation refers to the effort of reducing the loss of life and property by preventing disasters and weakening the effects of disasters. Preparedness is "a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response" (FEMA). The response phase is the process of

responding to a disaster and offering services in the disaster areas. The final phase, recovery, focuses on rebuilding the destroyed areas. This is done after the immediate needs are taken care of by the response phase.

Emergency management is a crucial part of society's management of disasters because its existence helps create a strong and resilient community. The four phases of emergency management are major components in building a resilient community. Emergency management involves the participation of everyone, which includes the residents in the community, law enforcement personnel, and government officials. A strong community that has the ability to quickly recover after a tragedy is crucial. There are many multidisciplinary approaches that can be applied to emergency management which involve the people of the community working together to solve problems. Two types of multidisciplinary approaches that can be used to strengthen homeland security are the whole community concept and the megacommunity concept.

The Federal Emergency Management Agency (FEMA) defined the whole community concept as an approach to emergency management situations that involves collaboration amongst emergency management teams of all levels of the government, non-governmental organizations, private sectors, and public sectors. According to FEMA, an approach like this requires the work of everyone collectively. In order to ensure that each within the collaboration is involved in a collective learning process, a national dialogue was created. These national dialogues can occur in a variety of ways, including "organized conference sessions, research seminars, professional association meetings, practitioner gatherings, and official government meetings" (A Whole Community Approach to Emergency Management). The dialogue is the first step in

building a multi-discipline approach to homeland security because it helps each party gain an understanding of the cultures and approaches of the others..

In order for there to be a strong partnership one sector must have this basic understanding of the other. This can be very beneficial in finding a fresh efficient solution to a problem by having so many participate in brainstorming and collaboration. An important aspect of dialogue is that it creates a community-based culture of cooperation and shared leadership. It moves groups from the independence, competition, and exclusion components often found in hierarchical cultures to increased collaboration, partnership, and inclusion components. “The benefits of whole community include a more informed, shared understanding of community risks, needs, and capabilities; an increase in resources through the empowerment of community members; and, in the end, more resilient communities” (A Whole Community Approach to Emergency Management).

There are three basic principles embodied in the whole community approach: comprehending and fulfilling the needs of the community, participating and motivating all aspects of the community, and reinforcing the positive aspects in the community. Based on these principles, it is obvious that community is the focal point. In any emergency management situation, with this type of approach, each individual within the community can be an active participant in the efforts. This can also help each individual take pride in the community and have the drive that is needed to complete all four phases of emergency management.

The second type of multidisciplinary approach, megacommunity, has a few similarities and many differences compared to the whole community approach. A

megacommunity is a community of organizations whose leaders and members have deliberately come together across national, organizational, and sectoral boundaries to reach the goals they cannot achieve alone. It incorporates a variety of organizations working together as a collective. Collective mindful thinking is an important concept for the success of organizations and it complements the megacommunity approach very well. The megacommunity approach “is a new approach to solving problems which span business, government and the communities in which we live” (M. Gerencser). There are five critical elements of a megacommunity: tri-sector engagement, overlapping vital interests, convergence, structure, and adaptability. Tri-sector engagement is the active participation of three sectors which are the government, businesses, and civil society. This element is important in any megacommunity and is one of the major differences between the megacommunity approach and other approaches.

The overlapping vital interests “describes the aspects of any particular issue of which all members have an individual interest--hence necessitating their involvement in the megacommunity” (M. Gerencser). When each participant has a specific interest, there is a very large chance that their interests will overlap and they can then share a common bond. The element convergence is the devotion to a common action which all participants work toward; however no member within a megacommunity can intentionally disrupt or sabotage the effort. Structure is a collection of procedures and categorized principles that have a strong correlation with the two elements of convergence and overlapping vital interests. The final element, adaptability, “is necessary for the megacommunity to function effectively and make progress on the issue

itself, and on the individual interests of the participants--adaptability allows the network to be scalable and flexible” (M. Gerencser).

Both the whole community approach and the megacommunity approach can be beneficial to organizations, but its level of efficacy depends on what type of organization the approach is applied to. The Department of State’s Civilian Response Corps would truly benefit from the megacommunity approach to emergency management rather than the whole community approach. The Civilian Response Corps is a group of civilian federal employees “from eight federal departments and agencies [whose purpose is] to accomplish the U.S. government’s various reconstruction and stabilization objectives” (Office of the Coordinator for Reconstruction and Stabilization). Those eight federal agencies include the Department of State, Department of Agriculture, Department of Commerce, Department of Health and Human Services, Department of Homeland Security, Department of Justice, Department of Treasury, U.S. Agency for International Development. They combine their training, experiences, and widespread knowledge to bring relief to countries in crisis, then help those countries rebuild stability.

Their mission statement is “to lead, coordinate and institutionalize U.S. government civilian capacity to prevent or prepare for post-conflict situations, and to help stabilize and reconstruct societies in transition from conflict or civil strife, so they can reach a sustainable path toward peace, democracy and a market economy” (Office of the Coordinator for Reconstruction and Stabilization). The Department of State's Civilian Response Corps partners with other countries in order to prevent government failure and to respond to crises. "The U.S. also works with international regional organizations to encourage capacity-building and to improve stabilization and reconstruction planning"

(Office of the Coordinator for Reconstruction and Stabilization). By working with other countries, the United States is able to compare their strategies and make revisions where needed. This government is also able to advise other countries and share its knowledge of prevention and crisis response. This type of relationship is positive and has the ability to yield multiple constructive ideas which can be used in the DOS strategic planning process.

This organization was established by the Bush administration, which articulated the necessity for a civilian response capability in regards to reconstruction and stabilization. Section 1207 of the National Defense Authorization Act FY 2006 allowed the Department of Defense to transfer funds to the Civilian Response Corps. In 2008, the Civilian Response Corps was receiving up to \$75 million per year for the organization, which at the time had evolved with sub-divisions that included active members, members on standby, and members on reserve. The active members are referred to as the first-responders who are available for the deployment to a crisis within 48 hours. Standby members are usually deployed within 30 days of the crisis and serve in stabilization missions for no more than 180 days. Members on reserve are “volunteers from the private sector, state, and local governments who will bring additional skills and capabilities that do not exist in sufficient quantities in the federal government, such as police officers, city administrators, and health officials (The Civilian Response Corps of the United States of America).

The Civilian Response Corps “participates with fifteen other bilateral governments and six multilateral organizations in the International Stabilization and Peacebuilding Initiative (ISPI) network” (Office of the Coordinator for Reconstruction

and Stabilization; the Appendix lists these governments and organizations). A joint effort is needed for a task as large as reconstructing and stabilizing nations. “The International Stabilization and Peacebuilding Initiative (ISPI) is an informal, working-level network of governments and international organizations that have joined together in their commitment to eventual joint operations in civilian field missions” (International Stabilization and Peacebuilding Initiatives). This network originated in a workshop in October 2009 which was assembled by the United States, United Kingdom, and Canada. Currently the ISPI is composed of fifteen national governments and six multilateral organizations.

Due to the intense collaboration between the Civilian Response Corps and other government agencies, the megacommunity approach would be very helpful. With multiple agencies involved in emergency management situations, the best approach would be to have leaders of each come together to find solutions. Having a collective mindful thinking process will assist in the Civilian Response Corps in emergency management. Each of the agencies involved has a specific interest, most of which have their interests explained in their mission and vision statements. When these agencies work together, their interests overlap and they are able to work more effectively towards their goals. The basis of the megacommunity approach is to deal with complex problems and address them, which is exactly the task of the Civilian Response Corps.

If the Civilian Response Corps were to apply the megacommunity approach, the organization would be very successful. The business/private sector “brings a resource base, an action agenda, depth in problem solving, and capital” (Strategy+Business). The government/public sector “brings the rule of law, the promise of long-term stability,

sovereignty, a tax base, and natural resources” (Strategy+Business) . “The civil sector brings accountability, sensitivity to how the issues at play might affect the individual and the environment, and credibility in areas where business and government fall short” (Strategy+Business). Each plays a very important role and the Civilian Response Corps can do a great deal of good with the megacommunity approach.

Chapter 10

Technology and Critical Infrastructure

Critical Infrastructures: United Water

Strategic Plan to Improve the Efficacy of United Water's Rockland County Subsection

To: United Water CEO, Bertrand Camus and Rockland County Executive C. Scott Vanderhoef.

From: Debra Wilson, graduate student of Pace University

Subject: Strategic Plan to improve the efficacy of United Water's subdivision in Rockland County

Executive Summary:

The intention of this strategic plan is to provide United Water and its affiliates in Rockland County, NY with recommendations that can assist in improving and protecting its infrastructure. Each reference in this strategic plan refers to individual subdivision in the company rather than to the company in its entirety, unless otherwise stated. This plan will acknowledge the benefits and productive characteristics of United Water while explaining the reason for this plan's existence. It will also identify strategic issues and suggest solutions derived from a Model Based Vulnerability Analysis (MBVA) that was conducted. This strategic plan can be very beneficial to United Water if it is properly implemented. It will not interfere with the company's business plan but rather it will strengthen the infrastructure.

Introduction to Strategic Plan:

Critical infrastructures play an important role to the United States economy. They “are the assets, systems, and networks, whether physical or virtual, so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, public health or safety, or any combination thereof” (DHS Website). There are many different types of infrastructures and each play an important role, which is why they must be protected. If a disaster of sorts were to happen to an infrastructure, then the economy and our country’s homeland security could be jeopardized. There are a limited amount of resources that can be used to protect all aspects of an infrastructure.

Most critical infrastructure sectors are networks or can be modeled as networks. When dealing with an infrastructure it is important to know each of the crucial nodes and links that are within it. These critical nodes are extremely vital because if they cease to operate, then there would be a significant reduction in the overall network capacity. A critical link is a connection that separates major portions of a network into components. If the link is removed then the flow between components will cease. Terrorists understand that the vital nodes of their enemy’s critical infrastructures could be exploited as vulnerabilities. Their understanding is that by attacking one of these critical nodes, they could weaken or completely disable their enemy’s economy.

“The Water Sector is vulnerable to a variety of attacks through contamination with deadly agents, physical attacks-such as the release of toxic gaseous chemicals-and cyber attacks” (DHS Website). Water is a crucial aspect in every life and because of that, this strategic plan will focus on the water supply of Rockland County, NY. United Water in its entirety is a subsidiary of Suez Environment and provides its services to many areas

across the nation including Rockland County. United Water New York is the branch that serves most of Rockland County, which in 2009 consisted of a population totaling 284,256. In 2009, 109 employees in this infrastructure were able to work together to serve 72,371 by delivering 10.44 billion gallons of water. In that year there were 1,026 miles of main, 6,222 fire hydrants, and 62 operating wells. United Water obtains its water supply from two main sources, the Lake DeForest reservoir and wells/aquifers; 68% of its supply comes from wells/aquifers while 32% of it comes from the reservoir. Each of the intricate systems is important to keep water safe which in turn makes United Water reliable.

Rockland County's population will continue to grow and this means that its residents face a growing risk of more frequent and more severe water shortages, especially during droughts. A new source of water is needed to ensure that Rockland County always has a safe, reliable water supply; a detailed list of each hub and node in the supply chain will be provided below. United Water understands that natural resources are limited. The company constantly meets challenges to protect resources by providing innovative solutions and this can contribute to their efforts in protecting resources and the entire infrastructure.

United Water has a very simple mission and vision statement which they try to embody in all of their choices and decisions. Their mission statement is that it "will be the reference company for its industry, recognized for its commitment to diversity and inclusion" (United Water Website). Their vision statement is: "we will provide an environment that celebrates uniqueness and enable all employees to contribute to our success and share in the rewards" (United Water Website). The simplicity of their

statements can help others understand more about the company and its motives. United Water recognizes that it cannot succeed on its own, which is why they have affiliated themselves with other organizations.

The corporate affiliates of United Water assist it in meeting and exceeding the community's needs. United Water was able to narrow these down to four needs that are important to the company. The first two needs are more cost-effective strategies for management and sustainable water-based technological solutions. The other two needs are "flexible, scalable water resource services and reliable strategies to support and maintain public health" (United Water Website). Not all of their affiliates are stakeholders, but there are some who have a great deal invested in United Water.

United Water is required to comply with the rules and regulations of New York State to ensure that the water is safe. Those rules and regulations were implemented so that all water infrastructures would abide by the same standards. In order to make certain that it is following the law, United Water conducts testing and analyzes its water routinely, ensuring that the entire process from water collection to water distribution is done with extreme care so the end result will be safe and reliable water. "United Water delivers more than just clean water;" it provides "sustainable solutions for essential environmental services and world-class resources targeted by local communities" (United Water Website).

Purpose of the Strategic Plan:

The purpose of this strategic plan is to address some of the issues United Water has by providing strategic solutions. There are many critical assets which are vulnerable

and they must be protected because if they were to fail or if they came under attack, the entire infrastructure would fall. With limited resources, it is very difficult to protect all of the critical assets within a sector of this size. In order to do so the sector must be analyzed to determine which are the most critical assets that need protection. A Model Based Vulnerability Analysis (MBVA) can be helpful in determining the most critical assets. Theodore Lewis defined the MBVA as a process that is “based on principles of logic, probability, and cost minimization which includes a list of assets, a network analysis, a model using fault-tree method, and analysis of the fault tree using an event tree” (Methods for Assessing Vulnerability of Critical Infrastructure). This type of analysis is useful when dealing with vast and complex infrastructure sectors, since each sector cannot be monitored at all times.

Through a fault tree analysis of this infrastructure, United Water’s weaknesses and threats were established. The fault tree can be found in Appendix F. These weaknesses and threats were able to shed light also on United Water’s strengths and alternative solutions. Based on the results of the fault tree analysis, which showed a variety of critical assets, the apportioned risk reduction strategy was applied. This strategy is helpful when there is a limited amount of resources; with the apportioned risk reduction the funds/resources are spread across as many threat areas as possible. An infrastructure is only as strong as its weakest link, which would be the area with the most vulnerability and risks. If all resources were to be allocated to that one link, then it would strengthen, shifting the vulnerability to another link. There will always be vulnerabilities and risks, because they are inevitable, so by allocating resources to all possible areas of vulnerability and risks, each will be strengthened.

The issues derived from the MBVA are based on the company and its current procedures and policies. The solutions provided are intended to complement United Water's vision and mission statements. This strategic plan was not created to address all issues, because it is solely a beginning in improving the efficacy of the company. After this plan has been implemented and proven to be effective, it will be revised after further analysis to deal with more issues within this company.

Vulnerabilities & threats in United Water:

Vulnerabilities:

- United Water's water supply vs. Growth of Rockland County population

“Every day, more than 280,000 people throughout Rockland County and a portion of Orange County depend upon United Water for clean, healthy water services” (United Water Website). Since there is not an unlimited supply of water, eventually there will not be enough water for everyone the company services. Over the years Rockland County's population will continue to grow and this has been proven by past experience. The population has grown 9% since the year 2000 and according to the Rockland County Planning Department, is expected to grow to 344,000 or more by 2035.

- Critical assets

The critical assets are the hubs in the network consisting of water collection, treatment, and distribution components. Its nodes are treatment plants, reservoirs, lakes, tunnels, storage facilities, filtration plants, and powerhouses; links represent river flows and pipelines. Each of these nodes is an important part of the water infrastructure, but the most essential node is the supervisory control and data acquisition (SCADA) which is a computer system that monitors and controls public/private processes. The processes

include water treatment/distribution, wastewater collection/treatment, pipelines, and electrical power transmission/distribution.

Threats:

- Contamination via Natural Disasters

Natural disasters cannot be controlled, but through preparation and prevention the effects of them can be minimized. These hazards can damage the physical infrastructure or contaminate the water, as has been shown in the past. When Hurricane Irene arrived, many areas in Rockland County experienced flooding. Residents had their water service suspended due to the bacterial contamination.. Some had that service suspended for days, other weeks, and a few had it suspended for months.

- A terrorist or terrorist-like attack

One of the many types of human attacks that can occur against United Water's supply is contamination. This can be done in many different ways which include chemical, biological and radiological agents. Contamination to the water supply has the strongest possibility of occurring. The origin of this contamination can be the water tank, the reservoir, the wells, the aqueducts, and even fire hydrants. Most of the places mentioned, excluding fire hydrants, can have security to ensure their protection. Another type of attack that can occur is damage, destruction, or sabotage to the actual physical infrastructure, including fire hydrants. In addition, disruption to the computer system SCADA, is also possible.

Strategic Plan:

Strategic Issue:

United Water's water supply vs. Growth of Rockland County population

Strategy:

"Today the Hudson River is one of the healthiest estuaries on the Atlantic Coast" (NYS DEC). It has been used for many years as a source of drinking water. By using this river United Water's reliability and diversity can be increased because a mature river of its nature has an abundant and dependable supply of water. "It is able to resist threatening droughts and regional climate change" (United Water Website). The probability of droughts and climate changes occurring is extremely high, as is the probability of population growth. There is only a 1% chance of a drastic event that would change it.

Strategy Issue:

Critical assets

Strategy:

The best strategy to protect the critical assets of this sector is by applying the apportioned risk reduction strategy. Since there are limited resources and funds, they will be spread "across all threats using a weighted sum of squares metric" (Lewis, p. 215). Through this technique each critical asset will be strengthened equally. According to Lewis, the apportioned risk reduction "optimizes the threats shown in the fault tree" (Lewis, p. 215). This strategy has the ability to reduce risk while allocating funds to as many counter-threat targets as possible. It is difficult to place a percentage on the probability of the critical assets failing, but in the event that it does the damages can be detrimental.

Strategic Issue:

Contamination via Natural Disasters

Strategy:

One of the biggest strengths that United Water possesses is its state-of-the-art water purification process. Their automated approach has made the process of water treatment and filtering much easier and cost-effective. This 9-step process includes intake, storage, coagulation, clarification, filtration, reverse osmosis, post-treatment, disinfection, and distribution. This extensive process is needed in order to ensure that the water is safe and reliable. Contamination is very difficult to prevent but with this type of purification process and by regular testing of the water, which is already done by United Water, the possibility of contamination causing harm can be significantly reduced. The probability of it occurring may be quite large but cannot be calculated. This event can occur at any given time and there is no guarantee that with every natural disaster that contamination will occur. However, with a very large disaster contamination will probably occur.

Strategic Issue:

A terrorist or terrorist-like attack

Strategy:

It is very difficult to protect against a terrorist or a terrorist-like attack against the infrastructure. The best way to do so is to increase the measures of security that already exist. This includes physical and technological types of security that can protect the water tanks, reservoirs, wells, aquifers, and the fire hydrants. The town of Rockland County currently have camera systems throughout the area. These can be used in

collaboration with other tools to protect infrastructure and its assets. The purification process and the regularly scheduled testing can protect the water from chemical, biological or from radiological agents.

Budget:

In order to calculate the budget, many aspects must be taken into consideration including the cost of a new water purification treatment process which is where most of the money will be needed. The average cost of water purification has increased to \$95 per million gallons from \$75. The expected growth of Rockland County's population is 344,000 or more by 2035 which will put even greater pressure on United Water. In 2009 the number of customers served was 72,290. By using those numbers and the fact that in 2009 10.44 billion gallons were delivered, the estimated budget is \$75 million dollars. This budget will allow resources to be distributed and strengthen the infrastructure when the apportioned risk reduction strategy is applied. This funding is supplied through endorsements from the many affiliates connected to United Water.

Recommendations and Conclusion:

The recommendations given to United Water are to invest in a newer water purification treatment process, to use the Hudson River as a water supply source, to apply the apportioned risk reduction strategy, and to increase physical and technological security. United Water plays a very important role in Rockland County. It provides the county with a most important necessity of life. United Water must keep up with the growth of the population in the county in order for it to reach its goal of being one of the best water suppliers in the country. By implementing all of these recommendations properly, United Water will be able to uphold its vision and mission statements.

Chapter 11

Public Health and Pandemic Concerns

Law Enforcement in Public Health Preparedness

New York State Police Troop F's Involvement in Public Health Preparedness

Public health is "the science and art of preventing disease, prolonging life and promoting health through the organized efforts and informed choices of society, organizations, public and private, communities and individuals" (Winslow, 1920). It incorporates a vast variety of events which include biological outbreaks, chemical emergencies, radiological emergencies, mass casualties, natural disasters, severe weather, medication problems, food and water safety, and damaging human trends. If any one or more of these events were to occur in the United States or anywhere else, the result would be a massive catastrophe. It could possibly affect the government, economy, society, and the lives of the people.

Many of these events have already occurred in the United States and in other countries. They have the ability to transpire in a variety of forms. Biological and chemical outbreaks have the potential to be accidental or terrorist acts. Biological and chemical emergencies relate to a large amount of chemicals and biological agents which can call forth hazardous and dangerous reactions. Scientists categorize chemicals as biotoxins, blister agents, blood agents, caustics, pulmonary agents, incapacitating agents, long-acting anticoagulants, metals, nerve agents, organic solvents, riot control agents, toxic alcohols, and vomiting agents.

Biological agents are very serious and have the ability to jeopardize the homeland security in a variety of ways, based on the category of the biological agents. Some examples of Category A biological agents are anthrax, botulism, the plague, and smallpox. Each of these agents have organisms that could “be easily disseminated or transmitted from person to person, result in high mortality rates and have the potential for major public health impact, might cause public panic and social disruption, and/or special action for public health preparedness” (McInerney, 2012). Category B biological agents, labeled as the second highest priority agents include brucellosis, food safety threats, and water safety threats. They are “moderately easy to disseminate, result in moderate morbidity rates and low mortality rates, and require specific enhancements of CDC's diagnostic capacity and enhanced disease surveillance” (McInerney, 2012).

Category C agents consist of emerging diseases like West Nile virus, swine flu and bird flu. These are the “third highest priority agents include emerging pathogens that could be engineered for mass dissemination in the future” (McInerney, 2012). This is based on the agents’ accessibility, the simplicity of production and dispersion, and the probability for high morbidity and mortality rates. It is important that the U.S. public health system and primary health care providers are equipped with the proper knowledge to handle biological and chemical agents. They should be able to address each of these elements, including pathogens which are rare in the United States.

Radiation is a serious issue and this has been proved by the radiation emergency that occurred in Japan in 2011. In that situation an earthquake occurred and released

radiation which jeopardized the people of Japan. Past events also explain mass casualties such as the bombing in Oklahoma City, Oklahoma. In addition, natural disasters and severe weather has occurred in all areas of the world. These range from tornadoes, cold, floods, hurricanes, to extremes of heat, earthquakes, forest fires, and gas line blasts.

Events dealing with medication refer to both illegal and legal drugs, whether prescriptions or narcotics. Food and water safety is another crucial aspect of public health, especially since these are essential to every human being. Human trends include a variety of sub-sector issues such as smoking, obesity, heart disease, and many more. In order to protect all of these aspects of public health, it is crucial for the country to prepare itself as much as possible to prevent or weaken these threats.

The Department of Homeland Security (DHS) issued the National Preparedness Goal, which was a follow-up of the DHS's Presidential Policy Directive 8: National Preparedness (PPD-8). Both focus on the United States' "approach to preparing for the threats and hazards that pose the greatest risk to the security" of the nation (PPD-8). The National Preparedness Goal is based on creating a plan for preparedness and constructing a joint nationwide system that focuses on development of the plan and measures of its progress. The goal institutes a general framework of planning based on the homeland security agenda and consists of establishing expectations and common terminology. The purpose of the goal is "to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events, and to minimize their

impact on lives, property, and the economy, through systematic and prioritized efforts by Federal, State, local and tribal entities, their private and non-governmental partners, and the general public” (McInerney, 2012).

National preparedness is a joint effort and it is the responsibility of the entire community which consists of people on the national, federal, state, local, private, public, and non-profit levels. The Center for Disease Control (CDC) has stated that a pandemic has the potential to fluctuate in intensity, causing significant sickness, demise, social disturbances and economic loss. “If a pandemic outbreak occurs in the United States, it is essential that governmental entities at all levels continue to provide essential public safety services and maintain public order. It is critical that all stakeholders in state and local law enforcement and public safety agencies, whose primary responsibility this is, be fully prepared to support public health efforts and to address the additional challenges they may face during such an outbreak” (Richards, Rathbun, Brito, & Luna, 2006).

Generally, the state is responsible for public health issues. If more help is needed in the event of a crisis, then the state may seek assistance from agencies on the local, county, or town level. If a disaster were to occur, then it is required that the governor issue a state of emergency plan. He/she is allowed to do this prior to requesting permission from the President officially declare a state of emergency that exceeds the capability of the state to handle. Each stakeholder that would be involved in public health emergencies plays a crucial role, including law enforcement, specifically in this example, Troop F of the New York State Police (NYSP).

The NYSP has a very simple vision and mission statement, which they use to uphold their emergency management plan. Their vision includes building on their tradition of service and their mission is “to serve, protect, and defend the people while preserving the rights and dignity of all” (troopers.ny.gov). It is based on their values of integrity, leadership, customer service, respect, and continuous improvement and learning. According to the NYSP, the mission of this agency focuses on preventing crime, enforcing the law, ensuring highway safety, rendering general assistance, promoting peace and order, and providing high quality support (troopers.ny.gov).

NYSP operates in the jurisdiction of the State of New York. This agency is divided into Troops based on their geographic area and entrusted with the responsibility for certain counties. Troop F is responsible for Greene County, Orange County, Rockland County, Sullivan County, and Ulster County. “Its only specific statutory restriction is that its members may not ‘exercise their powers within the limit of any city to suppress rioting or disorder except by direction of the Governor or upon the request of the mayor of the city with approval of the Governor’” (NYSP 2009 Annual Report). It is permitted and encouraged by many for the NYSP to work with the local law enforcement agencies in the counties. “This is accomplished by making available to local departments the full range of State Police specialized units, scientific and criminal investigative services, and other resources smaller departments typically cannot sustain themselves” (NYSP 2009 Annual Report).

Within the NYSP agency is a subdivision titled Emergency Management which falls under the Uniform Special Services sector. “The Emergency Management section includes members who oversee the Division’s planning, preparedness and response to natural disasters and serious emergencies, including criminal acts involving chemical, biological, radiological and nuclear (CBRN) hazards” (NYSP 2009 Annual Report). The responsibilities of NYSP in this unit are extensive and extremely crucial. As documented in the NYSP 2009 Annual Report, NYSP is responsible for “participating in the development of state emergency response plans; coordinating the activities of the Emergency Management NCOs; reviewing statewide threat and vulnerability assessments; providing guidance to public and private entities on emergency planning and security procedures” (NYSP 2009 Annual Report).

Law enforcement is needed in times of emergency as has been shown in past events. In 2009, NYSP assisted in emergency management situations and in traffic service affairs. Emergency situations that were listed in their report were the incident with flight 1549 landing on the Hudson River in January, flight 3407 crashing in Buffalo in February, and flooding in western NY in August. NYSP was needed in these situations for multiple reasons, including controlling the situations so chaos did not erupt, aiding victims and providing them with guidance, medical attention, and protection while assisting other emergency management personnel, and much more. Law enforcement played an extremely important role during the tragedy of September 11, 2001 and many

individuals went above and beyond their duty to help and protect the community; even though this is a part of their duties, those individuals exceeded all expectations.

If a public health emergency were to occur within the areas of Troop F's jurisdiction, there are many challenges that they would have to face. Most of these challenges are derived from threats, both manmade and natural. Troop F must set forth a policing strategy after obtaining knowledge of the type of threat they must face and its level of severity. It is very important to have a strategy because the lack of one could potentially risk the lives of the responding officers. Other possible challenges would be getting people to follow the rules that public health officials have set. Past events have shown that when a serious epidemic occurs, usually fear takes control. So rather than listen to what the public health officials say, people are driven to act out of fear and their natural instincts to survive.

Another challenge that Troop F may have to face is having open lines of communication. When situations like these occur, it is important that discretion is used, but at times public health officials take that to mean confidentiality and refuses to share information with anyone. This cannot happen because communication is essential in emergency situations. Public health and medical officials must communicate with other stakeholders. Uniformity amongst the approach of public and medical officials is another possible challenge that Troop F may encounter. In order for there to be a uniform approach, there must be basic protocols set forth for everyone to follow. This is not a simple task and it takes a great deal of preparation and planning.

One major issue that Troop F may face, depending on the type of emergency, is quarantining. Some people may understand the importance of quarantining and would willingly accept it. However, there are many others who will not willingly be quarantined and will resist. Those people may make attempts to avoid or escape quarantine and some of those attempts may be successful. This is an extreme security risk because if they are successful, then they could spread whatever the disease widely. All of these issues and challenges may be too much for Troop F to handle on its own, but that is not an issue that they would face. Troop F would be working with other law enforcement agencies. When a situation does occur where public health and medical officials need the assistance of law enforcement, usually the local town or county police are contacted.

Situations that are graver than local and county police's capabilities require the assistance of NYSP. NYSP is required to participate in crisis situations that require an emergency management response. They are supposed to collaborate with emergency managers and other first response organizations, while using an Incident Command System/Unified Command (ICS/UC) which is "an efficient on-site tool to manage all emergency response incidents, and UC is a necessary tool for managing multi-jurisdictional responses to oil spills or hazardous substance releases" (Incident Command System website). One of NYSP Troop F's main responsibilities during a public health emergency is to organize and synchronize their response with officials in the public

health and medical field. This is not always a simple task because Troop F has not established a rapport with most of the officials in their jurisdiction.

Other responsibilities of NYSP in these types of emergency situations are “enforcing public health orders (e.g., quarantines or travel restrictions), securing the perimeter of contaminated areas, securing health care facilities, controlling crowds, investigating scenes of suspected biological terrorism, and protecting national stockpiles of vaccines or other medicines” (Richards, Rathbun, Brito & Luna, 2006). Each one of these duties is important and must be taken seriously with the proper knowledge, preparation, planning, and training. When Troop F adheres to these duties, they will be able to tackle each one of these challenges and issues. Luckily, they will not have to tackle all of those challenges and issues on their own, because when an emergency situation occurs on a large-scale, a great deal of help is provided.

When those large-scale emergency situations occur, it is possible that law enforcement resources will become overwhelmed. During these types of tragic moments, resources are crucial and limited, so it is important that they be dispersed carefully. Law enforcement will be responsible for analyzing the situation and deciding how to allocate the limited resources which may include food, water, shelter, clothing, medical supplies, equipment, and much more. Another important resource is law enforcement officials themselves. They are investing a great deal of their time while risking their own health and the health of their loved ones. That is why it is important for each individual to be cautious.

“A department’s ability to respond effectively to any emergency—public health or otherwise—greatly depends on its preparedness, and this is directly linked to the law enforcement agency’s planning and its partnerships” (Richards, Rathbun, Brito & Luna, 2006). It is very difficult to be prepared for every possible public health issue that could occur, but with the proper training and education Troop F would be efficient and effective in a public health emergency. It is not a simple task to be trained for situations such as these, but Troop F has already incorporated emergency management into their agency. Troop F has taken the proper precautions to deal with public health emergencies and it is important that all law enforcement agencies follow this protocol.

The state, local law enforcement officials, and all other stakeholders must understand the significance of communicable diseases and how they jeopardize public health and safety. All stakeholders must keep three important points in mind when dealing with public health emergency situations: preparing the department, protecting the officers, and protecting the community. These three points could be the basis of Troop F’s action plan so that each individual can always remember them and ensure that all assets that are in jeopardy receive protection.

Conclusion

Management tools can be very effect instruments for solving many of the issues that arise with the United States efforts to protect the nation. The government already uses management tools but their process needs to be refined. This paper illustrates how effective management tools can be when applied properly by a variety of agencies in this country and abroad. In order to achieve a secure homeland, this country's systems must be reevaluated. One of the best ways to do this is to use management techniques to check efficacy. It is also beneficial to compare the procedures used in this country with ones in other countries because lessons can be learned from others' mistakes and successes.

The management techniques that were described throughout this paper are generally used in business. A strategic plan is used in almost all successful businesses because it analyzes the current status by shedding light on its weaknesses and strengths. The U.S. government has many similarities to business and can be treated as such to an extent. Every successful business should have an evaluation process through which its procedures are analyzed. To follow should be a response to the evaluation to correct any flaws or issues. It is a very difficult task to evaluate every aspect of the U.S. government, but an attempt must be made. Evaluating the many different sectors of the government is the best way to be sure that each is efficient and functioning at its full potential.

Appendices

Appendix A

“The International Stabilization and Peacebuilding Initiative (ISPI) is an informal, working-level network of governments and international organizations that have joined together in their commitment to eventual joint operations in civilian field missions” (International Stabilization and Peacebuilding Initiatives). This network originated in a workshop in October 2009 which was assembled by the United States, the United Kingdom, and Canada. Currently the ISPI is composed of fifteen national governments and six multilateral organizations.

Governments:

- Australia
- Canada
- Denmark
- Finland

- France

- Germany
- Italy
- Japan
- Netherlands
- Norway
- Romania
- Sweden
- Switzerland
- United Kingdom
- United States

International Organizations:

- African Union
- European Union
- Organization for Security and Cooperation in Europe
- Organization of American States
- United Nations
- World Bank

Appendix B

Cost Benefit Analysis:

Rockland County 2011 Budget	\$4,353,530
Greene County 2011 Budget	\$206,377
Ulster County 2011 Budget	\$5,696,745
Orange County 2011 Budget	\$665,432
Sullivan County 2011 Budget	\$306,500
TOTAL	\$11,228,584

Appendix C

SURVEY

A survey was created to be distributed to the people in the community of the counties. It can be found at this link: <http://pacedyson.qualtrics.com> and a sample of it can also be found below.

1. Which county do you reside in?

Orange County, Greene County, Ulster County, Rockland County, or Sullivan County

2. Have you ever read that county's emergency management plan?

Yes or No

3. If not, do you know where to find it?

Yes or No

4. Does your county provide emergency preparedness classes?

Yes or No

5. Do you and/or your family have an evacuation plan established in the case of an emergency?

Yes or No

6. If yes, what have you done to prepare for an emergency situation? (Select all that apply)

Prepared a supply kit, practiced drills, past experiences, and/or created a communication plan

7. How important is having an evacuation plan to you and your family?

Extremely important, important, neither important nor unimportant, unimportant, or extremely unimportant

8. If your county were to provide emergency preparedness classes with assistance in making an evacuation plan, would you attend?

Yes or No

9. Would you be more interested in attending these classes if they were free?

Yes, no, or price does not matter

10. In the event of an emergency, which agency do you see more?

Local law enforcement, state police, or medical personnel

11. In the past couple of months, have you seen any advertisement for emergency management in your county?

Yes or No

12. Would you be interested in receiving emergency alerts to notify of emergencies occurring?

Yes or No

13. How confident are you with your local government being prepared for major emergencies such as natural disasters or terrorist attacks?

Extremely confident, slightly confident, slightly unconfident, or extremely unconfident

Appendix D

USNORTHCOM Stakeholders

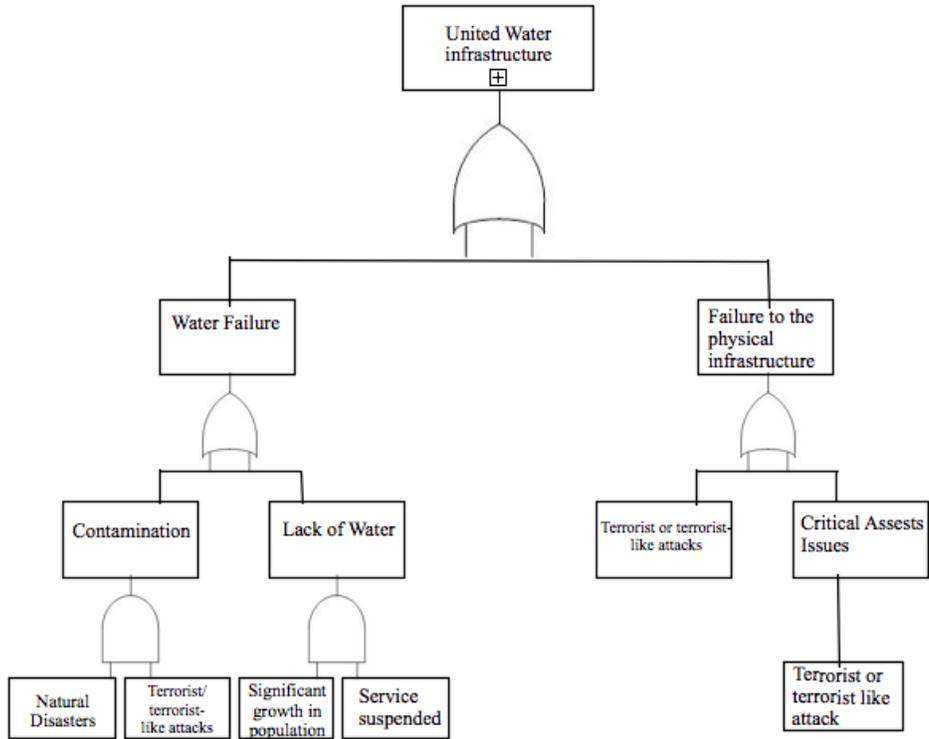
	National Guard	Governors	Agencies	Emergency Managers
Federal	NGB TAG Committees	National Governors Assoc	DOT EPA USDA DOJ CBP DOE CDC FBI	DHS FEMA National Emergency Managers Assoc
Regional	<i>NGOs & Private Sector</i>			
State & Local	Joint Task Force	Governors Homeland Security Advisors	State Agencies	State Emergency Managers

Appendix E

Department or agency of origin	Represented agency
DOD	Defense Threat Reduction Agency NGB U.S. Army Corps of Engineers U.S. Special Operations Command
DHS	FEMA U.S. Coast Guard Customs and Border Protection Transportation Security Administration Federal Air Marshal Service
Other federal agencies	Department of State Department of Agriculture Department of the Interior Department of Health and Human Services U.S. Public Health Service Federal Bureau of Investigation Director of National Intelligence Central Intelligence Agency Environmental Protection Agency U.S. Geological Survey Federal Aviation Administration National Oceanic and Atmospheric Administration National Aeronautics and Space Administration
Canada and Mexico	Canadian Forces Liaison Office Canadian Department of Public Safety and Royal Canadian Mounted Police Mexico Civil Response/Protection Organization
Other	Humanitarian International Services Group

Appendix F

Fault Tree Analysis



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