BJA Seeks CNA Assistance for the 2012 Presidential Nominating Conventions

Given the unique nature and challenges posed by National Special Security Events, the Bureau of Justice Assistance asked CNA to support local law enforcement planning for security operations by providing on-site analytic support and technical assistance during the presidential nominating conventions. CNA deployed analysts to observe law enforcement discussions and note key decisions, actions, and field operations as they related to key functional areas, such as communications, crowd control, and public information/media relations.

CNA analysts Denise Rodriguez King, George Fachner, and James Stewart deployed to Tampa, Florida in late August to support the Tampa Police Department’s (TPD’s) public safety and security operations for the 2012 Republican National Convention. In preparation for the convention, TPD trained over 1,900 officers from across the state of Florida on crowd control tactics and use-of-force polices. Over 5,500 state and local law enforcement officers provided public safety and security throughout the event. The team’s preliminary analysis in Tampa shows that the event posed unique planning, operations, and coordination challenges, but TPD was well prepared to deal with the incidents that arose and was able to maintain positive interactions with the demonstrators throughout the event. TPD noted that their operational response was a success, as there were no compromises to officer safety, and only two arrests were made.

In early September, CNA deployed Tammy Felix, Vivian Chu, and Steve Rickman to Charlotte, North Carolina for the 2012 Democratic National Convention. The analysts supported the Charlotte-Mecklenburg Police Department (CMPD), whose response throughout the convention aligned with its planning objectives. Prior to the event, the Police Training Academy trained 4,600 crowd control officers on crowd and civil disturbance management tactics. Officers were prepared to deal with the incidents that arose, making 25 arrests and managing crowds and demonstrations. In addition, the collaboration and interagency partnerships between CMPD, neighboring local jurisdictions, federal agencies, local businesses, and community organizations played a significant role in the success of the event. For example, in response to the change in venue for the President’s speech on September 6, 2012, CMPD effectively coordinated with stakeholders to ensure that security-related operations were altered appropriately.

The CNA teams will use their observations to develop a Quick-look Report and a comprehensive After-Action Report for each of the conventions.
CYBER THREATS: DIFFERENT HAZARD, SAME PROBLEMS
Timothy Beres

Over the past few years, all levels of government have discussed cybersecurity and the United States’ vulnerability to an attack. The 2012 National Preparedness Report (NPR) and the 2011 Nationwide Cyber Security Review (NCSR) confirmed the anecdotal suspicion that gaps exist in the nation's cyber preparedness. In particular, the NPR identified cybersecurity as a Core Capability requiring national improvement; in fact, while cyber attacks have increased in frequency, state assessments show that cybersecurity reflects the lowest capability level based on desired targets. The NCSR found that 45 percent of state and local respondents have not implemented a formal cyber risk management program, and 66 percent have not updated their disaster recovery plans in the past two years. In addition, the Federal Emergency Management Agency sponsored National Level Exercise 2012 (NLE 12) earlier this year, which was the largest cyber exercise to date conducted in the United States. NLE 12 confirmed the findings in the NPR and NCSR, revealing that the nation lacks effective plans for managing a significant cyber incident that causes both cyber and physical effects.

The results of NLE 12 and the findings from the NPR and NCSR raise questions that are similar to those posed after response to natural disasters like Hurricane Katrina and after other large-scale terrorism exercises. For example, how will government agencies and private-sector providers collaborate to share information and detect cyber incidents? How will emergency management and information security professionals coordinate to respond to a cyber incident with physical effects? What cyber resources are available, and what processes can be leveraged to quickly allocate them to state and local governments? While these questions seem daunting, we cannot be afraid to address them.

Even though gaps exist in cyber-response capabilities, the news isn’t all grim. In fact, the current state of preparedness is similar to where other capabilities were a decade ago, yet positive change has since been implemented in those areas. For example, several years ago, communications interoperability existed only in a very narrow sense within individual response disciplines. Rarely did it cross disciplines, and even more rarely did it cross jurisdictions. This had been a satisfactory level of capability when dealing with everyday events. However, when larger and more complex events began requiring multiple public safety disciplines to respond or for multiple jurisdictions to communicate, the capability was inadequate. In response, through programs sponsored by the Office for Domestic Preparedness and SAFECOM, the federal government has helped state and local jurisdictions understand the components of interoperable communications, the steps needed to improve interoperability, and the process to apply for federal funding to support these activities. With tremendous efforts and investment from state and local communities, interoperability has greatly improved in the United States.

The same success story can apply to cybersecurity. While response to threats and preparedness efforts have often been addressed solely within information technology (IT) or information security departments (fragmenting it from larger preparedness efforts), state and local jurisdictions have begun to understand the scope of the cyber threats they face. To continue to improve preparedness, these jurisdictions need to fully integrate cybersecurity into their emergency preparedness activities. This is not a simple task, as it requires two communities that do not traditionally work together—the emergency management and IT communities—to collaborate to assess risk, estimate requirements, build capabilities, develop plans, and validate capabilities.

In addition, a cyber preparedness grant and technical assistance program would help to focus attention on this critical capability. That focus could be provided through a Statewide Cyber Preparedness Coordinating Group that would administer the program as part of a state’s overall homeland security governance process, thus driving collaboration among emergency management and IT stakeholders. As with communications interoperability, cyber preparedness can be viewed as a continuum. By taking actions to

(CONTINUED ON PAGE 4)
CNA Hosts a Successful New Media Conference

As part of our 70th Anniversary celebration, CNA hosted a half-day conference on July 10, 2012 titled “Old Problems, New Media: Next-Generation Solutions for the Public Good.” Because new media are interactive by nature, they help to facilitate collaboration, feedback, and community formation. New media also offer rich opportunities for public- and private-sector entities to support the public good by improving situational awareness on emerging issues; pushing content to individuals on a large scale; creating opportunities for dialogue with diverse communities of interest; and mobilizing action in support of common goals.

The conference brought together approximately 100 practitioners, researchers, and media analysts, with the specific goal of exploring two key questions:

- How can public and private stakeholders use new media to mobilize action?
- How can they use new media to support analyses?

To stimulate discussion, CNA assembled two panels—one for each question—of new-media experts from a variety of fields to share their knowledge and perspectives. Attendees were also shown a live Twitter stream of tweets addressed to the conference hashtag, #CNACON12, encouraging them to react in real time to panelist remarks and engage in lively discussions with other participants in the room. Panelists included:

- Alex Howard, Government 2.0 Correspondent, O’Reilly Media
- Tom Waldman, Director of Communications and Media Relations, Los Angeles Unified School District
- Clarence Wardell, Research Analyst, CNA
- Christopher Ahlberg, CEO and Co-Founder, Recorded Future
- Robert Beckett, CEO, Creative Radicals
- Shelly Blake-Plock, Co-Executive Director, Digital Harbor Foundation

Bookending the two panel sessions were a keynote address by Don Adams from TIBCO, a California-based software company doing innovative, big-data analysis; and a luncheon address by Admiral Gary Roughead, who spearheaded the U.S. Navy’s efforts to engage more actively in social media. Videos of the conference can be found at [http://vimeo.com/visioncna](http://vimeo.com/visioncna) (click on “Browse Videos,” and search for “CNA New-Media Conference”).

CNA Safety and Security Division members played a prominent role in both the planning and the execution of the conference—Leslie-Anne Levy and Yee Su served as panel moderators, and Clarence Wardell served as a panelist.

CNA also recently completed a national survey of emergency management agencies’ social media capabilities, which we developed and administered in partnership with the National Emergency Management Association. Results will be published soon.

To learn more about our involvement in other social media projects and analyses, click on the following links:

- “2011 Social Media + Emergency Management Camp: Transforming the Response Enterprise”
- “Evaluating the Impact of Incorporating Information From Social Media Streams in Disaster Relief Routing”
- “My Data, Your Data, Big Data”
- “Smart Policing Initiative and Social Media”

Congratulations to Jason for his hard work and dedication!
CNA delivers 26 risk management workshops nationwide

Over the past 18 months, team members from CNA’s Safety and Security Division traveled extensively throughout the United States (including Puerto Rico) to deliver two-day workshops to state, local, tribal, and territorial professionals in the fields of homeland security, emergency management, and public safety. Under a grant administered by the Federal Emergency Management Agency’s (FEMA’s) National Preparedness Directorate, CNA delivered 26 workshops in 15 states/territories and 8 FEMA regions, and trained nearly 500 executives, elected officials, planners, operators, and private-sector representatives.

The workshop is the capstone course in a three-course risk management curriculum that CNA designed to improve risk-informed decision-making in the public sector. It takes a broad, programmatic approach to calculating risk to critical infrastructure, based on likelihood of threats and hazards, vulnerability, and consequence. Through analysis of the results, planners can then (1) better understand the distribution of the risks, based on sectors, geography, and population; (2) make strategic, real-world decisions based on available resources and operational capabilities; and (3) integrate these decisions into a larger public safety context and program.

CNA team members also used the workshops as an opportunity to update professionals on how to apply new FEMA guidance relating to Threat and Hazard Identification and Risk Assessment reports, which are required of states and urban areas that receive federal funding from the Homeland Security Grant Program and the Emergency Management Performance Grant.

The workshops received outstanding reviews and highlight CNA’s commitment to working with state and local clients to optimize their strategic and operational planning efforts.

Cyber Threats: Different Hazard, Same Problems (continued from page 2)

move forward on the continuum, a jurisdiction can mature its processes for assessing risk, addressing critical gaps, implementing actions to improve preparedness, testing newly developed plans via exercises, and sharing information—all of which would help to improve cyber preparedness.

Ultimately, the nation is behind in its efforts to develop the capability to prevent, protect against, mitigate, respond to, and recover from large-scale cyber incidents, so all levels of government should focus on augmenting this capability. Just because the threat is different, we cannot be afraid to address it from an emergency management perspective. The nation has demonstrated (with some incentives and guidance) a remarkable ability to make significant improvements in capability in a short period of time. Now is the time to focus our efforts on cybersecurity.

Free Capability Calculators Available on CNA’s Website!

The Safety and Security Division recently added two new capability calculators to their website: Weapons of Mass Destruction (WMD)/Hazardous Materials (WMD/HAZMAT) Response, and Public Safety and Security Response. Both calculators are free and available for download, along with the accompanying documentation and technical guides.

The WMD/HAZMAT Response tool helps jurisdictional planners to estimate the number of WMD/HAZMAT teams that their jurisdiction needs, as well as the associated initial and annual costs. These teams have the ability to respond to and contain spills and releases of hazardous materials and to provide decontamination capabilities to people and equipment.

The Public Safety and Security tool helps jurisdictional planners to estimate the number of Crowd Control and Perimeter/Checkpoint teams required for an event or emergency response situation, as well as the associated initial and annual costs. These teams provide access control, traffic direction and enforcement, police presence, and mass arrest capabilities.

To download these calculators and associated documents, please visit http://www.cna.org/solution-centers/cnas-institute-public-research/safety-security/capability.
DC HSEMA Conducted Ward-focused Exercises for the Whole Community

CNA supported the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) with a series of “Whole Community” tabletop exercises (engaging public, private, and nonprofit stakeholders, as well as DC residents) targeted toward all eight wards within the District. The exercises occurred throughout September, which the President, the Federal Emergency Management Agency, and the Mayor of the District of Columbia designated as National Preparedness Month.

Each two-hour exercise was a facilitator-led, discussion-based activity. The exercise scenario related to severe weather similar to the District’s summer derecho, which was a vast windstorm accompanied by a band of heavy showers and thunderstorms. Participants were asked to consider the events and their significance for their respective ward, the actions they would take, and the measures that would better prepare them for such an event.

Representatives from key agencies were in attendance, including from the Office of the Mayor, the DC Council, HSEMA, Police, Fire, and Public Works.

CNA Expertise in Countering Violent Extremism

Will McCants is a Research Scientist in CNA’s Strategic Studies International Affairs Group and an adjunct faculty member at Johns Hopkins’ Krieger School. He is a specialist in Islam and Islamist politics in the Middle East. As a former senior adviser for countering violent extremism at the U.S. Department of State, Will is well-versed in the use of social media to effect change. He helped establish a State Department program to counter online Al Qaeda propaganda that remains successful today. He is also the founder and co-editor of Jihadica, a group blog that explains the global jihadi movement (www.jihadica.com). Foreign Policy Magazine included Will in its 2012 “FP Twitterati 100,” which is a “Who’s who” of the foreign-policy Twitterverse. If you would like to follow his Twitter feed or engage in discussion, his handle is @will_mccants.

CNA Analysts Deploy to Louisiana After Hurricane Isaac

In September, CNA analysts Jonathan Pace and Sarah Tidman deployed to New Orleans and Baton Rouge to observe U.S. Department of Health and Human Services operations following Hurricane Isaac. They visited with responders at the Federal Medical Station (FMS) in New Orleans and with the Incident Response Coordination Team (IRCT) in Baton Rouge. Next, they will develop an after-action report focusing on FMS operations and on coordination, communications, and other operational issues between the FMS and the IRCT.