Learning About Risk

In January 2011, CNA’s Safety and Security team reached a critical milestone in its development of homeland security risk management training, with its first delivery of a two-day training workshop in the Atlanta Urban Area. This training course represents the capstone component of a three-course curriculum that CNA and its supporting team members have developed through a competitive training grant from the Federal Emergency Management Agency (FEMA) to build risk management capabilities across the country.

More specifically, the courses help decision-makers at the state and local levels to better understand the risks their communities face from natural and manmade threats, and then help them to use the results of that risk analysis to inform strategic, operational, and tactical decisions in homeland security. Risk analysis results can shape strategic plans, approaches for allocating funds from grants or local budgets, management of special events, and the development of response strategies for real-world events.

CNA and its partners on this project, Digital Sandbox and Adayana Government Group, developed the curriculum with several core principles in mind. First, the training should demonstrate the value of integrating risk management principles into decision-making and supporting state and local business processes. Second, the courses have to be relevant to the state and local homeland security communities, taking into consideration the resource challenges they face and the breadth of programmatic decisions for which they are responsible. Third, the training program has to use a web-based delivery strategy and realistic practical exercises to make learning both cost-effective and interactive for the participants.

The first two courses are web-based. The first, Introduction to Homeland Security Risk Management, is a two-hour course that helps learners understand key risk management concepts and recognize how they apply to homeland security. The second, Intermediate Concepts in Homeland Security Risk Management, is a seven-hour course that examines risk analysis and introduces various situations in which the results could be applied.

The third course is a two-day, instructor-led workshop that is available for delivery in metropolitan areas, states, and FEMA regions. Participants use hands-on exercises to practice key concepts in analyzing risk and then apply the results of that analysis in realistic decision-making scenarios.

The target audience for the curriculum cuts across the full spectrum of disciplines that comprise the homeland security community, including agencies and departments related to emergency management; law enforcement; fire and emergency medical services; public safety communications; and administrative government. From a functional standpoint, the material aims to reach executives responsible for policy and strategy, managers involved in planning and implementing regional programs, and operators who contribute to risk management programs.

Visit www.LearnAboutRisk.com to access the first two web-based courses and to review other supporting resources related to our training initiatives.

From the Vice President of Safety and Security

Welcome to first edition of The Tear Line, a quarterly update from CNA’s Safety and Security Division (SAS). This newsletter is designed to keep you informed about the team’s ongoing and recently completed work.

In this issue, we introduce you to SAS and highlight a few of our recent projects. Our division is part of CNA, a non-profit research organization serving all levels of government. We use research and analysis to deliver solutions that improve decision-making during crisis operations and develop innovative answers to challenging safety and security problems. Our applied expertise allows first responders, emergency managers, public health and agriculture professionals, homeland security practitioners, and private sector and citizen partners to integrate risk-management policy, planning, and operations and to develop and sustain capabilities in prevention, protection, response, and recovery at a national level.

We hope you enjoy reading about our featured projects and our recent SAS award recipients. Also, be sure to visit with us at any of the events mentioned on page 3. For more information about the work we do, please e-mail me at berest@cna.org.

Very respectfully,
Since the 2001 attacks, the evolving threat of Bacillus anthracis as a lethal biological weapon has presented itself at the forefront of United States national security. A deliberate release of the anthrax agent within an unprotected population could place hundreds of thousands of lives at risk and create significant challenges for the local, state, and federal agencies that would respond.

Dark Zephyr is an anthrax response exercise series sponsored by the U.S. Department of Health and Human Services (HHS). The purpose of the series is to identify and address the key federal operational and policy decisions needed to continue and sustain response efforts should an anthrax release occur. SAS staff members are assisting HHS with the design, execution, and evaluation of the Dark Zephyr series, which includes three distinct events.

The first exercise focused on the local and state response and was held on February 16 in San Francisco, CA. The next event will be held on March 15-16 and will focus on federal support to the local and state response. The final event, co-sponsored by the National Security Staff, will be held on March 18 and will address policy decisions that need to be resolved by the Domestic Resilience Group and the White House.

Our team will develop an After Action Report that analyzes key issues throughout all phases of the exercise, and we will assist HHS in developing corrective actions to improve the nation’s ability to respond to an anthrax release.

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**SAS Performance Awards**

Congratulations to the winners of SAS’s second annual performance awards!

**Principles Award**

Joel Silverman continually demonstrates leadership in developing creative solutions for clients. He has brought additional depth to the process we employ to conduct capability assessments, which has contributed significantly to our corporate reputation for excellence within the state and local homeland security community.

**Innovations Award**

Yee San Su demonstrates superior creativity in developing innovative solutions to analytical, methodological, and business process issues. He works on a broad spectrum of projects, from analyses of communication networks to plume modeling for a radiological event. His work on scalability of large-scale emergencies has revealed a new dimension to emergency response during catastrophic events.

**Initiative Award**

Anita Ravishankar’s performance continually exceeds her job description. Even though her current projects keep her busy, she always makes time to support other projects, as well. Her first reaction to a request for help is never “no” or that she is too busy. Instead, she manages her time to take advantage of work opportunities as they arise.

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**Coming Soon!**

**Free Capability Calculators**

SAS is currently producing a series of Microsoft Excel-based capability calculators for jurisdictional emergency planners and other stakeholders. Each calculator is focused on a different resource or capability associated with emergency preparedness. Federal guidelines and subject matter experts produced the underlying assumptions and models we are using to build these calculators.

Once we finalize the designs, jurisdictional planners can input information about the risks and threats they face into the calculator. The calculator then generates the estimated needs and costs associated with building a particular capability. Jurisdictions can then use this information to prepare funding requests such as Investment Justifications, which FEMA requires annually in association with preparedness grant programs. Jurisdictions can also use the cost data for both short-term and long-term budgeting projections.


Forthcoming calculators will model resources associated with Search and Rescue, WMD/Hazardous Materials, and Non-Medical PODs. In the upcoming months, we plan to add these free capability assessment tools to our website, as well. Please contact us with feedback on these tools.
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Where We’ll Be

This spring, SAS team members will be at the following events:

- **American Bar Association’s 6th Annual Homeland Security Law Institute, Washington, DC (March 2-3)**
  Vice President Tim Beres will participate on a panel entitled “Homeland Security Funding Opportunities Landscape.”

- **NEMA Mid-Year Conference, Alexandria, VA (March 20-25)**

- **Integrated Training Summit, Grapevine, TX (May 1-5)**

- **National UASI Homeland Security Conference, San Francisco, CA (June 20-23)**

National Level Exercise 2011

CNA is a member of the support team for the Federal Emergency Management Agency’s (FEMA’s) National Level Exercise (NLE) 2011, which will be held in May 2011. The purpose of this congressionally-mandated exercise is to prepare and coordinate an integrated, multijurisdictional response to a national catastrophic earthquake in the New Madrid Seismic Zone.

NLE 2011 activities will take place at command posts, emergency operation centers, and other locations, including federal facilities in the Washington D.C. area and federal, regional, state, tribal, local, and private-sector facilities in the eight member states of the Central United States Earthquake Consortium. These member states encompass four different FEMA regions: Alabama, Kentucky, Mississippi, and Tennessee (FEMA Region IV); Illinois and Indiana (FEMA Region V); Arkansas (FEMA Region VI); and Missouri (FEMA Region VII).

SAS staff members are assisting in the exercise planning and design process and will also lead the exercise evaluation.

Smart Policing Initiative

In addition, CNA created and manages the content of the website [www.SmartPolicingInitiative.com](http://www.SmartPolicingInitiative.com). Here, SPI grantees and the law enforcement community at-large can access case studies, templates, job-aids, and reports. The website also includes a secure access area where grantees can share materials and participate in a discussion forum with fellow grantees and CNA SPI subject matter experts. To supplement material on the website, CNA has created a webinar series that provides Smart Policing training material to the grantees.

The BJA SPI continues to grow, and the CNA SPI Team makes important conceptual and philosophical contributions to the policing approach.

CNA is the sole training and technical assistance provider for the Bureau of Justice Assistance (BJA) Smart Policing Initiative (SPI). The SPI is a competitive grant program, through which BJA is providing funds to 16 law enforcement agencies and their research partners from around the country to implement cost-efficient and effective policing operations.

As the training and technical assistance provider, CNA engages with the 16 SPI grantees on a monthly basis to monitor project implementation, offer suggestions to enhance project impact, and troubleshoot implementation challenges. CNA makes one site visit to each grantee annually to offer on-site technical assistance.

CNA also coordinates and develops curricula for national meetings, where grantees participate in training lessons, facilitated discussions, and interactive activities related to local Smart Policing implementation.