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## Commentary: This Is a Real War!

By Neil Livingstone

Global Options

The bombings in London earlier this month of three subway cars and a bus are only the latest attacks in what will clearly be a long and difficult war. The ineffective repeat bombings two weeks later provided a second warning signal, but it is the first set of bombings that is addressed here. The bombers, in the first attacks, were four young Britons, three of them of Pakistani origin, and one (the only one of the four born abroad) a Jamaican convert to Islam.

The four earlier bombings, which traumatized Great Britain unlike anything since the darkest days of the blitz during World War II, were suicide/homicide attacks. Today, according to the *Washington Post*, suicide bombings of the type that rocked London on 7 July are “the most common method of terrorism in the world.” Moreover, the *Post* reported, citing a recent Rand study, “three quarters of all suicide bombings” have been launched since the 11 September 2001 terrorist attacks against the Pentagon and the World Trade Center Towers in New York City.

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## Piracy 2005: A New and Major Terrorism Concern

By Laurie Thomas

Maritime Security

Say the word “pirate” and many adjectives come to mind, mostly derived from movies: adventurous, daring, and even romantic. In today's world, the correct adjectives to describe these criminals are: dangerous, pitiless, well organized, and ever increasing. Piracy is a threat to maritime security – and, because it is, the basics of what might be called modern maritime piracy should be understood by all homeland-security professionals.

Ships ranging from massive oil tankers to relatively small craft – indeed, vessels of all types – have been targeted by pirates as long as man has put to sea. Pirates are mentioned by Homer in *The Odyssey*, and Julius Caesar himself was captured by pirates. He later was released, but only after payment of an enormous ransom. He did, however, obtain revenge by returning with a sizable force of armed vessels, capturing the pirates, and executing them (by crucifixion).

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***Large and Vulnerable Targets, 24/7***

What makes suicide attacks particularly insidious is that they are so difficult to prevent – particularly when, as in London, the target is both extremely large and extremely vulnerable. That description fits almost all bus, subway, and other mass-transit systems, which – because of the sheer volume of passengers and the frequent stops they make – are virtually impossible to protect all the time at all points of vulnerability.

In the immediate aftermath of the first round of London bombings, the police presence in the New York City and Washington, D.C., subway systems, as well as in many other mass-transit systems both in the United States and overseas, was stepped up dramatically. Gun-toting anti-terrorist SWAT teams, some of them accompanied by bomb-sniffing dogs, fanned out throughout many of the subway systems. The Washington, D.C., Metro even went so far as to lock all of its station bathrooms.

Many of the actions taken, though, were carried out more to reassure commuters, and the general public, than to interdict would-be attackers, especially suicide bombers – the added patrols, locked doors, and other measures ordered to be taken were in most cases only temporary, and unlikely to prevent or deter an actual terrorist attack.

One reason that such actions almost have to be of a temporary nature is that a long-term expansion of the police and security presence would be prohibitively expensive. The U.S. government agreed, for the time being, to pay the \$2 million per week cost for extra protection for the New York City subway system. But DHS (Department of Homeland Security) Secretary Michael Chertoff has made it clear that the nation's cities will have to assume this financial burden in the future.

***Improving Mass Transit Security***

There are other and more effective ways of improving the security of mass-transit systems, but few if any of these are likely to be adopted. Requiring each passenger to pass through a magnetometer and have his or her parcels, backpacks, purses, and briefcases x-rayed would be extraordinarily expensive and, given the time required to screen all passengers, could bring some transit systems to a standstill. An estimated 32 million people use U.S. mass-transit systems every workday, according to William Miller, president of the American Public Transport Association. About three fifths of them commute by bus; the other two fifths commute by subway. In contrast, only about two million people per day take airline flights.

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Despite these difficult statistics, authorities agree that mass-transit security can certainly be improved, in a number of ways, in many locales. Additional police and bomb dogs, the use of clear Lucite trash bins, and the installation of more and better surveillance systems all will help. Great Britain has set the pace by installing an estimated 44,000 surveillance cameras in various public places – it was from such cameras, in fact, that the images, and ultimately the identities, of the 7 July bombers were determined.

However, surveillance cameras are a better investigative tool than they are a preventive measure, because it is only after a terrorist incident that the police and other law-enforcement authorities have the time and manpower needed to review all of the images collected by the cameras at or near the scene of the incident. In the future, it may be possible to use sophisticated facial-recognition technologies to match known terrorists in real time with the images captured by surveillance cameras, but such technologies have a long way to go before they can be ready for implementation on a broad scale. This would be particularly true if the subject has changed his appearance somehow – e.g., by wearing a hat or shaving his beard – or if he has his head bowed or is in someone else's shadow.

In any case, such technologies would not have prevented the London bombings, because none of the bombers had a known criminal or terrorist background, and therefore would not have been in the database.

The ACLU and other civil-liberties organizations, it should be noted, oppose the greatly increased use of surveillance systems – which, they say, are not only invasive but also, in some situations, unconstitutional.

### ***Vigilance, Intelligence, and Political Controversy***

In an earlier T.I.P.S. column, this author described certain behavioral characteristics displayed by suicide bombers. Use of those characteristics to “profile” potential terrorists has been very effective in Israel, but would be much less practical in the United States if only because of this nation's enormous size and complexity.

### **Interview with Dennis R. Schrader, Director of Maryland's Office of Homeland Security**



In a wide-ranging interview, Mr. Schrader discusses his state's extensive organizational efforts for all-hazards preparedness, which includes a focus on fully integrated intelligence and information sharing - by way of intel fusion centers - and the use of GIS. Schrader also comments on Maryland's regional all-hazards approach, which already is developing horizontal linkages with adjacent states.

To get the complete audio download of the interview, please visit  
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There are, nonetheless, certain facts that must be faced. One is that there is simply no way that everyone boarding a bus or entering a market or café in this country could be profiled. It would be equally impossible to have trained personnel stationed at all times at every potential terrorist target. Moreover, unlike Israel, the United States is an extremely diverse nation – in which many if not all Arabs accept, if only grudgingly, that they might be profiled and singled out for extra attention by security guards, at checkpoints, and by those monitoring CCTV cameras.

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In his controversial new book *Sands of Empire: Missionary Zeal, American Foreign Policy, and the Hazards of Global Ambition*, Robert W. Merry argues that, “It is naïve to believe that the country [i.e., the United States] can assimilate and protect itself from large numbers of Muslims entering the country as the civilizational war continues.” New restrictions on immigration, he further argues, are one of the only ways available to really protect Americans from potential Muslim terrorists.

Additional terrorist attacks in the United States could result in the adoption of the new restrictions discussed by Merry, but it seems obvious that the nation has not yet reached that critical tipping point.

In the final analysis, though, it will be impossible to protect every mass-transit system in the United States 24 hours a day, seven days a week, 365 days a year. Thus, the only real “answers” at this time, probably, are greater vigilance by passengers (in reporting unattended baggage and other items, and suspicious behavior by other passengers), improved intelligence of all types, and an intensification of the war against terrorists – wherever they are found, and before they can launch new and maybe even more devastating attacks against the United States.

Another answer, it seems obvious – less than four weeks after the first London mass-transit bombings, but almost four years after the 9/11 attacks – is that it is time to end the hand-wringing and teeth-gnashing over what all evidence suggests have been only minor slights to terrorists, and occasionally the Koran, at the prison in Guantanamo Bay.

Those who charge, moreover, that government officials and law-enforcement authorities are violating civil liberties at home must recognize that this nation, the United States, is engaged in a real war that still has no end in sight.

In any war involving not just constitutional rights but the very survival of the nation, interrogation tactics must be as severe as required – so long as they are effective. Moreover, not only terrorists themselves but also those – including the bankers and foreign politicians who support them financially, facilitate their murderous plots, and otherwise aid and abet them – should be attacked relentlessly. Finally, countries that do

not cooperate, fully, in what must be a truly *global* war against international terrorism also should find themselves in the crosshairs.

As the bombings in London clearly demonstrated – again – terrorists will show no mercy to anyone, men, women, or even children, who get in their way. For that reason alone, the terrorists themselves deserve no mercy from any nation, including the United States that they are trying to destroy. ▼

### **Piracy 2005: A New and Major Terrorism Concern**

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In the centuries since the Golden Age of the Greeks and the Romans, the navies of the world’s great maritime powers (including the United States) fought a continuing series of battles against pirates, some of whom were state-sponsored. Eventually, the piracy strongholds on the Barbary Coast, and in the Caribbean, were eliminated (most of them in the early 1800s). Other strongholds, particularly those in the waters off China, were suppressed but not totally eliminated in the late nineteenth century.

But piracy has never been totally eliminated throughout the world. For the world at large, the end result of the thousands of lives and costly sums that have been expended in the war against piracy resembles the eternal war against cockroaches and other kitchen vermin. No matter how many pirates have been killed or imprisoned, others crop up and continue to flourish.

#### ***A Conventional and Complicated Definition***

The formal definition of piracy accepted by most modern nations is set forth in the United Nations Convention on the Law of the Sea (LOS), which defines piracy as illegal acts of violence, depredation, or detention, committed for private ends by the crew or passengers of a private ship or private aircraft, against a ship, aircraft, persons, or property.

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To constitute piracy, the LOS convention further states, those acts must be committed on the high seas or in other waters in a place outside the jurisdiction of a sovereign state. When the illegal acts are committed within the jurisdiction of a state, the crime is no longer piracy but armed robbery against ships. (Maritime law is extremely complex; one controversial complication requires that pursuit of a pirate vessel must cease when that vessel flees across the imaginary line in the ocean that separates international waters from the territorial waters of a recognized nation state.)

The most piracy-prone areas in the world at present are the waters off Venezuela, West Africa (particularly Nigeria and the Port of Lagos), the Gulf of Aden, and India and Bangladesh. Vietnam, the Philippines, and the Straits of Malacca are the most notoriously unsafe waters in Southeast Asia. These are the same waters, not incidentally, through which pass half the world's oil, one-third of its shipping, and one-quarter of its other cargo.

The Straits of Malacca are an area of particular concern. Those straits, which link the Indian Ocean to the Pacific Ocean, are among the busiest waterways in the entire world. More than 50,000 vessels a year transit the Straits of Malacca. Almost all of the foreign oil imported by Japan and China flows through these waters. U.S. Department of Energy (DOE) officials have speculated that, if anything happened to close the Straits, almost half of the world's oil fleet would be required to take a longer route, thereby generating "a substantial increase in the requirement for vessel capacity."

In fact, according to DOE's Energy Information Administration, "All excess capacity of the world fleet might be absorbed, with the effect strongest for crude oil shipments and dry bulk such as coal." In addition, "Closure of the Straits of Malacca would immediately raise freight rates worldwide."

### ***Larger Gangs for Three Types of Robberies***

During the period from 1993 through 2003, the number of piracy incidents worldwide – i.e., the "piracy rate" – has risen dramatically. According to the International Maritime Bureau (IMB), the piracy rate rose 20 percent between 2002 and 2003. Particularly alarming have

been the almost annual increases in attacks by larger gangs, in the number of attacks involving guns, and in the number of attacks upon larger vessels. Last year, 2004, saw a slight but uneven change, with piracy rates dropping moderately in the rest of the world but almost doubling in the Straits of Malacca.

The International Chamber of Shipping (ICS) describes three main types of attacks by pirates. The first type is called the *opportunity robbery*, which typically starts when thieves looking for any target available might see an unguarded means of access to a vessel. They then might, for example, climb up the ship's anchor line (like rats), steal anything on deck they can lay their hands on, and escape as fast as they can. Heightened ship security measures, mandated under the International Ship and Port Facility Security Code (ISPS), eventually may reduce the number of opportunity robberies committed.

The second type of attack is the *planned robbery*. This type of attack often is carried out by organized and well-armed gangs, which target vessel equipment, the personal possessions of crewmembers, and money and/or other valuables in the ship's safe. A recent example of this type of robbery occurred on June 17 off Lagos, Nigeria, when a speedboat carrying six robbers armed with guns and knives drew up alongside a bulk carrier at anchor. Four of the robbers boarded the vessel, held the duty crewman at gunpoint, and stole a large quantity of the ship's stores.

The third type of attack is described as the *permanent hijacking* of ships and cargoes. Sometimes members of the crew are murdered, set adrift, or held for ransom. One example of this type of piracy: The last communication the owners of the tug *Christian* had received from the vessel was on 14 December 2004, as she was towing the barge *Flora* from the Philippines to Indonesia. The tug and barge were hijacked. Both vessels were later recovered, but the nine crew members are still missing.

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**September is National  
Preparedness Month!**

**What is Your *Community* Doing About It?**



### ***An Archipelago of Opportunity***

Experts in this field agree that several conditions are required for piracy to flourish. Pirates need victims, so they look for them on trade routes. The ideal “victim vessel” is one, preferably running at reduced speed, in a constricted channel or archipelago. Piracy also flourishes, though, in situations where regional tensions reduce the possibility of effective transnational cooperative suppression efforts – which means, in operational terms, that pirate vessels usually can flee with impunity from one national water to the next.

The availability of uninhabited islands that could be used as a pirate base – and/or to store loot – also is helpful to the modern day pirate chief. So is the continuing drive (for economic reasons) to reduce the size of ships’ crews – which, combined with automation, means that an ever-larger number of potential target vessels are being protected by fewer and fewer hands on deck (or in the wheel house or engineering spaces).

Political factors also come into play. Nations in which law-enforcement and maritime authorities have historically been susceptible to bribery or otherwise compromised also have been a boon to modern piracy.

### ***New and Better-Focused International Attention***

There are several resources available to track not only piracy statistics but also various anti-piracy international efforts now underway. On the National Geospatial Intelligence Agency’s website is found the WorldWide Threat to Shipping Report, an Office of Naval Intelligence (ONI) weekly digest of less comprehensive reports compiled from many other sources. One of the primary sources for search-and-recovery information as well as the piracy reports themselves is the IMB’s division of the International Chamber of Commerce.

The IMB’s Piracy Reporting Centre, which was established in 1992 when piracy rates began to rise in Southeast Asia, publishes both a weekly report and an annual report; it also acts as a clearinghouse for piracy information, investigates acts of piracy and armed robberies against vessels, and works with national governments to support its long-range goal of increasing general awareness of the global piracy

problem and to reduce its severity. The United Nations’ International Maritime Organization also helps by issuing monthly and annual reports both on acts of piracy and on armed robberies against ships.

### ***A “Definite” Connection With International Terrorism***

In the brave new world of the 21<sup>st</sup> century, piracy and terrorism are not always synonymous, but they are definitely connected. In recent years, terrorist groups have been seizing crews, holding them for ransom, and using the money collected to fund their terrorist operations. On 6 April 2005, ONI’s WorldWide Threat to Shipping reported that three crew members from the tug *Bonggaya 91* had been kidnapped by pirates in Malaysian waters, and that the pirates were suspected to be part of the terrorist Abu Sayyaf militant group. Earlier this month (6 July), ONI reported that two of the three crew members had been recovered – but that the third was believed to have been handed over to a different faction of Abu Sayyaf. (Indonesian military officials have stated that captives are sometimes sold by their captors to other terrorist groups to raise money.)

One of the principal goals of the U.S. Coast Guard’s Sea Marshal program is to ensure that any vessel entering any U.S. port is manned by the ship’s real crew, and not by terrorists – whose purpose might be, for example, to smash a pirated VLCC (very large crude carrier) into the Golden Gate Bridge.

This scenario is not as far-fetched as it might seem at first glance. Six years ago, the VLCC *Chaumont* was boarded and seized by pirates in the Indonesian waters off Singapore. The vessel wandered off course while under attack. There was no one at the helm. She was fully laden, in narrow waters – the Phillips Channel in the Singapore Strait, which is one and a half miles wide at its narrowest point.

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Today, the masters of vessels transiting international waters prone to piracy face a difficult situation – one for which there is no immediate or obvious solution. The relatively small multinational crews under their command represent a major security training challenge, even after the vessel and port facility security upgrades mandated by the ISPS and by accompanying U.S. regulations. Many masters, and other ship's officers, look with horror at the idea of a general arming of the vessel's crew. To further complicate matters, the requirement to navigate through narrow waterways, and/or the nature of the vessel or cargo being carried, may eliminate the possibility of evasive maneuvers.

In addition, calls for help if and when the ship is attacked by pirates may go unanswered – or, worse, be answered by other pirates. In an era when untold billions of dollars are being allocated to prevent additional terrorist attacks through the air, and/or – particularly since the July attacks against London's buses and subways – on land, it seems obvious that more attention also must be paid to the possibility of terrorist attacks from the sea.

The huge cargo ships and other international vessels entering U.S. ports every day of the year are vital to the continued functioning of the American economy. But those same ships represent a handy way to transport terrorists, and to carry and hide weapons of mass destruction (WMDs). Moreover, the vessels themselves can be used as WMDs, just as the commercial airliners were that smashed into the World Trade Center Towers in New York City on 11 September 2001. To many counterterrorism experts the rise in piracy over the past decade may be the first sign of a major new catastrophe waiting to happen.

**For more information:**

ONI's WorldWide Threat to Shipping: [http://pollux.nss.nima.mil/onit/onit\\_j\\_main.html](http://pollux.nss.nima.mil/onit/onit_j_main.html)

The International Maritime Bureau Weekly Piracy Report: <http://www.icc-ccs.org/prc/piracyreport.php>

The United Nations' International Maritime Organization Reports on Piracy: [http://www.imo.org/Circulars/index.asp?topic\\_id=334](http://www.imo.org/Circulars/index.asp?topic_id=334) ▼

## September Is National Preparedness Month!

What Are *YOU* Doing About It?

Homeland Defense Begins At Home!

### States of Preparedness

By Adam McLaughlin

State Homeland News

### District of Columbia

*Will Use Video Cameras to Improve Rail Security*

The U.S. Department of Homeland Security (DHS) has awarded Epsilon Systems Solutions Inc. a contract to design, manufacture, and install a new video-camera system to augment the security of railroad lines that pass through Washington, D.C. When installation has been completed, more than 250 cameras will be watching the 7.5-mile stretch of track between Reagan National Airport and the Benning Road rail yard in northeast Washington.

The contract, which supports a DHS pilot project, is valued at approximately \$9.8 million. The key to the security system will be the integration of several surveillance technologies, including intelligent video and radio-frequency identification. Previously approved rail personnel will be issued identification cards embedded with radio identification chips that will broadcast a signal to the system identifying the carriers as "friendly."

If a person, object, or animal without a badge comes into range of a camera, said Scott Turk, Epsilon's director of security programs, "the system will alert security personnel." Adoption of this approach, he continued, means that not all of the 250-plus camera feeds will have to be constantly monitored.

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The rail line being monitored, which runs through the heart of Washington, D.C., is a major route for the shipment of hazardous materials such as chlorine gas. Since last year's rail bombings in Madrid, Spain, the Benning Road/National Airport stretch of rail has drawn increasing scrutiny from members of the D.C. City Council, at least some of whom consider the line to be a potential terrorist target. Some hazardous shipments have been rerouted as a result of the criticism, but most shipments have not been.

## Utah

### ***Health Department Prepares Bioterrorism Video***

The Utah Department of Health (UDOH) has prepared a new video documentary – “Battling Back: Taking on Bioterrorism in Utah” – designed to educate citizens of Utah about the dangers posed by biological weapons and what can be done to combat them and/or mitigate their effects. The one-hour video, which has been shown each week in July on local television channels in Utah, is available at KSL.com, and will be aired through the middle of August on Comcast's video on demand.

The program, which is hosted by former local talent (and previous CBS Morning Show anchor) Jane Clayson, includes interviews with state and local officials discussing how Utah is preparing to anticipate, recognize, prevent, and/or cope with biological outbreaks, natural epidemics as well as those caused by terrorists. Also included in the documentary are real-life examples of how the state handled previous biological incidents, such as the possible smallpox case at the Pioneer Valley Hospital and a rare case of botulism that took the lives of two people in Cedar City. “Almost everyone is afraid of the unknown,” said Dr. J. Luedtke, director of UDOH's State Public Health Laboratories. “If you plan for these possible events, you can really get rid of that fear.”

In addition to completing the bioterrorism documentary, UDOH has produced a free informational brochure that describes the symptoms of six diseases considered to be among the “most dangerous” in the hands of terrorists. Included in the brochure is a planning guide that families can use to organize the emergency information they will need to

cope with a bioterrorism emergency. For additional information about the “Battling Back” documentary, and/or to download the brochure, visit the UDOH website at [www.health.utah.gov/bt](http://www.health.utah.gov/bt).

## Ohio

### ***Connects Local Police Agencies With Terrorism Prevention Net***

The Ohio Local Law Enforcement Information-Sharing Network has become the latest addition to the state's Law Enforcement Terrorism Prevention Program toolkit. State officials report that almost 70 law-enforcement agencies already are using the network, and estimate that an additional 600 will start using it before the end of this year. The state's goal is to link all of the more than 900 law-enforcement agencies in Ohio and thereby ensure that public officials are provided all of the information needed to make effective decisions in times of emergency, whether a natural disaster or a terrorist incident.

The network connects the already operational Computer-Aided Dispatch and Record Management Systems within a framework of previously established statewide information-sharing standards. Participation in the network is voluntary, and allows the agencies enrolled to decide how they operate their various record systems, what information they decide to share, and with what other agencies they are willing to share it. “It gives us a real head start,” said Officer Rhett Walters of the Marietta Police Department. “We can get information we need just by pulling up a web page with the information instead of physically making a phone call, having someone check something for you, and get back to you.” He described the improved system as “a big door opening up.”

The project was funded by a \$7.2 million grant provided through the Homeland Security Law Enforcement Terrorism Prevention Program administered by the Ohio Department of Public Safety. The network will use recognized national data-sharing standards and policies in order to provide improved communications with other criminal-justice information systems being developed both at the federal level and in other states. ▼

## Mid-Term Report Card, A Note from the Publisher

By Martin Masiuk

Publisher

This is the fifteenth issue of DomPrep/T.I.P.S., a feat the entire DomPrep team is proud of. Now that the year is past the halfway point, it is good time for reflection, evaluation and projection. The publisher presents a Mid-Term report. The grading is up to you, the readers. Your reply and grade is requested.

### *The Past*

Believing that homeland is not one single community, but many separate communities with a primary and many secondary missions, DomPrep/T.I.P.S. was launched on January the 12<sup>th</sup> of this year. Since then, seventy-five (75) articles have been published, mostly from people are not primarily writers but, rather, highly involved professionals writing about relevant topics from their vertical communities. Jim Hessman edits the entire publication. He brings years of editing experience to the team. This process presents perspectives from the fire service, law enforcement, emergency medicine, and many other communities that are easy to read by all members of all these communities. With this approach, DomPrep/T.I.P.S. carved a unique publishing niche for itself.

*The obvious is not always apparent.* While many are trying to present homeland-defense as one unified industry, most preparedness professionals have other jobs. Only when catastrophe strikes, does the nation expect all to respond as one unified force. Until that unfortunate day arrives, fires need to be fought, emergencies responded to, and everyone goes about their normal routine. However, in a post 9/11 world, preparedness professionals do their work a bit differently. Realizing that the next container coming into a U.S. port may result in devastation, or the student wearing a backpack boarding a train might be carrying something more lethal than schoolbooks, and so forth and so on. We all look differently at yellow Rider trucks, do we not? So preparedness *in total* became DomPrep's focus. But the mission continues to be to provide *Total Integrated Preparedness Solutions* to a growing audience, all members of which need a continuing infusion of useful information.

### *The Present*

Many have responded favorably to this integrated editorial approach. Accordingly, the DomPrep/T.I.P.S. audience has tripled in size since January, and will not stop here. So, please continue to refer DomPrep/T.I.P.S. to your colleagues.

A recent survey has shown that our demographics are both impressive and diverse. No one sector dominates the audience composition. The readers are upper and middle management with either procurement, evaluation, or recommendation responsibilities.

To satisfy the information needs of a very demanding audience, additional content has been added. For example, the frequency of John Morton's audio interviews has been increased. Also, expect to see announcements regarding the launch of a program that was tested last fall. WebConferences, which allow registered attendees to attend "as-if" live presentations without the usually high cost, as well as inconvenience, of traveling great distances to attend traditional trade shows. All one needs is to login from a broadband connected computer, 24-7.

We are currently reaching out to new partners, specifically in the private sector. Corporations must get onboard and develop their own preparedness plans to, if for no other reason, limit their legal liability. In recent DomPrep/T.I.P.S. Interviews both Governor James Gilmore and Rear Admiral Marsha Evans issued similar warnings: "the federal government can not do it all." Preparedness is not dialing 911. All of us must do our part. Acts of terrorism fall within the scope of "foreseeable hazards." In addition to protecting employees against a direct terrorist event, recovery measures and response plans need to be developed and implemented. As an example of just one question to ponder: Have corporate managers addressed the requirements for necessary food, sanitation and health when confronted with a shelter-in-place situation? The answer is apparent - there is a long way to go to reach true preparedness across the board.

*Continued on the Next Page*

***The Future***

While DomPrep/T.I.P.S. itself is still going through several adjustments, our commitment remains steadfast to the nation's first-responder communities. The local and state audiences are the base. By reporting on their issues and practices, readers from the communities of border protection, ports, military, and corporate-private sectors will benefit.

Because the T.I.P.S. editorial content continues to grow in scope and sensitivity, readers will be required to register and login to access the WebChannels and download TIPS. An email explaining the process will be sent to our registered subscribers.

As the database of readers expands, the content can be modified and custom-delivered to various groups. So there are real advantages in registering as a subscriber. Proprietary audio downloads, webconferences, and articles of specific interest will be pushed to subscribers based on their individual preferences. All of these will be integrated to provide solutions to preparedness professionals.

These are exciting times as the business of preparedness transitions to the next level. Please email your grade for this semester's effort to [info@DomPrep.com](mailto:info@DomPrep.com).

Thanks, and best regards to all.  
Marty ▼

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