FEMA

DHS/FEMA/RESILIENCE/NPD/NTED
TPP Times

FEMA Photo by Aidan Ferris

What is the TPP Times?

Today's information society is a dynamic one. With the constant bombardment of Facebook posts, stream of tweets, and flood of emails, it can be difficult to separate good information from the bad, while keeping track of important updates to policies and programs. Keeping you up-to-date on the latest from NTED/TPP Training Partners is the reason we're starting this quarterly newsletter: the *Training Partner Program Times*, or the *TPP Times*.

This newsletter includes brief articles with policy updates and events from the Training Partners Program. There will also be reoccurring informative segments about the National Incident Management System and Section 508, as well as policy updates on the National Preparedness System, FEMA, and DHS.

We welcome your input on the *TPP Times*, including comments, questions, and information you want to share with other Training Partners. Also let us know about additional topics you would like to see us cover, once or on a recurring basis. Email us at tpptimes@acclaroinc.net.

In This Issue

Complementing Interdiction With Intervention: Emerging Trends in Countering Violent Extremism

By Rick Lambert, University of Tennessee

Rick Lambert, JD, MPA, MBA, is an adjunct professor at the University of Tennessee and a former FBI Special Agent in Charge with 25 years of federal law enforcement, counter-terrorism, and counterintelligence experience. He wrote this article exclusively for the *TPP Times*. We will regularly solicit articles from experts in emergency management to provide you with the latest

Following the Valentine's Day school shooting in Parkland, Florida, which claimed the lives of 17 people, President Donald J. Trump held a bipartisan roundtable to discuss gun violence. "We have to keep the guns out of the hands of those that pose the threat," President Trump said. To do so, the President supported universal background checks, proposed raising the gun purchase age from 18 to 21, and signaled an executive order to ban bump fire stocks. He also emphasized the importance of quick and decisive action by law enforcement authorities when warned by students, educators, family, and neighbors. Lastly, he noted, "We have to create a culture that cherishes life and human dignity."

The President's identification of the need for cultural change has the attention of many terrorism experts and academicians who labor in the realm of countering violent extremism (CVE). Their recent research has led to a shift in public policy aimed at a more holistic approach to the problem. The current strategy, spearheaded by the Department of Homeland Security and the Federal Emergency Management Agency, places new emphasis on facets of the CVE risk management framework which were largely overlooked in the past. Understanding current thinking requires some knowledge of where we have been.

Risk is generally viewed as a function of Threat × Vulnerability × Consequences. Those responsible for protecting an organization, physical site, or program typically ask: 1) What are the internal and external threats and how can I deter or neutralize those threats? 2) How is what I am trying to protect susceptible to injury or damage from the identified threats and how can I strengthen or eliminate those vulnerabilities? and 3) If the threat does manifest, how can I mitigate the adverse consequences? For risks that are national in scope, the answers to these questions usually come from our legislators and regulators.

During the 1950s and '60s, the prospect of nuclear conflict with the Soviet Union loomed large. The Cuban missile crisis plagued the country with worry. Our national approach to the threat was one of deterrence. Relying on the principle of "mutual assured destruction," we built and deployed so many atomic bombs that the annihilation of Russia was certain, even if they struck first. To strengthen our vulnerability to such an attack, school children practiced scampering under their desks as Bert the cartoon turtle exhorted, "Duck and cover when you see the flash." To mitigate the

FEMA Photo by David Fine

(Extremism—Continued from page 1)

consequences of an atomic blast, President Kennedy encouraged American families to build fall-out shelters in their backyards.

Two decades later, President Reagan advanced a new vision for managing the risk, enabled by large strides in aerospace technology. In 1983, he announced the "Strategic Defense Initiative" (SDI), a concept focused on neutralizing rather than deterring the threat from nuclear weapons. SDI was an ambitious project aimed at intercepting and destroying an adversary's ballistic missiles while in flight, before they could reach their U.S. targets. Although SDI's 35-year evolution has not been without controversy, name changes, and programmatic ups and downs, it now serves as a cornerstone of national defense—an essential complement to our formidable nuclear weapons arsenal. In shepherding SDI, Reagan augmented our national strategy of counterpunching by developing the added capability to block and parry.

Even though the threat posed today by violent extremist attacks do not hold the same potential for death and destruction as a state-sponsored nuclear strike, such attacks are bewildering in their randomness, unpredictability, and savagery. Occurring in large cities and small towns, they are geographically diverse. No venue of daily life is immune—sporting events, schools, shopping malls, nightclubs, churches, and outdoor celebrations have all been theaters of bloodshed. Violent extremists have come from different socio-economic, ethnic, and religious backgrounds and range in age from teenagers to octogenarians. Perpetrators' ideological motivations run the gamut: hatred of liberals, opposition to abortion, support for ISIS, allegiance to sovereign citizen dogma, and racial animus.

More confounding are those violent perpetrators whose motives sometimes cannot even be defined enough to officially name them as "extremists." It remains a mystery why 64-year old high roller Stephen Paddock fired over 1,100 rounds from his Las Vegas hotel room window on October 1, 2017, killing 58 concert goers. The absence of commonalities, profiles, and patterns presents immense challenges in formulating a coherent strategy to counter the violent extremist threat. Daunted by its complexity, we often turn our attention to strengthening vulnerabilities and mitigating consequences, which offer tangible but palliative results. Locking schools doors, teaching "run-hide-fight" tactics, and pre-staging interfaith grief counseling teams are necessary risk management measures, but they do not solve the ultimate problem of the threat.

Even though researchers have found no single pathway leading to violent extremism, FEMA-sponsored studies are yielding new insights about the recurring conditions that seem to breed radicalization. A sense of "victimhood," experienced

either individually or as part of a discrete group, is a perception frequently shared by those who commit acts of widespread violence. Such feelings of victimization may arise in times of intense trouble, loss, difficulty, or danger, especially where the individual attributes such adverse circumstances to injustice, rejection, or prejudice. Another trait often seen among violent extremists is the exhibition of narcissistic tendencies. Narcissistic personality disorder is found more commonly in men and is believed to involve a combination of genetic and environmental factors. Symptoms include an excessive need for admiration, lack of empathy, inability to accept criticism, and sense of entitlement. It has been theorized that these personality dimensions may facilitate the moral disengagement necessary to carry out a violent attack.

Finally, a diminished capacity for resilience has been observed among many who commit mass killings. Resilience is defined as the ability to recover from setbacks, adapt to change, and keep going in the face of adversity. The trait appears to correlate directly with hope for the future and is heavily influenced by the strength of one's social support network. The Harvard Business Review recently published a study by British researchers who asked 835 employees in public, private, and non-profit firms to identify what was happening in their own lives that most required them to draw on their capacity for resiliency. A staggering 75 percent said the biggest drain on their resiliency reserves was "managing difficult people or office politics at work." This indication that sustained interpersonal conflict diminishes resilience may help explain why marital difficulties, family problems, and lack of acceptance by traditional peers are often observed in the lives of violent extremists.

Thus, for someone experiencing personal crisis who views their problems as not of their own making and sees little hope for a better future, violent extremist narratives may provide a means to regain lost status and personal significance. Such narratives provide a system of stories that coalesce to form an ideology allowing adherents to justify and rationalize their violence. Well-known categories of violent narratives include those espoused by sovereign citizens, anti-abortionists, white supremacists, militia extremists, and religious extremists.

Recent attacks and current studies indicate that preventing violent extremist incidents before they occur requires expanding our focus. Rather than relying solely on law enforcement to identify and interdict extremists before they act, contemporary research suggests that local community intervention efforts aimed at countering the appeal of extremist ideologies before they are adopted is an effective complement to counterterrorism efforts. Parents, family, friends, teachers, coaches, clergy, and counselors are the first to recognize when something isn't right with someone they know. This "inner circle" is also well-

positioned to provide the support and encouragement necessary to help the individual see the temporary nature of their troubles, restore hope, and dispel the false lure of violent extremist ideologies through counternarratives. Police officers can't make schools adopt anti-bullying programs; they can't connect low-income, at-risk persons with volunteer mental health professionals. Such initiatives are rightly the province of interdisciplinary community coalitions—groups of local stakeholders who have partnered to build a portfolio of community-tailored intervention measures. Unfortunately, the number of such community coalitions is far too few. But thanks to the research findings and curriculum development work of the National Consortium for the Study of Terrorism and Response to Terrorism (START), FEMA is now rolling out training tools and implementation strategies to help local communities stand up such coalitions.

Like Reagan's SDI, building community coalitions to counter violent extremism is an effort to neutralize the threat before lives are lost. Detouring vulnerable individuals before they embark on the road toward violent extremism—or helping them find an off ramp early in the journey—is more practicable than arresting them on their stair climb to a rooftop with a rifle. But success in doing so will require adoption of FEMA's "whole community approach" and the resolution to act on the President's vision "to create a culture that cherishes life and human dignity."

2017 NIMS Update
From the Editors

On October 10, 2017, DHS released the most significant revision to the National Incident Management System since the last revised guidance issued in 2008. Administrator Long's opening remarks succinctly describe what the update entails: "This document retains much of the material from the 2008 version of NIMS. It synchronizes the guidance with changes to laws, policies, and best practices, and adds information on

the roles of off-scene incident personnel, including senior leaders and staff in emergency operations centers."

The most notable change would the reorganization of the NIMS policy document. NIMS is organized primarily around key components. Previously there were five key components, and now there are only four. The table below compares 2017 to 2008 components, illustrating the re-organization of the components that were retained and updated, as well as the two components that were eliminated for 2017.

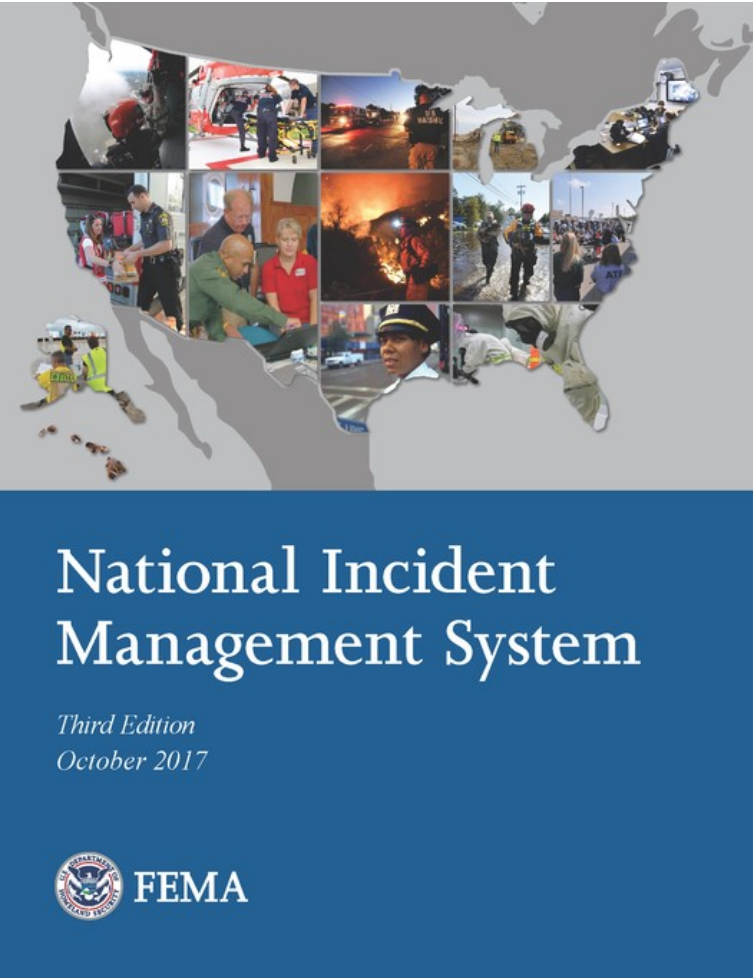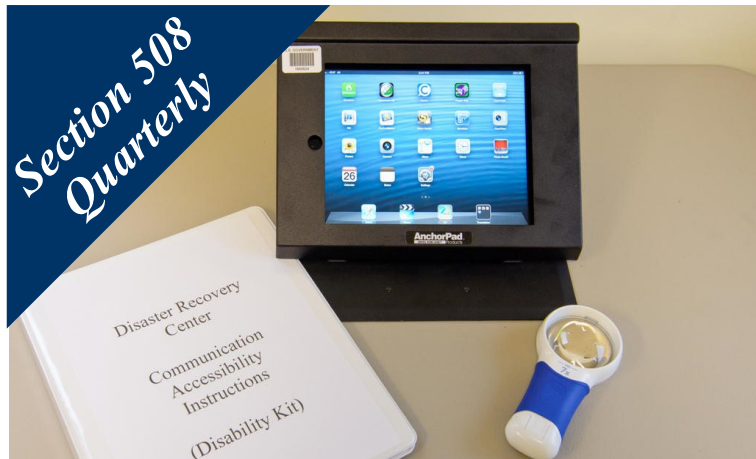| 2017	2008
Fundamentals and Concepts of NIMS	Command and Management
Resource Management	~~Preparedness~~
Command and Coordination	**Resource Management**
Communications and Information Management	**Communications and Information Management**
——	~~Ongoing Management and Maintenance~~

In February, a FEMA contractor conducted two webinars that outlined the most significant changes to NIMS in greater detail. TPP Program Managers can provide their Training Partners with a copy of the webinar.

The Federal Emergency Management Agency and the Emergency Management Institute (EMI) released two revised online NIMS courses:

- **IS-100.c,** *An Introduction to the Incident Command System, ICS 100* introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training.

- **IS-700.b,** *An Introduction to the National Incident Management System* is an overview providing learners with a basic understanding of NIMS concepts, principles, and components.

The two new courses are available at https://training.fema.gov/is/. Students will have access to tests for the legacy versions of these courses, IS-100.b and IS-700.a, until July 26.

It is important to note that the current versions of NIMS/ICS courses and tests will remain active until revised courses are available. FEMA's Emergency Management Institute (EMI) will distribute training notifications and conduct webinars for each of the revised courses when they are available. Courses identified for revision have been prioritized based on course utilization within the emergency management community.

NIMS Alerts
From the Editors

New NIMS guidance, tools, and other resources from FEMA's National Integration Center:

- **NIMS Alert 17-18:** NIMS Job Titles/Position Qualifications and Resource Typing Definitions

- **NIMS Alert 16-18:** NIMS Implementation Objectives for Local, State, Tribal, and Territorial Jurisdictions

---

> Building community coalitions to counter violent extremism is an effort to neutralize the threat before it fully materializes.

FEMA Photo by Andre R. Aragon

Section 508 Quarterly

Section 508 Standards Update

From the Editors

Section 508 is an amendment to the United States Workforce Rehabilitation Act of 1973. This federal law mandates that all electronic and information technology developed, procured, maintained, or used by the federal government be accessible to people with disabilities. Section 508 testing has been a component of the NTED review process for some time now, and you should be familiar with the standards as they relate to the courses you develop. However, you may have heard that the Section 508 standards have changed, and are left wondering what that means for your program.

The previous standards of Section 508 were adopted in the early days of this century, at a time when much of the technology we take for granted today was still being developed. Given that nearly 20 years has passed since then—an eon in tech terms—the standards were due for a refresh.

Written by the Access Board (a federal agency that promotes equality for people with disabilities), the final rule significantly restructures the standards to better and more comprehensively ensure the accessibility of information and communication technology (ICT). "This update is essential to ensure that the Board's Section 508 standards and the Communications Act guidelines keep pace with the ever-changing technologies covered and continue to meet the access needs of people with disabilities," said Sachin Pavithran, Chair of the Board's ICT ad hoc committee.

The final rule was released in January 2017, and officially took effect earlier this year. Although the changes are significant, the impact on the courses developed for the NTED Training Partners Program are minimized because the DHS Trusted Tester methodology used to conduct the Section 508 testing for the TPP was created with the refreshed standards in mind. This means that courses that have gone through Section 508 testing meet the new standards. The Trusted Tester program is set to be updated to version 5.0 this fall, and it is not clear how those changes will impact the NTED testing process, but we will continue to provide information as we receive it.

Find more resources at: https://section508.gov/create

NTED Course Updates: New, Revised, Recertified, and Retired

From the Editors

New

- AWR-363-W Integrating Mental Health and Education Approaches into Countering Violent Extremism, University of Maryland National Consortium for the Study of Terrorism and Responses to Terrorism (6/6/2018)

- MGT-460 Planning for Disaster Debris Management, University of Hawaii, National Disaster Preparedness Training Center (5/29/2018)

- PER-354 Response to Radiological/Nuclear Weapons of Mass Destruction Incident, Counterterrorism Operations Support, Center for Radiological/Nuclear Training (5/16/2018)

- AWR-219-C Site Protection through Observational Techniques, Customized, Louisiana State University, National Center for Biomedical Research and Training (5/15/2018)

- PER-343 Social Media Engagement Strategies, University of Hawaii, National Disaster Preparedness Training Center (5/14/2018)

- PER-355 Radiation Instruments Employment, Counterterrorism Operations Support, Center for Radiological/Nuclear Training (4/4/2018)

- MGT-459 Coalition-Building for Countering Violent Extremism and Community Resilience, University of Maryland National Consortium for the Study of Terrorism and Responses to Terrorism (4/4/2018)

- PER-361 Tactical Emergency Casualty Care First Responder Integration Active Shooter/Killing Incidents Rescue Task Force, George Washington University (3/26/2018)

- PER-359 Tactical Emergency Casualty Care for First Receivers, George Washington University (3/21/2018)

- PER-358 Tactical Emergency Casualty Care for Fire and EMS Personnel, George Washington University (3/21/2018)

- PER-357 Tactical Emergency Casualty Care for Law Enforcement Personnel, George Washington University 3/20/2018

- PER-356 Introduction to Tactical Emergency Casualty Care for First Care Providers, George Washington University (3/20/2018)

- MGT-458 Building Whole Community Engagement through Local Emergency Planning Committees, Georgia Tech Research Institute (3/20/2018)

- MGT-457 On-Scene Crisis Leadership & Decision Making for HazMat Incidents, Georgia Tech Research Institute (3/05/2018)

Upcoming Events

From the Editors

2018 National Homeland Security Conference

- **Dates**: July 9 – 12, 2018
- **Location**: Sheraton New York Times Square Hotel, 811 Seventh Ave, New York City

Annual Notice of Funding Opportunity for Homeland Security National Training Program/Continuing Training Grants

- **Dates**: Applications due July 26, 2018
- **Location**: Posted on https://www.grants.gov/web/grants/view-opportunity.html?oppId=306580

Highly Infectious Disease Theme Week

- **Dates**: August 27 – 31, 2018
- **Location**: CDP campus in Anniston, AL

FEMA News Photo

WASHINGTON, DC—FEMA Administrator Brock Long (center left) and attendees applaud for Lt. Gen. Julius Becton (center right) after the National Response Coordination Center was renamed to the Lt. Gen. Julius Becton, Jr., National Response Coordination Center on March 8, 2018. Becton's accomplishments include 40 years of service in the U.S. Army, director of the USAID's Office of U.S. Foreign Disaster Assistance, and the first African American FEMA director.

Recertified

- AWR-228 Community Resilience: Building Resilience from the Inside Out, (formerly titled, Coastal Community Resilience) University of Hawaii, National Disaster Preparedness Training Center (4/4/2018)

Retired

- AWR-224-W Secondary Screener Radiation Detection (5/15/2018)

- MGT-339-W Resource Inventory Management for Rural Communities, Web-Based (3/1/2018)

- PER-308 Rural Isolation and Quarantine for Public Health and Healthcare Professionals (3/1/2018)

- MGT-432 Isolation and Quarantine for Rural Public Safety Personnel (3/1/2018)

- MGT-431 Rural Isolation and Quarantine Planning: Private Sector Readiness (3/1/2018)

- AWR-151 Understanding the Dangers of Agroterrorism (3/1/2018)

- AWR-148-1 Crisis Management for School-Based Incidents -Partnering Rural Law Enforcement, First Responders, and Local School Systems- Train the Trainer (3/1/2018)

- AWR-144-1 Port and Vessel Security for Public Safety and Maritime Personnel, Train-the-Trainer (3/1/2018)

Questions, comments, or story ideas for the *TPP Times*?

Email tpptimes@acclaroinc.net

www.firstrespondertraining.gov