

Improving Homeland Security  
Continuing Challenges and Opportunities  
Paula D. Gordon  
March 24, 2004

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## RECOMMENDATIONS

1. Developing and implementing in-service education and training initiatives for those in major roles of responsibility for homeland security;
2. Recognizing and addressing organizational culture challenges;
3. Greatly increasing critical infrastructure stability and reliability while also enhancing critical infrastructure protection and continuity efforts and stabilizing the economy;
4. Launching a comprehensive strategy focusing on cybersecurity, the internet, and complex digital systems;
5. Focusing on the development of disaster resistant communities, states, and regions;
6. Fostering an all hazards approach to emergency preparedness;
7. Recognizing the most obvious vulnerabilities that could involve the greatest loss of life and destruction and taking steps to protect against and minimize the results of possible attacks and disruptions involving these aspects of the nation's critical infrastructure;
8. Giving adequate attention and resources to interim, less than perfect, "make-do" plans and strategies as well as plans and strategies that can be ready in the near term;
9. Establishing at the highest levels of the Department of Homeland Security an internal thinktank, strategic planning, proactive, problemsolving, troubleshooting arm that would, among other things, identify and address problems that no one presently "owns";
10. Organizing and implementing clearinghouse efforts that incorporate technical assistance support services; and
11. Fostering the use of the Homeland Security Impact Scale as a means of providing a common context for understanding the continuing impacts of 9/11 and the impacts of possible future attacks or tactics.

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Homeland Security Impact Scale  
(as adapted by Paula D. Gordon)

- 0 -- No real impact on national security, economic security, or personal security
- 1 -- Local impact in areas directly affected
- 2 -- Significant impact in some areas that were not directly affected
- 3 -- Significant market adjustment (20%) + drop); some business and industries destabilized; some bankruptcies, including increasing number of personal bankruptcies and bankruptcies of small businesses, and waning of consumer confidence;
- 4 -- Economic slowdown spreads; rise in unemployment and underemployment; accompanied by possible isolated \*disruptive incidents and acts, increase in hunger and homelessness
- 5 -- Cascading impacts including mild recession; isolated supply problems\*; isolated infrastructure problems\*; accompanied by possible increase in \*disruptive incidents and acts, continuing societal impacts
- 6 -- Moderate to strong recession or increased market volatility; regional supply problems; regional infrastructure problems; accompanied by possible increase in disruptive incidents and acts, worsening societal impacts
- 7 -- Spreading \*supply problems and \*infrastructure problems; accompanied by possible increase in disruptive incidents and acts, worsening societal impacts, and major challenges posed to elected and non-elected public officials
- 8 -- Depression; increased \*supply problems; elements of \*infrastructure crippled; accompanied by likely increase in disruptive incidents and acts; worsening societal impacts; and national and global markets severely impacted
- 9 -- Widespread \*supply problems; infrastructure verging on collapse with both national and global consequences; worsening economic and societal impacts, accompanied by likely widespread disruptions
- 10 -- Possible unraveling of the social fabric, nationally and globally, jeopardizing the ability of governments to govern and keep the peace
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\* "Supply problems" and "infrastructure problems" may include food shortages; availability of potable water; degradation of water purity, water distribution and/or waste management; fuel/heating oil shortages, disruptions in utilities (power, gas, telecommunications), disruption in the financial sector, disruptions in transportation (airlines, trains, trucking, ports, ships); pharmaceutical shortages; disruption of health care services or emergency medical services; disruption of fire and public safety services; disruptions or inadequacies, or overwhelming of public works operations and services.

"Disruptions" and "incidents" can include anti-war and other demonstrations, work stoppages, strikes, organized vandalism, looting, and riots. Also included are sabotage and terrorist acts and attacks. (These notations have been adapted in part from notations used in the Y2K Impact Scale in 1998 by WDCY2K. See also Bruce F. Webster, 1999.)

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**Selected Resources**  
on Paula Gordon's Homeland Security Website

Report on "Improving Homeland Security and Critical Infrastructure Protection and Continuity"  
<http://users.rcn.com/pgordon/homeland/hscipreport.pdf>

Strategic Planning and Y2K Technology Challenges: Lessons and Legacies for Homeland Security  
[http://users.rcn.com/pgordon/homeland/homeland\\_strat.html](http://users.rcn.com/pgordon/homeland/homeland_strat.html)

Infrastructure Threats and Challenges: Before and After September 11, 2001  
[http://users.rcn.com/pgordon/homeland/homeland\\_infra.html](http://users.rcn.com/pgordon/homeland/homeland_infra.html)

Using E-Technology to Advance Homeland Security Efforts  
<http://users.rcn.com/pgordon/homeland/etechnology.html>

Education and Training Initiatives Needed to Address Threats and Challenges to Homeland Security  
[http://users.rcn.com/pgordon/homeland/homeland\\_educ.html](http://users.rcn.com/pgordon/homeland/homeland_educ.html)

Recognizing and Addressing Problems of Scientific and Technological Complexity  
[http://users.rcn.com/pgordon/homeland/problems\\_scientific.pdf](http://users.rcn.com/pgordon/homeland/problems_scientific.pdf)

Knowledge Transfer: Improving the Process  
[http://users.rcn.com/pgordon/homeland/knowledge\\_transfer.pdf](http://users.rcn.com/pgordon/homeland/knowledge_transfer.pdf)

Changing Organizational Culture: Unleashing Creative Energy  
[http://users.rcn.com/pgordon/homeland/change\\_culture.pdf](http://users.rcn.com/pgordon/homeland/change_culture.pdf)

List of Selected Homeland Security References and Resources (January 6, 2004)  
<http://users.rcn.com/pgordon/homeland/resources.html>

Link to archived White Paper on Y2K  
<http://users.rcn.com/pgordon/y2k/index.html>