



New perspectives on security risk management

3RD ANNUAL
CONFERENCE
ON

JUNE 16-18, 2009

Security Analysis & RISK MANAGEMENT

New Perspectives on Security Risk Management

3RD ANNUAL CONFERENCE ON
SECURITY ANALYSIS & RISK MANAGEMENT
June 15, 2009 > Evening Reception
June 16 - 18, 2009 > Conference

GEORGE MASON UNIVERSITY
Original Building, 3401 Fairfax Drive
Arlington, Virginia 22201

Hosted by:





Security Analysis and Risk Management Association

MISSION >

The mission of the Security Analysis and Risk Management Association (SARMA) is to promote the rapid maturation and standardization of security analysis and risk management techniques by providing an open forum for cooperation and collaboration among all practitioners. It is dedicated to providing leadership, educational programs, and certification for all security analysis and risk management professionals. By integrating government, academia, and the private sector in its activities, SARMA also helps each work together in developing more mature, standardized, and consistent methods. SARMA envisions that these methods will one day be practiced by a growing cadre of formally trained and certified professionals. The driving purpose behind SARMA's activities is to help make nations more secure and prepared through effective, risk-based decision-making. SARMA's specific initiatives include:

- Providing an open forum for all security analysis and risk management professionals to share information, ideas, and methodologies;
- Standardizing the professional lexicon and generally accepted security analysis and risk management principles for the benefit of all security professionals;
- Supporting the professional development of members through voluntary participation in meeting minimum professional standards; and,
- Promoting the profession of security analysis and risk management as a desirable career choice, thereby creating professional opportunity.

BACKGROUND >

Over the past two decades, security analysis and risk management have become increasingly critical to the national and economic security of the United States and other nations. On September 11, 2001, it became important to U.S. homeland security, as well.

Recognizing the need for a professional association to serve those responsible for analyzing and managing security risks to systems, structures, and operations from man-made threats, SARMA was incorporated in early 2006 as a non-profit professional association, led by dedicated professionals and experts in the field, and open to partnership with all security analysis and risk management professionals and organizations. The Association is strictly non-partisan, and strives to represent the profession and involved organizations in a fair, balanced, and independent manner.

Since its inception, SARMA has become one of the fastest-growing and best known professional associations in the security field. Yet, what makes SARMA unique is its focus on the analysis and management of a broad array of security risks. Now starting its fourth year in operation, SARMA is poised to grow into the security profession's most influential and forward-looking association.

ACCOMPLISHMENTS >

Thanks to the collective efforts of numerous dedicated professionals, the security analysis profession has now taken its first bold steps toward organizing with a common goal and the public good in mind. One of SARMA's first, and most ambitious, projects is to collect and document the existing knowledge of the profession through its Common Knowledge Base (CKB) Program. This Program is creating the foundation of knowledge that can be shared within the profession, as well as taught to future generations of security professionals. To facilitate the collection and sharing of this knowledge, SARMA also created the SARMApedia, a wiki-based technology that allows anyone to contribute. The SARMApedia has since expanded beyond its original purpose, and now holds nearly 400 articles describing methodologies, key terms, R&D efforts, best practices, and a listing of experts and key organizations. Currently the SARMApedia contains the following six sections:

- Common Lexicon
- Encyclopedia of Security Analysis Methods
- Research & Development in Risk Management
- Who's Who in Security Analysis
- Generally-Accepted Risk Assessment Principles (GARAP)
- Risk Management Standards

For more information about SARMA, its activities and its projects, please visit the SARMA web site at www.sarma.org and the SARMApedia at www.sarmapedia.org



Center for Infrastructure Protection

The George Mason University School of Law's Center for Infrastructure Protection is nationally and internationally recognized as a leading facilitator and provider of infrastructure protection programs that help secure and defend the United States and its allies. This Center integrates law, policy, and technology to conduct comprehensive infrastructure protection analysis and research, including resiliency studies, security assessments, educational initiatives, and recommendations relevant to improving U.S. and international security.

At the center of the CIP is the Core CIP Funded Research, which examines a wide array of issues facing critical infrastructure protection, while providing the ability to seed and spin off additional projects. Secondly, the National Capital Region

Critical Infrastructure Vulnerability Assessment Project was a separately funded project at the request of the Commonwealth of Virginia, the State of Maryland and the District of Columbia. Thirdly, the Private Sector Program was a separately funded project through a contract with the Department of Homeland Security's Office of Infrastructure Protection.

In addition to the basic and applied research activities, the CIP maintains an extensive outreach effort to highlight and advance current topical issues relevant to the national agenda. Examples of outreach include our acclaimed Critical Conversation Series, held at the National Press Club, numerous workshops, seminars and conferences, focused on technology, legal, economic and policy areas or quietly convened sessions of government and private sector leaders at the behest of an outside stakeholder. Building upon this outreach and engagement strategy, the CIP also publishes *The CIP Report*, a monthly, electronic newsletter for professionals in industry, government, and academia who have an interest in critical infrastructure protection (CIP). Beginning as a small publication catering to those familiar with the field, the newsletter has grown to an international distribution and provides informed and timely discussion regarding the latest information about emerging legislation, government initiatives and leaders, and academic endeavors.

Research products and information on various CIP Program efforts can be found on the Program's website at <http://cip.gmu.edu/>

2009 CONFERENCE AGENDA

CONFERENCE AGENDA > Monday, June 15, 2009

5:00 - 7:00 PM **Evening Reception with THE HONORABLE MICHAEL CHERTOFF**
Former Secretary of Homeland Security
> ROOM 329

CONFERENCE AGENDA > Tuesday, June 16, 2009

7:00 - 8:30 AM Conference Registration > ROOM 329

7:00 - 8:30 AM Continental Breakfast > ROOM 329

8:30 - 9:00 AM SARMA and George Mason University CIP Program Welcome > ROOM 329

9:00 - 10:00 AM **Opening Plenary Session with JULIAN TALBOT**
Risk Management Practice Leader, Jakeman Business Solutions; Director, Risk Management Institution of Australasia
U.S. and Australian Security Risk Management - Differences and Similarities > ROOM 329

10:00 - 11:00 AM **Keynote Session with THE HONORABLE PETER VERGA**
Deputy Under Secretary of Defense for Policy Integration and Chief of Staff to the Under Secretary of Defense for Policy > ROOM 329

11:00 - 11:15 AM Break > Exhibit Area

11:15 AM - 12:15 PM **Plenary Session with KENNETH RAPUANO**
Director of Advanced Systems and Policy Analysis, The MITRE Corporation
Terrorism Risk Management: From the West Wing to the Front Lines > ROOM 244

12:15 - 1:45 PM **LUNCHEON SPONSORED BY PricewaterhouseCoopers** > ROOM 329

1:45 - 2:45 PM **Plenary Session with MARK RANDOL**
Specialist in Domestic Intelligence and Counterterrorism at the Congressional Research Service
Homeland Security Intelligence: Perceptions and Approaches > ROOM 329

2:45 - 3:00 PM Break > Exhibit Area

3:00 - 4:00 PM TECHNICAL SESSION 1

*Panel Discussion - Regional Risk Analysis:
A Coordinated Effort* > ROOM 244
with CHRISTOPHER GELDART, DR. WILL MCGILL,
and KRISTA L. SWEET

*Establishing Principles for Evaluation Measures
Designed to Protect the Homeland from Terrorism*
> ROOM 317
with JOHN MUELLER

*Building a Homeland Security National
Risk Assessment: Process and Progress*
> ROOM 330
with ROBERT KOLASKY

4:00 - 4:15 PM Break > Exhibit Area

4:15 - 5:15 PM TECHNICAL SESSION 2

*The Journey - Development of Sandia's
Security Risk Assessment Tools* > ROOM 244
with CALVIN JAEGER

*Transforming Counterintelligence to Counter
Low-Intensity Collection of High Technology*
> ROOM 317
with DR. MARK THOMAS

*Automated Risk Analysis Tool to Support
Transformation of U.S. Air Force Security Forces*
> ROOM 330
with DR. KENNETH KNOX

CONFERENCE AGENDA > Wednesday, June 17, 2009

7:00 - 8:00 AM Conference Registration > ROOM 329

7:00 - 8:00 AM Continental Breakfast > ROOM 329

8:00 - 9:00 AM **Plenary Session with RITA PARKER**
Chief Executive, ISSR
Anticipate and Adjust: Organizational Resilience - The New Paradigm > ROOM 329

9:00 - 10:00 AM **Plenary Session with DR. MARC SIEGEL**
Commissioner, Global Standards Initiative, ASIS International
Beyond the Silos - Organizational Resilience > ROOM 329

10:00 - 10:15 AM Break > Exhibit Area

10:15 - 11:15 AM TECHNICAL SESSION 1

*Enhancing Threat Judgments for Homeland
Security Risk Assessments by Improving How
Intelligence and Risk Analysts Collaborate*
> ROOM 244
with JOHN BAKER

*Probabilistic Terrorism Risk Assessment
of Costs and Benefits of Counterterrorism
Protective Measures*
> ROOM 317
with MARK STEWART

How Politics Affects Risk Management Policies
> ROOM 330
with JEFF SURAL

11:15 - 11:30 AM Break > Exhibit Area

11:30 AM - 12:30 PM TECHNICAL SESSION 2

Protecting U.S. Sport Facilities in a Post-9/11 Era
> ROOM 244
with DR. WALTER COOPER

Probabilistic Risk Analysis and Terrorism Risk
> ROOM 317
with DR. BARRY EZELL

*Security Risk Management in the
Transportation Sector*
> ROOM 330
with CAPT. JAMIE CLARKSON

12:30 - 1:45 PM **Keynote Luncheon with ROGER CRESSEY**
President, Good Harbor Consulting Group / Former Director for Transnational Threats on the National Security Council > ROOM 329

AGENDA CONTINUES ON NEXT PAGE >

CONFERENCE AGENDA > Wednesday, June 17, 2009 (continued)

1:45 - 2:45 PM	TECHNICAL SESSION 3 <i>Panel Discussion - Modeling & Simulation, Cyber-Infrastructure and Critical Infrastructure Analysis</i> > ROOM 244 with DR. NABIL ADAM, DR. JIM KADTKE, GREG KNAPP, DR. KEVIN MCCABE and DR. STEPHEN PRIOR			<i>Trust, Risk and Information-sharing in Canada's (Draft) National Strategy and Action Plan for Critical Infrastructure</i> > ROOM 317 with DR. KEVIN QUIGLEY	<i>Establishing an All-Hazards Business Resiliency Program</i> > ROOM 330 with ARUN SHARMA
2:45 - 3:00 PM	Break > Exhibit Area				
3:00 - 4:00 PM	TECHNICAL SESSION 4 <i>Critical Infrastructure Protection for the Healthcare and Public Health Sector</i> > ROOM 244 with STEVE CURREN			<i>Cyber and EMP Threats to the CIS</i> > ROOM 317 with HENRY (HANK) M. KLUEPFEL	<i>Perspectives from Penn State Security and Risk Analysis Students</i> > ROOM 330 with Security & Risk Analysis Club: RUSSELL BECK, CAROLINE FUREY, TERENCE RYAN MELONAS, MATTHEW MAISEL and CRAIG SHANNON
4:00 - 4:15 PM	Break > Exhibit Area				
4:15 - 5:15 PM	TECHNICAL SESSION 5 <i>Value of Human Life in Homeland Security Risk Analysis</i> > ROOM 244 with DR. DAVID DANIELS			<i>Integration of Risk Assessment and Threat Mitigation with Intelligent GIS-Based Decision-Support</i> > ROOM 317 with JOY F. PARIKH	<i>Critical Infrastructure Protection in Brazil Telecommunication Infrastructure: Real World Scenarios</i> > ROOM 330 with SERGIO LUIS RIBEIRO and REGINA MARIA DE FELICE SOUZA

CONFERENCE AGENDA > Thursday, June 18, 2009

7:00 - 8:00 AM	Conference Registration > ROOM 329				
7:00 - 8:00 AM	CONTINENTAL BREAKFAST SPONSORED BY BayFirst Solutions, LLC > ROOM 329				
8:00 - 9:00 AM	Keynote Session with TINA GABBRIELLI Director of the Office of Risk Management and Analysis, U.S. Department of Homeland Security > ROOM 329				
9:00 - 9:15 AM	Break > Exhibit Area				
9:15 - 10:15 AM	TECHNICAL SESSION 1 <i>RAPID: Supporting Risk-Informed Strategic and Budgetary Decision Making in DHS</i> > ROOM 244 with DR. STEVEN BENNETT			<i>Risk Decisions for Security of the Chemical Sector</i> > ROOM 317 with DAVID MOORE	<i>Risk Assessment as a Business Process</i> > ROOM 330 with CAROLINE RAMSEY HAMILTON
10:15 - 10:30 AM	Break > Exhibit Area				
10:30 - 11:30 AM	TECHNICAL SESSION 2 <i>Improving Risk Analysis Through Geovisualization and Web-Based Vulnerability Collection Tools</i> > ROOM 244 with STEVEN G. KING			<i>Risk Management Decision Support for Transportation Networks</i> > ROOM 317 with DR. RICHARD ADLER	<i>Risk-Based Cyber-Security Assessments: A Perspective on How the Energy Industry is Complying with the CIP Reliability Standard</i> > ROOM 330 with ANITA TALLARICO
11:30 AM - 12:30 PM	LUNCHEON SPONSORED BY ABS Consulting SARMA General Membership Meeting and BOD Election > ROOM 329				
12:30 - 1:30 PM	TECHNICAL SESSION 3 <i>Building Security Ratings: Measuring and Managing Risk</i> > ROOM 244 with JON SCHMIDT			<i>Enhanced Critical Infrastructure Protection Assessments - A Grassroots Program Measuring Risk Mitigation Across the Nation</i> > ROOM 317 with MIKE NORMAN	<i>Costing Asset Protection: An All Hazards Guide for Transportation Agencies</i> > ROOM 330 with DR. MICHAEL C. SMITH
1:30 - 1:40 PM	Break > Exhibit Area				
1:40 - 2:40 PM	TECHNICAL SESSION 4 <i>Synthesized Operational Risk Analysis</i> > ROOM 244 with KRISTINE POPTANICH			<i>The Use of Planning Scenarios as a Basis for Risk Analysis</i> > ROOM 317 with ERNEST R. FRAZIER, SR., ESQ.	SARMA Lexicon Development Session I > ROOM 330 with ANDREW HARTER and BRIAN MOON
2:40 - 2:50 PM	Break > Exhibit Area				
2:50 - 3:50 PM	TECHNICAL SESSION 5 <i>Risk Management Principles in Investigative Case Management</i> > ROOM 244 with DANIEL MOLERO and SUSAN SMITH			<i>Risk Analysis in Investment Decision Support - An Approach to Playing "What If" and Measuring "Bang for Buck"</i> > ROOM 317 with DAVE WEINBERG	SARMA Lexicon Development Session II > ROOM 330 with ANDREW HARTER and BRIAN MOON
3:50 - 4:00 PM	Break > Exhibit Area				
4:00 - 5:00 PM	TECHNICAL SESSION 6 <i>Panel Discussion - Education and Risk Management</i> > ROOM 244 with MAEVE DION, ED JOPECK and BARBARA YAGERMAN			<i>Critical Functions: A Functions Based Approach to IT Sector Risk Assessment</i> > ROOM 317 with SCOTT C. ALGEIER	SARMA Lexicon Development Session III > ROOM 330 with ANDREW HARTER and BRIAN MOON
5:00 - 5:20 PM	GENERAL SESSION / CLOSING > ROOM 329				

KEYNOTE SPEAKER > ROGER CRESSEY

President, Good Harbor Consulting Group / Former Director for Transportation Threats on the National Security Council

Roger W. Cressey served in senior cyber-security and counterterrorism positions in the Clinton and Bush Administrations. He has been a crisis manager in Africa, the Middle East, and the Balkans. He currently advises clients on homeland security, cyber-security and counterterrorism issues and is an on-air counterterrorism analyst for NBC News.

Previously, Mr. Cressey served as Chief of Staff to the President's Critical Infrastructure Protection Board at the White House from November 2001 to September 2002.

From November 1999 to November 2001, Mr. Cressey served as Director for Transnational Threats on the National Security Council staff, where he was responsible for coordination and implementation of U.S. counterterrorism policy. During this period, he managed the U.S. Government's response to the Millennium terror alert, the USS COLE attack, and the September 11th attacks.

Prior to his White House service, Mr. Cressey served in the Department of Defense, including as Deputy Director for War Plans. From 1991–1995, he served in the Department of State working on Middle East Security issues. He has also served overseas with the U.S. Embassy in Israel and with United Nations peacekeeping missions in Somalia and the former Yugoslavia. While in the former Yugoslavia, he was part of a United Nations team that planned the successful capture of the first individual indicted for war crimes in Croatia.

Mr. Cressey received his B.A. in Political Science from the University of Massachusetts at Lowell and an M.A. in Security Policy Studies from The George Washington University. He has taught a graduate course on U.S. counterterrorism policy at Georgetown University.

Mr. Cressey is the recipient of the State Department's Meritorious and Superior Honor Award and the Defense Department's Exceptional Civilian Service Award.

KEYNOTE SPEAKER > TINA GABBRIELLI

Director of the Office of Risk Management and Analysis, National Protection and Programs Directorate, U.S. Department of Homeland Security

Tina W. Gabrielli is the Director of the Office of Risk Management and Analysis (RMA), National Protection and Programs Directorate, at the U.S. Department of Homeland Security. She leads the Department's efforts to develop and implement an integrated risk management framework to address the overall analysis and management of homeland security risk. Her office advances the Secretary's risk reduction focus and helps ensure decisions regarding policies, programs and resources across the Department are driven by a consistent and purposeful risk-informed approach. She is also responsible for conducting strategic integrated risk analysis.

Prior to her current position, Ms. Gabrielli was the Senior Director for Contingency Planning and Field-Based Preparedness in the National Preparedness Task Force at DHS where she was responsible for drafting the DHS Pandemic Influenza Plan, the first department-wide contingency plan. In addition to her planning responsibilities, Ms. Gabrielli co-chaired the National Response Plan and National Incident Management System review and revision process, and managed the Department's Special Events and Principal Federal Officials (PFO) programs, including all training, coordination and support for the PFOs.

In a prior position, within the Office of Infrastructure Protection (IP), Ms. Gabrielli was the Director of the Contingency Planning and Support Division. In that position, she not only did planning, but also coordinated IP's incident management mission in support of the National Response Plan, led the development of the IP Incident Management Cell and provided operational support to field elements during catastrophic events.

When Ms. Gabrielli first came to DHS, she served as the Director of Intelligence Coordination and Special Infrastructure Protection Programs in the Office of the Assistant Secretary for Infrastructure Protection. She was responsible for coordinating intelligence at a variety of levels, including preparing executive briefings for the White House. During this time, she was responsible for the preparation of the STAR, a classified national risk assessment for the President. She also served as the Department's Program Director for the Committee on Foreign Investment in the United States.

Prior to joining DHS, Ms. Gabrielli was an Assistant United States Attorney (AUSA) in the Eastern District of Pennsylvania. As an AUSA, she developed and chaired the Anti-Terrorism Task Force for the Eastern District of Pennsylvania. Additionally, she organized and oversaw the District's response to the September 11, 2001 attacks. In 2002, she represented the U.S. Department of Justice in Baku, Azerbaijan in meetings with high-ranking government officials on terrorism legislation and related matters.

Ms. Gabrielli served in several other positions as an AUSA, including Chief of Terrorism, Chief of Violent Crimes, Chief of Major Crimes, and Deputy Chief and Acting Chief of the President's Drug Task Force and Narcotics Section. Her work has included domestic and international terrorism, chemical, biological, radiological and nuclear issues, narco-terrorism, agri-terrorism, risk assessments, indications and warnings, and terrorist tradecraft.

Ms. Gabrielli received her Juris Doctorate from Georgetown University Law Center.

KEYNOTE SPEAKER > PETER VERGA

Deputy Under Secretary of Defense for Policy Integration and Chief of Staff to the Under Secretary of Defense for Policy

Mr. Verga is the Deputy Under Secretary of Defense for Policy Integration and Chief of Staff to the Under Secretary of Defense for Policy and serves as the first assistant to the Principal Deputy Under Secretary of Defense. He is responsible for oversight of security cooperation policy implementation, technology security policy, detainee policy, and missing persons and prisoners of war issues. Mr. Verga also oversees the management and day-to-day operations of the Policy organization and is responsible for ensuring the integration and implementation of national security and defense policies.

Prior to his current appointment, Mr. Verga served as the Principal Deputy Assistant Secretary for Homeland Defense and Americas' Security Affairs, acting

as the principal advisor on matters related to homeland defense activities of the Department of Defense and regional security matters for the Western Hemisphere, including Defense participation in homeland security interagency activities. He is a member of the Federal Emergency Management Agency National Advisory Council.

Mr. Verga also served as the Special Assistant for Homeland Security and Director of the Department of Defense Homeland Security Task Force; as the Deputy Under Secretary of Defense for Policy Integration, successfully negotiating the return of a U.S. EP-3 Aircraft in 2001; and as Deputy Under Secretary of Defense for Policy Support. *(continued)*

Born in Winston-Salem, North Carolina in 1947, Mr. Verga holds a Bachelor of Science degree in Public Administration from the University of La Verne, La Verne California, and a Master of Science degree in Public Administration from Troy State University, Troy, Alabama. A graduate of the United States Army Command and General Staff College, he is a visiting professor at the Naval Postgraduate School. Mr. Verga has been a career member of the Senior Executive Service since 1998.

Mr. Verga is a retired U. S. Army officer with over 26 years of service in a variety of command, operations and management positions, including combat operations in Vietnam from September 1969 to November 1971. Prior to retirement from active service, he served as the Deputy Director for Emergency Planning in the Office of the Secretary of Defense where he was responsible for a variety of special and sensitive activities and interagency matters regarding emergency preparedness and wartime continuity of government policy and on the White

House staff as Special Assistant to the Assistant to the President for Management and Administration, advising on a variety of matters including continuity of government and sensitive emergency plans and programs in direct support of the President. This followed duty as Deputy Director of the Office of Emergency Operations of the White House Military Office and in the Operations Directorate of the Joint Chiefs of Staff.

Mr. Verga has been awarded the Presidential Rank of Meritorious Executive and has been awarded two Defense Distinguished Civilian Service Awards and the Defense Meritorious Civilian Service Award. During his military service his awards included, among others; the Combat Infantryman's Badge, the Defense Superior Service Medal, the Legion of Merit, four Bronze Star medals, the Purple Heart, three Defense Meritorious Service Medals, 21 Air Medals, and the Presidential Service Badge.

2009 PLENARY SPEAKERS

PLENARY SPEAKER > RITA PARKER

Chief Executive, ISSR

Rita Parker is an Australian strategist who has a well established background in national security. She has worked in several Australian Government agencies in executive management positions, including as a Senior Advisor in the Department of the Prime Minister and Cabinet, providing high level policy advice on, and management of, security issues including counterterrorism. She has managed and facilitated exercises across a range of topics including business continuity, pandemic influenza, counterterrorism and civil-military cooperation for humanitarian relief operations.

Currently, working with a consortium of other professionals, she advises government and the private sector on developing their corporate resilience, tests their business and security plans and facilitates exercises. Rita also develops and provides strategic advice on issues management and government relations, crisis communications and change management to implement policy decisions.

In addition to her consultancy and advisory work, Rita presents courses at the Australian Defence Force Academy for the University of New South Wales on Organisational Resilience and Exercise Management to Test Business Plans. Rita has a Master of Business Administration. She is a professional member of ASIS International, the Risk Management Institution of Australasia, the Australian Strategic Policy Institute and the Kokoda Foundation and she is an Associate of the Business Resilience Certification Consortium International.

Anticipate and Adjust: Organizational Resilience – The New Paradigm

The presentation will focus on a shift in thinking from the old paradigm of experience and reaction to the new paradigm of anticipate and adjust. This new approach represents ways in which organizations can increase their resilience so they will survive and thrive in the face of an adverse event or major disruption.

The presentation will address the critical relationship between traditional business practices such as risk management, business continuity, security and governance to build organizational resilience in the 21st Century. It will highlight the importance of adopting a broader systemic approach to management of organizations and businesses to achieve a state of resilience.

The presentation will put forward resilience as a holistic management process which recognizes, and benefits from, the inter-relationship of the different components within an organization. It will show that resilience is not simply a matter of 'bouncing back' to where an organization was at the time of a disaster or catastrophic event because that is when the organization was vulnerable.

The presentation will distinguish between defensive elements of resilience, which are based on 'what if' circumstances and scenario-based threat assessments and offensive strategic resilience, which focuses on a culture of anticipatory and adaptive capability-continuity. Delegates will be shown an innovative and practical maturity model which integrates defensive and offensive resilience characteristics to assess the level of resilience in their organization.

This contemporary approach is particularly apposite in the context of a turbulent 21st Century with 'Black Swan' events as identified by Nassim Taleb and unknown unknowns, as famously referred to by former U.S. Secretary of Defense, Donald Rumsfeld. Consideration of unforeseen events is in contrast to the more traditional approach of dealing with and having systems in place to address known knowns.

The presentation will include reference to a number of case studies that demonstrate the importance of resilience attributes together with appropriate business practices, especially when facing known and unknown events or situations.

PLENARY SPEAKER > MARK A. RANDOL

Specialist in Domestic Intelligence and Counterterrorism,
Congressional Research Service

Mark Randol is the Specialist in Domestic Intelligence and Counterterrorism at the Congressional Research Service (CRS) in Washington, DC. CRS is a part of the Library of Congress and its mission is to provide Congress with comprehensive and reliable legislative research, analysis, and information services that are timely, objective, non-partisan, and confidential.

Prior to CRS, Mr. Randol was the Director of the Counterterrorism Policy Division for the Department of Homeland Security where he was responsible for ensuring the Secretary's priorities were reflected in interagency counterterrorism plans and policies. In that role, he represented the DHS Directorate of Policy at national-level coordinating bodies – such as the Counterterrorism Security Group – charged with developing U.S. Government counterterrorism plans and policies.

Other professional assignments include serving as one of the original cadre of Transportation Security Administration Federal Security Directors (FSDs). He served for 14 years as an aviation security manager, inspector, and intelligence analyst with the Federal Aviation Administration in Washington, DC and Brussels, Belgium. He was also posted for one year as a Senior Aviation Security Officer in Montréal, Canada with the International Civil Aviation Organization (ICAO).

Mr. Randol served for eight and a half years in the U.S. Air Force, with assignments in Taipei, Taiwan; Stuttgart, Germany; Osan, South Korea; and Fort Meade, Maryland; as well as three and a half years as a civilian on the Army Intelligence Staff at the Pentagon.

Mr. Randol is a graduate of the University of California at Berkeley, has a Masters Degree in Government (National Security Studies) from Georgetown University, and completed all Ph.D. coursework in World Politics at The Catholic University of America in Washington, DC.

Homeland Security Intelligence: Perceptions and Approaches

Since the 9/11 terrorist attacks, considerable attention has been focused on how intelligence is collected, analyzed, and disseminated in order to protect the nation against terrorism. It has been argued that threats posed by transnational terrorist groups are now national security threats blurring the distinction between foreign and domestic intelligence. Intelligence collected outside the United States is often very relevant to the threat

environment inside the United States and vice versa. Moreover, the relative importance of state, local, and private sector stakeholders and the awareness of how information from these sources might protect national security has also increased substantially.

Within the national and homeland security communities, the concept of 'homeland security intelligence' has emerged to capture the blending of foreign and domestic intelligence and the intersection of traditional and non-traditional intelligence activities. This raises the question of whether there is such a thing as 'homeland security intelligence?' If so, who are its producers and customers? Is it the same as 'domestic intelligence?' Can homeland security intelligence be considered another collection discipline? Or is it simply another purpose for which the current set of collection disciplines is being harnessed?

This presentation will summarize key issues about the concept of 'homeland security intelligence' and how it might fit within the broader framework of American homeland security policy. It will explore whether there is a homeland security intelligence community with a common interest in counterterrorism and who could be considered part of that community. Finally, it will consider alternative approaches for a national homeland security intelligence strategy.

PLENARY SPEAKER > KENNETH RAPUANO

Director of Advanced Systems and Policy Analysis, The MITRE Corporation

Kenneth P. Rapuano is the Director of Advanced Systems and Policy Analysis at the MITRE Corporation. Mr. Rapuano was appointed Deputy Homeland Security Advisor to the President by President Bush in July 2004. He chaired the Homeland Security Council Deputies Committee and directed the Homeland Security Council staff. Mr. Rapuano left the White House in November 2006 to volunteer for active duty in Afghanistan as a Marine Corps officer.

Prior to his White House service, Mr. Rapuano served as the Deputy Under Secretary for Counter Terrorism at the Department of Energy responsible for counter terrorism policies and programs. In 2003, he volunteered for active duty deployment to Iraq, where he commanded the Joint Interrogations and Debriefing Center in the Iraq Survey Group. Previous to that, Mr. Rapuano was the National Security Advisor to the Secretary of Energy. Mr. Rapuano has also served as Special Assistant to the Assistant Secretary of Defense, International Security Policy.

Mr. Rapuano is a Distinguished Research Fellow with the Center for the Study of WMD at National Defense University. He serves on the Homeland Security Science & Technology Advisory Committee, the DHS Quadrennial Homeland Security Review Advisory Committee, the Nuclear Defense Working Group, and the DTRA Threat Reduction Advisory Committee.

Mr. Rapuano received a bachelor's degree in Political Science from Middlebury College, and a master's degree in National Security Studies from Georgetown University.

Terrorism Risk Management: From the West Wing to the Front Lines - The Trials and Tribulations of Balancing Risk & Expectations in the Post-9/11 World

The concept of risk management has gained considerable favor within the homeland security and domestic counterterrorism community in the years since 9/11. However, its practice has been inconsistent and often deficient—the result in many cases being significant investments with little impact on mitigating risk. This presentation will provide practitioners additional perspectives on the challenges and pitfalls associated with the application of risk management and ensuring engagement with the spectrum of equity holders necessary for success. The discussion will include the dynamics of developing policies and strategies in the White House, to their presentation to the public and congressional oversight committees, and implementation in the field.

In the early years post-9/11, a constant refrain from senior officials in the White House and the Department of Homeland Security was "the terrorists only have to be right once. We have to be right every time." The implication being that to be successful we must prevent every terrorist attack. This, and other similarly well intentioned exhortations, has worked directly against the grain of what managing risk is all about. The object and purpose of risk management is not to eliminate risk – that's not possible – it is to identify levels of risk that can be accepted and those that cannot. Risk management doesn't mean risk elimination, it doesn't mean bad things are not going to happen, it means, by and large, that by taking a thoughtful and systematic approach to the problem we can determine the right level of risk.

Managing risk is the combination of science and art entailed in answering the following questions when identifying the best approaches to specific threats and vulnerabilities:

- What can be done and what are the options?
- What are the tradeoffs (costs, benefits, and risks)?
- What are the impacts of current decisions on future options?

A review of today's current homeland security landscape reveals a number of symptoms of an approach to risk management that is still in the early stage of maturation, and fails to fully consider the above listed issues. A noted tendency is looking under the 'risk streetlamp.' That is, focusing the question down to a specific threat without adequately considering the systems of systems, or enterprise, involved. This has been the case of the current congressional requirement to radiologically screen 100% of shipping containers entering the United States.

Several case examples will be used to illustrate the tensions inherent to our efforts to give the public and Congress confidence in our approach to homeland security, while focusing our limited resources on the most effective means of preventing or mitigating threats of greatest concern.

A primary conclusion is that a coherent approach for evaluating risk management strategies is fundamental to our ability to communicate with key stakeholders within Government, the Congress, and the public at large about the tradeoffs that will be required to focus our best efforts in the most effective manner to prevent and respond to the threats of greatest concern facing our nation.

PLENARY SPEAKER > DR. MARC SIEGEL

Commissioner, Global Standards Initiative
ASIS International European Bureau, Brussels, Belgium

Dr. Marc Siegel is the Security Management Systems Consultant heading the ASIS International Global Standards Initiative. He represents ASIS International at the International Organization for Standardization (ISO), and other international forums, on security management at international and national standards forums. He works with ASIS International and national standards bodies on five continents to develop international resilience, incident preparedness, security, and continuity standards for the security sector as well as provides training on their implementation. He is a highly experienced trainer on the implementation of standards and a RABQSA International certified Security Management Systems Lead Auditor and Trainer for the ISO 28000.

Dr. Siegel serves as an Adjunct Professor in the College of Business Administration and the Master's Program in Homeland Security at San Diego State University (SDSU).

Beyond the Silos: Organizational Resilience

All organizations face a certain amount of uncertainty and risk. The challenge is to determine how much risk and uncertainty is acceptable and how to cost effectively manage the risk and uncertainty while meeting the organization's strategic and operational objectives. Management system standards can address your organizational resilience needs. The new American National Standard, ASIS SPC.1-2009 Organizational Resilience: Security, Preparedness and Continuity Management Systems – Requirements with Guidance for Use provides generic auditable criteria to establish, check, maintain, and improve a management system to enhance prevention, preparedness (readiness), mitigation, response, continuity and recovery from disruptive incidents.

PLENARY SPEAKER > JULIAN TALBOT

Risk Management Practice Leader, Jakeman Business Solutions
Director, Risk Management Institution of Australasia

Julian is Risk Management Practice Leader for Jakeman Business Solutions (JBS), a specialist business strategy consultancy with over 100 staff, working primarily to Federal Government agencies and multi-national corporations. Among other achievements, Julian is also lead author of the Security Risk Management Body of Knowledge (SRMBOK).

Julian is a Director with the Risk Management Institution of Australasia (RMIA), Assistant Regional Vice President with ASIS International (the worlds largest

association for security professionals with 35,000 members), committee member of the Australian Institute of Professional Intelligence Officers (AIPIO) 'Futures Group' and a Research Associate with the Australian Homeland Security Research Centre (AHSRC). His credentials include a Master of Risk Management, formal qualifications in management, security, training, information technology and Health & Safety. Julian is a Fellow of the Risk Management Institution of Australasia (FRMIA) and a Certified Protection Professional (CPP) with ASIS International.

Julian has over 20 years international risk management experience including risk profiling for the legal profession, health risk assessments, security risk management plans and enterprise risk assessments for a wide variety of government, private sector and community organizations.

Some highlights of his previous management roles include:

- Manager, Property and Security for the Australian Government's most extensive overseas network (the Australian Trade Commission) with 120 offices in 60 countries
- Security Manager for Australia's largest natural resources project, the \$20 billion North West Shelf Venture
- Head of Risk & Security for Malaysian Smelting Corporations mining operations in Indonesia
- Senior Risk Adviser for the Australian Government's Department of Health and Ageing

Julian's background includes volunteer service in ambulance, fire and emergency response roles as well as Defence Force reserve experience as a patrol commander, water operator (coxswain), medic, visual tracker, unarmed combat and surveillance operative.

2009 TECHNICAL SESSION SPEAKERS

DR. NABIL R. ADAM

Fellow and Senior Program Manager, Infrastructure & Geophysical Division, Science & Technology Directorate of the U.S. Department of Homeland Security

> Panel: Modeling & Simulation, Cyber-Infrastructure, and Critical Infrastructure Analysis

Dr. Adam received MS, MPhil and PhD degrees from Columbia University. He is currently serving as a Fellow and Senior Program Manager at the Infrastructure & Geophysical Division, Science & Technology Directorate of the U.S. Department of Homeland Security. He is a Professor of Computers and Information Systems; the Founding Director of the Rutgers University Center for Information Management, Integration and Connectivity (CIMIC); the Director of the recently established information Technology for Emergency mAnageMent (i-TEAM) Research Laboratory at Rutgers; Co-founder and past Director of the Meadowlands Environmental Research Institute; and past Chair of the MSIS Department at RBS. Dr. Adam has published over 100 technical papers covering such topics as information management, information security and privacy, data mining, Web services and modeling & simulation. His papers appeared in referred journals and conference proceedings including, IEEE Transactions on Software Engineering, IEEE Transactions on Knowledge and Data Engineering, ACM Computing Surveys, Communications of the ACM, Journal of Management Information Systems, and International Journal of Intelligent and Cooperative Information Systems. He has co-authored/co-edited 10 books. Dr. Adam is the co-founder and the Executive-Editor-in-Chief of the International Journal on Digital Libraries and serves on the editorial board of a number of journals including Journal of Management Information Systems, and the Journal of Electronic Commerce. He is also the co-founder and past chair of the IEEE Technical Committee on Digital Libraries.

Dr. Adam holds a European issued Patent and has two pending patent applications submitted to the U.S. Patent and Trademark Office, all related to Web services. Dr. Adam's research work has been supported from various federal and state agencies, including the National Science Foundation (NSF), the National Security Agency (NSA), National Oceanic and Atmospheric Administration (NOAA), the U.S. Environmental Protection Agency, the Defense Logistics Agency

(DLA), the National Library of Medicine, the New Jersey Meadowlands Commission, and NASA.

DR. RICHARD ADLER

Chief Architect, DecisionPath, Inc.

> TRANSEC: Risk Management Decision Support for Transportation Networks

Dr. Richard Adler is the Chief Architect of DecisionPath, Inc. and the developer of TRANSEC, which is based on ForeTell, the company's decision support solutions software platform. He currently directs development and deployment of ForeTell-based solutions in Government, Life Sciences, and Financial Services sectors. Previously, he was a Partner at CSC Consulting, and, before that, an executive at Symbiotics, a middleware software start-up. Dr. Adler has over 20 years of experience in architecting and managing development of software technology, tools, and applications for knowledge management, intelligent and distributed systems for process control, operations and decision support.

SCOTT C. ALGEIER

Owner, Conrad, Inc.
Executive Director, Information Technology-Information Sharing and Analysis Center

> Critical Functions: A Functions Based Approach to IT Sector Risk Assessment

Scott C. Algeier is a recognized homeland security thought leader, owner of homeland security consulting company Conrad, Inc., and serves as the Executive Director of the Information Technology-Information Sharing and Analysis Center (IT-ISAC) where he is responsible for the daily management of the IT-ISAC, formulating policies and procedures to coordinate security and incident response activities between industry and government, and ensuring members receive value from their membership. He is the IT-ISAC's principal spokesperson, representing the organization to the public, federal agencies and Congress. Scott is the industry chair of the public-private Risk Assessment Working Group, which developed the first ever IT Sector Baseline Risk Assessment.

Prior to joining the IT-ISAC Scott was Manager for Homeland Security at the U.S. Chamber of Commerce,

where he coordinated the U.S. Chamber's critical infrastructure protection, cyber-security and disaster management public policy initiatives. Scott earned his Masters in International Relations and European Studies from the University of Kent (England) London Centre for International Relations, and is an honors graduate of Gettysburg College.

JOHN C. BAKER

Fellow, Homeland Security Studies and Analysis Institute

> Enhancing Threat Judgments for Homeland Security Risk Assessments by Improving How Intelligence and Risk Analysts Collaborate

John Baker is a Fellow with the Homeland Security Studies and Analysis Institute (HSSAI), which supports the U.S. Department of Homeland Security. His work for HSSAI, and in its previous form as the Homeland Security Institute (HSI), has involved terrorist threat analysis, risk assessments, and lessons learned. He previously was a policy analyst at the RAND Corporation where he led or contributed to projects concerning homeland security, emergency responder safety, terrorist group learning behavior, and policy assessments concerning the security implications of high-resolution commercial observation satellites. He has also been a researcher at The George Washington University's Space Policy Institute, the International Institute for Strategic Studies (IISS), the Pacific-Sierra Research (PSR) Corporation, and the Brookings Institution's Foreign Policy Studies program. Mr. Baker has a BA in International Studies from American University, and an M.Phil. in Political Science from Columbia University.

RUSSELL BECK

Security and Risk Analysis Club, Penn State

> Perspectives from Penn State Security and Risk Analysis Students

Russell Beck is a rising junior undergraduate student in Security and Risk Analysis and is pursuing minors in Middle Eastern Studies and Global Security at Pennsylvania State University. He is currently on internship with SRA International this summer in their Security and Risk Management sector. In the fall, he will be working with Dr. John Horgan at the International Center for the

Study of Terrorism on a Risk Analysis Framework for the disengagement and de-radicalization of terrorists. Russ occasionally writes articles on his counter-terrorism and security blog website (<http://russwbeck.wordpress.com>). He plans to enter into government work after his graduation from Penn State.

DR. STEVEN P. BENNETT

Assistant Director of the Office of Risk Management and Analysis, Department of Homeland Security

> RAPID: Supporting Risk-Informed Strategic and Budgetary Decision Making at DHS

Dr. Steve Bennett currently serves as the Assistant Director of the Office of Risk Management and Analysis (RMA) in the Department of Homeland Security (DHS). Responsible for managing the Risk Analytics Division within RMA, Dr. Bennett leads a team of risk analysts in producing DHS analyses that support senior Department leadership in its decision making. Some examples of these include the Risk Assessment Process for Informed Decision Making, or RAPID, which provides integrated risk analysis across terrorism, immigration, and natural disaster, as well as the Homeland Security National Risk Assessment, or HSNRA, which is being designed to provide support for the Quadrennial Homeland Security Review, and other activities.

Prior to serving in RMA, Dr. Bennett served as the WMD Terrorism Risk Assessment Program Manager in the DHS Science & Technology Directorate. In a range of Homeland Security Presidential Directives (HSPDs), the Executive Office of the President asked for a rigorous and technically sound mechanism for producing a risk-based prioritization of Chemical, Biological, Radiological, and Nuclear (CBRN) threats for the purposes of optimizing medical countermeasure acquisition strategies for Weapons for Mass Destruction (WMD). Dr. Bennett managed a diverse team of risk analysts, scientists, risk managers, and intelligence community analysts from across government, academia, and industry to execute and deliver this assessment to the White House in the fall of 2008.

Dr. Bennett's initial contributions to DHS began when the Department was established in 2003, when he served as the Bioterrorism Risk Assessment Program Manager, also within DHS S&T. He and his team delivered the first end-to-end assessment of bioterrorism risk to the White House in January of 2006, and the approaches, strategies, and methodologies developed for the Bioterrorism Risk Assessment formed the foundation for the integrated CBRN risk assessment delivered nearly three years later.

CAPTAIN JAMES S. CLARKSON

General Manager, Maritime Security Division, Transportation Security Authority, Department of Homeland Security

> Security Risk Management in the Transportation Sector

A Master mariner with over 25 years of experience in the transportation industry, Jamie Clarkson is the

General Manager for the Port & Intermodal Security Division. In this position he is responsible for TSA's role in the security of marine and intermodal surface transportation including assessing risk to transportation, developing policies, strategies and plans for dealing with risk to transportation, and ensuring the adequacy of security measures. He is also currently serving as co-chair of TSA's Risk Coordination Board which is part of a new infrastructure created to enhance risk management activities at TSA.

Captain Clarkson has also served as TSA's Freight Rail General Manager and was also the acting Assistant Administrator for Intermodal Security overseeing TSA's security activities in all transportation modes except aviation. He served as senior TSA policy advisor leading initiatives such as the development of the National Strategy for Transportation Security, TSA's Surface Transport Security Inspector Program and the National Strategy for Maritime Security. Mr. Clarkson led TSA's participation in supply chain risk analysis associated with Secure Systems of Transportation (the supply chain security requirements of the Maritime Transportation Security Act of 2002), as well as participating in the management of Operation Safe Commerce. Mr. Clarkson was also selected to join the Supply Chain Security Action Team, a hand-picked group tasked to provide innovative solutions for Secretary Michael Chertoff's Second Stage Review of the Department of Homeland Security.

Before joining TSA, Jamie Clarkson was the Chief Executive Officer of The Intercardinal Group, Inc., a consulting firm specializing in assessment, development, implementation, and maintenance of marine security and safety management systems. He was also the CEO of an Internet start up, Modern Maritime, Inc., and a Senior Associate of a leading marine consulting and services firm. Prior to coming ashore, Captain Clarkson was a shipmaster in the tanker industry primarily carrying refined petroleum products for the U.S. Government.

DR. WALTER E. COOPER

The Center for Spectator Sports Security Management, The University of Southern Mississippi

> Protecting U.S. Sports Facilities in a Post-9/11 Era: A Continuous Improvement Model for Sport Event Security Management

Dr. Cooper's experience includes teacher/coach in public schools, faculty member/administrator in higher education, and management trainer/facilitator in organizational development. He is presently the Training Director in the Southern Miss Center for Spectator Sport Security Management. He has completed training at Sandia National Laboratories; the National Emergency Response and Rescue Training Center (NERRTC/TEEX) and New Mexico Tech's Energetic Materials Research and Testing Center (EMRTC). Among his achievements with colleagues are: assisting in achieving Department of Homeland Security funded grants; the development of the Sports Event Security Aware (SESA) seal of approval system; and participation in numerous conferences and training sessions including the 2005 NASCAR

Security Summit and the 2006 International Sports Security Summit, London, England. Dr. Cooper has also published in several research and trade journals and has assisted in doctoral dissertation projects related to sports event security management.

STEVE CURREN

Deputy Program Manager of the Critical Infrastructure Protection Program, U.S. Department of Health and Human Services

> Critical Infrastructure Protection for the Healthcare and Public Health Sector

Steve Curren is Deputy Program Manager of the Critical Infrastructure Protection (CIP) Program of the U.S. Department of Health and Human Services (HHS). The HHS CIP program is housed within the Office of Preparedness and Emergency Operations under the Assistant Secretary for Preparedness and Response. The program is responsible for fulfilling HHS's responsibility as the Sector Specific Agency under Homeland Security Presidential Directive 7 and the National Infrastructure Protection Plan. Prior to joining HHS in December 2008, Steve served as Senior Director for Public Health Preparedness at the Association of State and Territorial Health Officials (ASTHO). He holds a Bachelor of Science degree in Biology from Wake Forest University and Master of Science in Foreign Service degree from Georgetown University.

DR. DAVID DANIELS

Chief Scientist, Digital Sandbox, Inc.

> Value of Human Life in Homeland Security Risk Analysis

David Daniels is Chief Scientist at Digital Sandbox, Inc., a risk management solutions company for Federal, State and local governments and commercial enterprises. In this role, he has developed top-down and bottom-up asset/scenario-based risk formulas, population risk formulas, and a TCL-based capabilities assessment model. In Digital Sandbox's Federal practice, Dr. Daniels leads the development of risk-based allocation models for FEMA's Homeland Security Grant Programs.

Prior to joining Digital Sandbox, Dr. Daniels was a consultant for The Boston Consulting Group and Booz Allen Hamilton. He received his Ph.D. in physics from Harvard University, M.Sc. from the University of Oxford, and B.S. from Wheaton College.

MAEVE DION

Program Manager for Education and Cyber Center for Infrastructure Protection, George Mason University

> Panel Discussion – Education and Risk Management

Maeve Dion is Program Manager for Education and Cyber at the Center for Infrastructure Protection, George Mason University. Since 2004, Maeve's work has focused on legal, policy, and educational issues

relating to critical infrastructure protection. She is currently managing a project on the legal aspects of international cyber defense, as well as managing the Center's educational programs, including work with DHS on infrastructure protection programs in higher education and a career development continuum for infrastructure protection professionals. Maeve is also an invited subject matter expert to task forces of the President's National Security Telecommunications Advisory Committee (NSTAC).

Maeve's publications include the chapter Cyberpower and Critical Infrastructure Protection: A Critical Assessment of Federal Efforts in Cyberpower and National Security; the whitepaper Protection of "Critical Infrastructure" and Role of Investment Policies Relating to National Security which was commissioned by the Organisation for Economic Co-operation and Development (OECD); essays published in Selected Essays on State Open Government Law and Practice in a Post-9/11 World; and an ABA report chapter that was excerpted in the textbook Disasters and the Law: Katrina and Beyond. Maeve holds an honors B.A. in political science from Eckerd College, and a J.D. cum laude from George Mason University School of Law.

DR. BARRY CHARLES EZELL

Old Dominion University

> Probabilistic Risk Analysis and Terrorism Risk

Dr. Barry Charles Ezell is a research assistant professor for the Homeland Security and Military Defense Cluster in the Virginia Modeling, Analysis, and Simulation Center, Old Dominion University. He is a retired Army officer with 24 years of service. He has authored 25 papers and is a long-standing member and Associate Editor of the Military Operations Research Society and the Society for Risk Analysis. His recent work includes leading a team of U.S. Army air defenders to conduct a ground-based air defense assessment in the Republic of Georgia to identify air defense gaps and make recommendations on how to mitigate the gaps. Since 2005, Barry has served as a technical expert to Department of Homeland Security on methodologies, decision and risk analysis, policy, and integration for the bioterrorism risk assessment and integrated CBRN risk assessment. Barry is married to Sarah and has four children: Danny 24, Michael 19, Reagan 12, and Lucille 2.

ERNEST R. FRAZIER, SR., ESQ.

President, Countermeasures Assessment & Security Experts, LLC

> The Use of Planning Scenarios as a Basis for Risk Analysis

Chief Frazier (ret) is an attorney and consultant dedicated to assisting public safety, law enforcement and the security industry. He has over 30 years of experience in police management, emergency preparedness and transportation security. Chief Frazier served as an intelligence analyst for the United States Army Security Agency and then for over 27 years as a sworn law enforcement officer. He left his position as Chief of

Police of the Amtrak Police Department in June 2004. In 2006 the Chief assumed the leadership role as Director of Public Safety for New Castle County Delaware. In this position he was responsible for delivering police, 911 emergency communications, paramedic emergency medical services and emergency preparedness and management services to a population of over 600,000 Delaware residents. Chief Frazier holds a J.D. from the Rutgers University School of Law and a BBA in Business Law from Temple University. He teaches Risk Analysis and Management in the Master of Sciences Program at Wilmington University. His business office is located in Camden, NJ.

CAROLINE FUREY

Security and Risk Analysis Club, Penn State

> Perspectives from Penn State Security and Risk Analysis Students

In March 2007, Caroline Furey co-founded the Security and Risk Analysis Club (SRA Club), an undergraduate professional organization, at Pennsylvania State University. After serving two years as the President of the SRA Club, Caroline now holds the position of President Emeritus and heads the SARMApedia project group team. Over her college career, Caroline has held several leadership positions including Acting Director and Assistant Director of the Penn State IST Quality Team Program and Service and Technology Education chair of Women in Information Sciences and Technology (WIST). In 2009, she was part of the Penn State team that won the international Google Online Marketing Challenge for North and South America. During her security risk management studies, Caroline developed the Social Networking Action and Privacy Risk (SNAPR) methodology with three other students. This summer, Caroline is an intern with SRA International in their Security and Risk Management sector. A senior in Security and Risk Analysis with a minor in Information Sciences and Technology at Penn State, Caroline will complete her undergraduate degree in December 2009.

CHRISTOPHER GELDART

Vice President for Homeland Security and Emergency Management, URS Corporation

> Panel Discussion: Regional Risk Analysis: A Coordinated Effort

Christopher Geldart is currently the principal Vice President for Homeland Security and Emergency Management for URS Corporation. Before joining URS in February 2009, Mr. Geldart was FEMA's Director of the Office of National Capital Region Coordination (ONCRC). Serving as the federal government's lead for domestic preparedness in the National Capital Region, he furthered the region's efforts in risk management, federal participation in regional planning with state and local partners, and catastrophic planning throughout the greater National Capital Region.

Before joining FEMA in April 2007, Mr. Geldart worked for the State of Maryland as Assistant Director of the Governor's Office of Homeland Security, beginning

in 2004. He designed, developed and led the State's homeland security Program Executive Office, which included management of over \$400 million in funding and required coordination with all of Maryland's local and municipal governments and the entire state enterprise. He also designed and led grant application, allocation/distribution and outcome tracking process for Department of Homeland Security (DHS), Department of Health and Human Services and Centers for Disease Control grant programs for the improvement of Maryland's all hazards prevention, protection, response and recovery capabilities. In addition, he served as primary liaison for the State to the multiple coordinating offices of DHS to include Preparedness, Grants and Training, Infrastructure Protection, Information Analysis and the Office of State and Local Coordination and the Federal Bureau of Investigation.

From 2002 to 2004, Mr. Geldart was a Program Manager at Booz Allen Hamilton, where he provided program management for the Installation Preparedness Program, Unified Defense Exercise 04 and the Technical Assistance Team. He served as a lead in developing scenarios and training materials that test naval installation Weapons of Mass Destruction plans and directives.

From 1989 to 2001 Mr. Geldart served in the United States Marine Corps, where he had several leadership positions in the Fleet Marine Force and was certified and served as an instructor in a joint military formal school environment at the Marine Corps Mountain Warfare Training Center. He has a Bachelor's degree in American History from the University of Maryland.

CAROLINE RAMSEY HAMILTON

President and CEO, RiskWatch, Inc.

> Risk Assessment as a Business Process

Caroline Ramsey Hamilton was a Charter member of the National Institute of Standards and Technology's Risk Management Model Builders Workshop, and has worked with NSA on a Risk Network Rating workshop, on the Defense Information Warfare Risk Management Model (with the Office of the Secretary of Defense). She is a member of the IBM Data Governance Council and the ASIS Information Technology Security Council and InfraGard. She received the Distinguished Service Award from the Maritime Security Council, and a Merit Award from the Nuclear Materials Management Institute. Ms. Hamilton has been working in a variety of industries to develop automated security risk assessment models and programs, including financial organizations, the gas and oil industries, the medical/healthcare industry, and the maritime and defense industries. Based in Annapolis, Maryland, she is a graduate of the University of California.

ANDREW HARTER

Intelligence Officer, Defense Intelligence Agency

> SARMA Lexicon Development

Mr. Andrew Harter has significant experience in assessment methodology, communications, terrorism

analysis, and risk analysis, including experience in the counterterrorism and intelligence fields. He is currently an Intelligence Officer for the Defense Intelligence Agency working as the Team Lead for Methodology and Capabilities and is also the Chairman of the Common Knowledgebase Committee for the Security Analysis and Risk Management Association.

He previously worked as National Agency Coordinator for the Governor's Office of Homeland Security, State of California, performing liaison duties between law enforcement, terrorism fusion centers, and federal agencies. He has prior FBI experience serving as an Intelligence Analyst to establish the Risk Assessment Unit of the Foreign Terrorist Tracking Task Force, with specialization in counterterrorism analysis and terrorist risk assessment, training intelligence analysts in analytical methodologies, business processes and work flows, and defining end user technical requirements for analytical software development programs. Prior to his federal service, Mr. Harter had private sector experience as Communication Lead and Software Consultant, working within the information technology division of an international electric utility.

CALVIN JAEGER

Sandia National Laboratory

> *The Journey - Development of Sandia's Security Risk Assessment Tools*

Cal Jaeger is recognized for his contributions to the securing of this nation's critical infrastructure (CI). He is one of the primary developers of Sandia's RAM tools [RAM-CF (chemical facilities), RC RAM-W (water), automated RAM-W (water), RAM-E (energy systems), RAM-C (communities), and automated RAM-CI (critical infrastructure)].

Mr. Jaeger has also worked with other CI sectors (e.g. dams, government facilities, nuclear) as well as with a variety of government organizations in the protection of their high consequence facilities. He was a member of the DHS chemical sector working group whose work was the basis for 6 CFR 27, CFATS. He also participated in the DHS Expert Panel on CI/KR Risk Management; DHS review panels for academic proposals; and provided input to the NIPP in the area of risk assessment criteria.

Mr. Jaeger received a Ph.D. in Physical Chemistry from The University of Texas at Austin and was a Fulbright Fellow at the Fritz Haber Institute der Max Planck Gesellschaft. He retired from the Army Reserves in 2004 as a Brigadier General.

ED JOPECK

Vice President, ShotSpotter
and SARMA Immediate Past President

> *Panel Discussion: Education and Risk Management*

Ed Jopeck is a nationally-recognized expert and leader in the emerging field of security analysis and risk management. He has over 20 years of experience

in the application of risk analysis in security, counterintelligence and antiterrorism with federal, state, local and private sector clients.

In his role as Vice President for Federal Programs at ShotSpotter, Inc, Ed helps federal agencies and critical infrastructure owners better protect their assets and personnel through the application of advanced wide-area acoustic surveillance technology that rapidly detects and pinpoints gunfire and explosive discharges, enabling more effective deterrence, detection and emergency response to terrorist attacks and violent crimes.

In recent years, Ed served as a security risk management consultant leading the development of Department of Homeland Security (DHS) strategic antiterrorism risk analysis projects for the protection of critical infrastructures and special events from terrorist attack. He has also led antiterrorism risk assessments of U.S. water supply systems serving nearly 12 million people, and assessed 19 federally-owned high-hazard dams, and associated hydropower plants.

Ed currently serves as the Immediate Past President and Founding Board Member of the Security Analysis and Risk Management Association (SARMA), the leading non-profit professional association for security analysts and risk managers in the U.S. and internationally.

Prior to September 11, 2001, Mr. Jopeck was an intelligence and security analyst for the Central Intelligence Agency, and a consultant to numerous other national security agencies. He was a key developer and lead instructor of the CIA's Analytical Risk Management program which was awarded a National Intelligence Meritorious Unit Citation.

DR. JAMES KADTKE

George Mason University, CIP Fellow

> *Panel Discussion: Modeling & Simulation, Cyber-Infrastructure, and Critical Infrastructure Analysis*

James Kadtke received his Ph.D. in physics from Brown University in 1987, including two years as a graduate fellow at Los Alamos National Lab, and then spent over 10 years as a research faculty at the University of California at San Diego. He also served as the Chief Scientist at Nonlinear Solutions, Inc. and a consultant to the DoD and private industry on defense science.

From 1999 to 2001 he was a Fellow at the Rand Science and Technology Policy Institute, supporting the White House Office of Science and Technology Policy, and afterward spent a year on the Science Committee in the U.S. House of Representatives. He then served over three years on the staff of Senator John Warner of Virginia, where he handled technology, defense, and homeland security issues. He is currently an Adjunct Faculty at the National Defense University in Washington, DC, and a Fellow at the CIP program at GMU.

STEVEN G. KING

Deputy Director of the U.S. Department of Homeland Security's Infrastructure Information Collection Division (IICD)

> *Improving Risk Analysis Through Geospatial Visualization and Web-Based Vulnerability Collection Tools*

Steven G. King is the deputy director of the U.S. Department of Homeland Security's Infrastructure Information Collection Division (IICD), which provides DHS with enterprise solutions for the collection, management, and sharing of critical infrastructure data. IICD provides geospatial tools and data analysis to users throughout the Department and other Federal, state, and local agencies, as well as the private sector. He is the principal author of several congressionally mandated reports and the DHS Office of Infrastructure Protection's Best Practices for Infrastructure Protection guidebook.

Prior to joining DHS, Mr. King taught explosives for the Department of Justice and conducted physical vulnerability assessments and developed emergency response plans for the Pentagon, U.S. House of Representatives, U.S. Capitol Police Board, and critical facilities across the nation. Mr. King is a former Fire Marshal and sworn law enforcement officer and investigator. He has two decades of experience as a Firefighter and EMT-Paramedic.

Mr. King holds an M.S. in Biodefense, an MBA, and is currently a doctoral student conducting counterterrorism research. He is a graduate of the Naval Postgraduate School's Homeland Security Executive Leaders Program and is board certified in security management as a Certified Protection Professional (CPP®) and is a Project Management Professional (PMP®).

HENRY (HANK) KLUPEPFEL

Vice President for Corporate Development, SAIC

> *Cyber- and EMP Threats to the CIS*

Mr. Henry (Hank) M. Kluepfel is a Vice President for Corporate Development at SAIC. He is the company's leading cyber-space security advisor to the President's National Security Telecommunications Advisory Committee (NSTAC) and the Network Reliability and Interoperability Council (NRIC). Mr. Kluepfel is widely recognized for his 30-plus years of experience in security technology research, design, tools, forensics, risk reduction, education, and awareness, and he is the author of industry's de facto standard security base guideline for the Signaling System Number 7 (SS7) networks connecting and controlling the world's public telecommunications networks. In past affiliations with Telcordia Technologies (formerly Bellcore), AT&T, BellSouth and Bell Labs, he led industry efforts to protect, detect, contain, and mitigate electronic and physical intrusions and led the industry's understanding of the need to balance technical, legal, and policy-based countermeasures to the then emerging hacker threat.

He is recognized as a Certified Protection Professional by ASIS International and is a Senior Member of the Institute of Electrical and Electronics Engineers (IEEE).

GREG KNAPP

Senior Executive Service / Executive Director,
Joint Warfighting Center and Joint Training
Directorate (J7) U.S. Joint Forces Command

> Panel Discussion: Modeling & Simulation, Cyber-Infrastructure, and Critical Infrastructure Analysis

Mr. Gregory F. Knapp is the Executive Director of the U.S. Joint Forces Command, Joint Warfighting Center, and Joint Training Directorate (J7), Suffolk, Virginia. Mr. Knapp's responsibilities include strategic management, programming, technical planning and management, program oversight, business and financial management, technical innovation and business process improvement for the various JWFC programs, including the Joint National Training Capability (JNTC), the Joint Knowledge Development and Distribution Capability/Joint Knowledge Online, Information Operations (IO) Range and Virtual Integrated Support for the IO Environment program. He also leads the development of modeling and simulation, instrumentation, opposition force and other training systems to support joint warfighter training worldwide.

Mr. Knapp has over 27 years of Civil Service experience. Early in his career, he established the first automated test programs for submarine combat systems, invented and developed numerous submarine combat systems trainers, led the development of over 2 million lines of software, and was the nation's lead for Submarine Combat Systems In-Service Engineering Support. He performed roles as NAVSEA Test Director for Combat System Acceptance Testing, Supervisor, Division Head, BRAC Transition Manager, and in a variety of acquisition and source selection roles.

Mr. Knapp was the principal engineer in establishing the Joint Warfighting Center as the first major Joint National Simulation Center and led the development of Information Technology Systems and the integration of Modeling and Simulation capabilities into operational C4ISR systems. He also pioneered distributed training for NATO and Partnership for Peace nations in support of building partner capacity. More recently, Mr. Knapp created and established the JNTC and the DoD acclaimed Training Transformation business model, which has been extended to include over \$800M of Joint Training Enterprise resources.

Mr. Knapp holds Bachelor and Masters Degrees in engineering from Old Dominion University where he performed research in the area of high energy physics. He has been awarded a patent, numerous value engineering awards, and the Joint Meritorious Civilian Service Award for his demonstration of exceptional leadership, program management and organizational skills. Mr. Knapp has also published dozens of articles and provided hundreds of presentations to industry, academia and government audiences worldwide.

Mr. Knapp resides in Virginia Beach, Virginia with his wife Rena. They have five children. He enjoys soccer, gardening and fishing.

DR. KENNETH J. KNOX, P.E.

Air Force Research Laboratory

> Automated Risk Analysis Tool to Support Transformation of U.S. Air Force Security Forces

Dr. Knox is an expert in security engineering and antiterrorism, having developed and implemented the engineering portion of the DoD's vulnerability assessment program (Joint Staff Integrated Vulnerability Assessment, or JSIVA). During his 20-year career as a USAF civil engineering officer, he directed research in bomb damage repair of pavements and in hard target defeat; directed design and construction of airbase facilities; taught engineering at the Air Force Academy; assessed NATO facilities; and developed the force protection program for the Defense Threat Reduction Agency.

Since 1996 he has advised military installations worldwide on ways to improve their protection from terrorist weapon attacks. Upon joining Applied Research Associates (ARA) in 1998, he directed Air Force research in protective structures, weapons effects, blast mitigation and security risk analysis. He is currently leading Air Force/industry efforts to develop risk reduction software. Dr. Knox continues to teach and consult with military organizations on methods to improve their protection from terrorist attack. Most recently, he helped found the nonprofit Security Analysis and Risk Management Association (SARMA), and is currently Secretary and on the Board of Directors.

ROBERT KOLASKY

Assistant Director, Risk Governance & Support
Division, Office of Risk Management and Analysis,
Department of Homeland Security

> Building a Homeland Security National Risk Assessment: Process and Progress

Bob Kolasky is an experienced strategist, and a published writer and analyst, with the demonstrated ability to develop solutions to public problems. He currently serves as the Assistant Director for Risk Governance and Support in the Office of Risk Management Analysis at the Department of Homeland Security where he focuses on analyzing the risks to the Nation and the degree to which we are focusing our efforts appropriately to manage those risks. In that role, he helps facilitate the Department's Risk Steering Committee and is responsible for developing policies and processes to enable risk-informed strategic decisions by DHS.

Mr. Kolasky's career focus is on analyzing issues related to homeland security strategy, planning and policy. He has supported program development for the DHS Secretary's Operational Integration Staff (I-STAFF), and the National Preparedness Task Force, and led strategic planning engagements

for DHS components. In doing so, he has worked both as a government employee at DHS and the U.S. Government Accountability Office and as a management consultant at Booz Allen and Hamilton.

Mr. Kolasky joined the Federal government following his graduation from the Harvard Kennedy School in June 2002. While at the Kennedy School, Mr. Kolasky concentrated on Business and Government Policy and Microeconomics. He also worked as a management consultant for several non-profit organizations.

Prior to attending HKS, Mr. Kolasky was a journalist and an entrepreneur. He helped start two of the first public policy sites on the Internet and served as the managing editor for IntellectualCapital.com and the Director of Content for Policy.com.

Mr. Kolasky graduated from Dartmouth College in 1994. He lives in Washington, DC with his wife, Carrie, and three children.

MATTHEW MAISEL

Security and Risk Analysis Club, Penn State

> Perspectives from Penn State Security and Risk Analysis Students

Matthew Maisel is a rising junior undergraduate student at Pennsylvania State University pursuing concurrent majors in Security and Risk Analysis and Information Sciences and Technology.

Matt is an aspiring intelligence professional with many overlapping interests in the fields of information technology and security. He is the author of a personal-academic blog website about security and intelligence issues called Maiselog (<http://www.maiselog.com>). This summer, he has an internship at Exelon's security department working on several different projects covering cyber-security and nuclear policy compliance. Matt's other interests include web design, internet marketing, and blogging.

KEVIN MCCABE

Professor of Economics, Law, and Neuroscience,
George Mason University

> Panel Discussion: Modeling & Simulation, Cyber-Infrastructure, and Critical Infrastructure Analysis

Professor Kevin McCabe is a Professor of Economics, Law, and Neuroscience at George Mason University. He is Director of the Center for the Study of Neuroeconomics, a principal investigator at the Krasnow Institute for Advanced Study.

Professor McCabe has published over 80 articles using experimental methods to study topics ranging from trust and reciprocity to auction and institutional design. His current interests are (1) understanding how the human brain is designed to engage in economic interactions with other people and with institutions, and (2) using virtual worlds to run more naturalistic experiments on human behavior.

WILLIAM L. MCGILL

Assistant Professor of Information Sciences and Technology, Pennsylvania State University

> *Panel Discussion: Regional Risk Analysis:
A Coordinated Effort*

William L. McGill is an assistant professor of Information Sciences and Technology at the Pennsylvania State University. His research focus is on risk analysis, uncertainty modeling and decision analysis applied to homeland security, defense and intelligence problems. His particular interests are in countermeasure performance, attacker reasoning, deception and counterdeception and risk management tradecraft. His past research focused on risk, uncertainty and reliability analysis, including both probabilistic and non-probabilistic methods with applications to critical infrastructure protection and the New Orleans Hurricane Protection System.

Previously, as an intelligence officer with the Defense Intelligence Agency, he served as both a technology surprise analyst focused on infrastructure security and as a member of the research director's staff where he promoted new methodologies for risk, uncertainty and intelligence analysis.

In 2003-2004, Dr. McGill was the first ASME Fellow to the Department of Homeland Security, where he helped develop strategic risk analysis methodologies for infrastructure protection. Dr. McGill holds a Ph.D. in reliability engineering from the University of Maryland, is a registered professional engineer in MD and PA and is a certified reliability engineer with the American Society of Quality.

TERENCE RYAN MELONAS

Security Risk Analysis Club, Penn State

> *Perspectives from Penn State Security and Risk
Analysis Students*

Terence Ryan Melonas received a bachelor's degree in Security and Risk Analysis from Pennsylvania State University in May 2009. His academic interests include regional risk analysis, public policy development, and data privacy. Terence is currently working for the Center for Network-Centric Cognition and Information Fusion (NC2IF) at Penn State, where he is assisting with the development of a regional risk assessment framework for FEMA. He has also worked closely with Penn State's Privacy Assurance Lab on projects that address a variety of issues, including Facebook Privacy and the Regulation of Wireless Advertising Messaging (WAM). His research in these fields has been supported by grants from the NSF and NIST.

In fall 2008, Terence presented a poster summarizing the results of his research on WAM at the Telecommunications Policy Research Conference (TPRC) at George Mason University, and in summer 2009, he co-presented a paper on WAM at the Privacy Law Scholars Conference (PLSC) in Berkeley, California. Terence intends on continuing his education at the graduate level in 2010.

DANIEL MOLERIO

Senior Advisor to the Deputy Undersecretary for Mission Integration, Office of Intelligence & Analysis, Department of Homeland Security

> *Risk Management Principles in Investigative
Case Management*

Daniel Molerio is Senior Advisor to the Deputy Undersecretary for Mission Integration, Office of Intelligence & Analysis, DHS. Earlier, Mr. Molerio was Regional Head for the Americas for Corporate Security, Credit Suisse, an international financial services company; a consultant to the Defense Threat Reduction Agency (DTRA) and developed improvements to the Ukrainian Border Guard Service. Mr. Molerio held a number of law enforcement positions during 27 years in the Immigration & Naturalization Service (INS) including Assistant District Director for Investigations, New York City; and National Counter-Terrorism Coordinator. Mr. Molerio is a winner of the Attorney General's Award for Distinguished Service; he has a Bachelors degree from Fordham University and a Master in Public Administration from Harvard University's Kennedy School of Government.

DAVID A. MOORE, PE, CSP

President and CEO, AcuTech Consulting Group

> *Making Risk Decisions for Security of the
Chemical Sector*

David Moore is the President and CEO of the AcuTech Consulting Group, a security, process safety, and emergency management consulting firm based in Alexandria, VA. Mr. Moore is an expert on chemical and energy process security management and process safety. He is actively involved in consulting and training assignments to industrial facilities and Governments worldwide. Mr. Moore has consulted since 1987 to many of the world's largest corporations.

Mr. Moore was the project manager of the AIChE CCPS® "Guidelines for Managing and Analyzing the Security Vulnerabilities of Fixed Chemical Sites", the security guidelines for the American Petroleum Institute (API), and the API/National Petrochemical and Refiners Association Security Vulnerability Assessment Methodology. He is the lead author of the 2009 edition of the AIChE CCPS® "Inherently Safer Chemical Processes; A Lifecycle Approach".

He has served in various capacities to advise the U. S. Department of Homeland Security (DHS) on chemical security management and vulnerability assessment, including Chemical Facility Anti-Terrorism Standards. He served as the Sector Coordinator for petroleum, chemical, and LNG for the DHS initiative to develop a common vulnerability analysis standard 'Risk Analysis and Management for Critical Asset Protection (RAMCAP).

Mr. Moore was formerly a Senior Engineer with Mobil Corporation in Princeton, NJ; and a Fire Protection Engineer with the National Fire Protection Association

in Boston, MA. Mr. Moore is a Registered Professional Engineer. He is a board member for the Energy Security Council. He serves on the AIChE Center for Chemical Process Safety Technical Steering Committee, and the Mary Kay O'Connor Process Safety Center at Texas A&M University. He is a member of the American Institute of Chemical Engineers, the National Fire Protection Association, and ASIS International. He has an MBA, (NYU-1987), and a B.Sc., Fire Protection Engineering (University of Md.-1979).

JOHN MUELLER

Department of Political Science,
Ohio State University

> *Establishing Principles for Evaluating Measures
Designed to Protect the Homeland From Terrorism*

John Mueller holds the Woody Hayes Chair of National Security Studies, Mershon Center, and is professor of Political Science, at Ohio State University. His book on terrorism and on the reactions (or over-reactions) it often inspires, *Overblown*, was published in 2006. The New York Times called the book "important" and "accurate, timely, and necessary." He is also the author of books on public opinion, war, foreign policy, capitalism, and democracy, and of scores of articles in academic journals as well as many editorial page columns and articles in the Wall Street Journal, Los Angeles Times, New Republic, Reason, Washington Post, and New York Times. He has been a visiting fellow at the Brookings Institution and the Cato Institute in Washington, DC, the Hoover Institution at Stanford University, and the Norwegian Nobel Institute in Oslo. He has appeared on television on "The O'Reilly Factor," "The Daily Show with Jon Stewart," "Hannity and Colmes," and "20/20" with John Stossel, and on radio on "The Michael Medved Show" and on NPR's "On Point" and "All Things Considered."

MICHAEL NORMAN

Field Operations Branch Chief and Program Manager,
Protective Security Advisor Program

> *Enhanced Critical Infrastructure Protection
Assessments – A Grassroots Program Measuring
Risk Mitigation Across the Nation*

Michael "Mike" Norman has served as the Field Operations Branch (FOB) Chief and the Program Manager for the Protective Security Advisor (PSA) Program since January 2008. Mr. Norman served as the FOB Deputy Chief and Assistant Program Manager for the PSA from 2006 until moving into his current position as the Program Manager. In his current position he is responsible for all of the programmatic planning, training, budgeting, and deployed operational support for 79 PSAs deployed across 40 States and six territories. As the Chief and Program Manager, he is responsible for the development of plans to implement multiple critical infrastructure and key resource (CIKR) National protection programs, providing deployable teams and resources in support of incidents to assist with the strategic planning of protection and restoration efforts for the Nation's most critical CIKR. Additionally, Mr. Norman provides

management and leadership to over one hundred personnel consisting of government, contractor and detailee employees, 80% of which is field-deployed throughout the Nation. Mr. Norman's staff serve as the Office of Infrastructure Protection's representatives in the field, providing physical security and critical infrastructure protection subject matter expertise to Federal, State, territorial, local, and tribal governments and private sector representatives.

Mr. Norman joined the Department of Homeland Security in 2004 as the Program Manager in the Office of Intelligence and Analysis for Intelligence, Surveillance, and Reconnaissance (ISR) and was responsible for the development of an integrated ISR tasking process and system integrating the Intelligence Community (IC) National Assets to support the Department of Homeland Security's domestic incident response mission and the protection of CIKR.

Prior to joining the Department of Homeland Security Mike served on the Army Staff supporting personnel recovery operations for forces deployed from the Joint Special Operations Command. Additionally, he served as the Physical Security Officer for Kosovo with the U.S. Department of State and served as a Force Reconnaissance Marine for 13 years.

JOY PARIKH

Program Manager, Radiance Technologies

> *Integration of Risk Assessment and Threat Mitigation with Intelligent GIS-Based Decision-Support*

Joy Parikh is Program Manager for Radiance Technologies and leads the technical team in the areas of GIS, decision support, risk assessment, emergency response, and homeland security. She has 10 years of geospatial experience and is responsible for providing application development support to Jackson State University's research programs. During the last five years, Joy has served as the GIS lead for NASA Headquarters' Environmental Management Division and provides recommendations on implementing GIS across the Agency.

KRISTINE POPTANICH

Chief of Risk Integration and Analysis,
Department of Homeland Security

> *Synthesized Operational Risk Analysis*

As Chief of the Risk Integration and Analysis Branch, Ms. Kristine Poptanich manages and executes four national risk and risk-informed analytic programs, including the National Infrastructure Risk Analysis Program, the National CIKR Prioritization Program, the Infrastructure Risk Analysis Partnership Program, and the Long Range Planning and Analysis Program. Prior to joining DHS headquarters, Ms. Poptanich managed anti-terrorism programs within the U.S. Customs and Border Protection Office of Anti-Terrorism, and served as the principal national security, foreign policy, and trade advisor to U.S. Senator Mike DeWine.

Ms. Poptanich received her Bachelor's degree from the University of California, Irvine, and her Master's degree from Johns Hopkins School of Advanced International Studies (SAIS), where she graduated with distinction.

DR. STEPHEN PRIOR

Executive Director, National Center for
Critical Incident Analysis

> *Panel Discussion: Modeling & Simulation, Cyber-Infrastructure, and Critical Infrastructure Analysis*

Dr. Stephen Prior is the Executive Director of the National Center For Critical Incident Analysis (Washington, DC) and a Distinguished Research Fellow at the Center for Technology & National Security Policy, National Defense University (Washington D.C.) where his research interests include the impact of life sciences on military operations and national security and innovative technologies for military use.

In the past eight years his work has included development of innovative approaches to modeling biological systems and the analysis of complex adaptive systems based on biological principles leading to the development of technologies that are now in use by the U.S. Government to model novel and emergent diseases.

Dr. Prior has over 25 years experience working in commercial biotechnology and has proven skills in the identification and appraisal of technology, project management and business development including focused growth of biotechnology and pharmaceutical projects from initial research to licensed products.

Dr. Prior has worked with, and continues to work with, several U.S. Government agencies and was the Program Manager for the Department of Defense Joint Vaccine Acquisition Program. In recent years he has also worked extensively with state, local and tribal organizations based on his collaborations with the National Governors Association (Washington, DC).

Based on his expertise in biological warfare, Dr. Prior has served as a Visiting Professor at the Royal Military College of Science (U.K.); Visiting Lecturer at DNBCC and the Royal Army Medical Corps (U.K. MoD); and a Visiting Lecturer with NATO (Panel 7-NBC; NATO-ARW).

Dr. Prior holds a BS (Honors) in Microbiology from the University of Kent (U.K.) and a PhD in Microbial Physiology from the University of Warwick (U.K.).

DR. KEVIN QUIGLEY

School of Public Administration, Dalhousie University

> *Trust, Risk and Information-sharing in Canada's (Draft) National Strategy and Action Plan for Critical Infrastructure*

Kevin Quigley teaches and publishes at the School of Public Administration at Dalhousie University (Halifax, Canada) in the areas of public sector risk management, strategic management and critical

infrastructure protection (CIP). He is the principal investigator for the research initiative Critical Infrastructure Protection in Comparative Perspective, which is supported by the Social Sciences and Humanities Research Council (SSHRC). As part of this project, he examines CIP in the U.S., the U.K., Australia and Canada. His work has also been supported by the Canadian Department of National Defence and the United Kingdom's Economic and Social Research Council (ESRC).

In 2008 he published *Responding to Crises in the Modern Infrastructure: Policy Lessons from Y2K* with Palgrave MacMillan, which examines U.S. and U.K. government responses to risk and uncertainty in critical infrastructure. He is also a co-investigator for Dalhousie University's CIP Initiative, which is supported through the Canada School of Public Service's Innovative Public Management Fund, and editor of the newsletter *The CIP Exchange*.

Dr. Quigley obtained a Ph.D. from Queen's University, Belfast, and a Master of Science degree in Public Administration and Public Policy from the London School of Economics and Political Science. In 2005/2006 he held a postdoctoral fellowship at the University of Edinburgh. In 2003 he was a visiting scholar at the American Political Science Association's Centennial Center in Washington, DC. Prior to living in the United Kingdom, he had been a public servant in the Ontario Public Service. He now owns and operates a small and independent consultancy, Critical Dialogues Consulting.

SERGIO LUÍS RIBEIRO

Information Security Researcher, CPqD

> *Telecommunication Infrastructure: Real World Scenarios*

A 20-year veteran in Information Technology, the last 13 of which have been dedicated to Information Security, Sergio Luís Ribeiro has coordinated and executed various consulting projects for both large corporations and government. He has worked for several multinational companies and currently holds the position of Information Security Researcher at CPqD.

Ribeiro has published various articles on Information Security at national and international conferences. He holds both a B.Sc. degree in Applied Mathematics and a post-graduation in Information Systems from PUC Campinas, an MBA from FGV. He also is Certified Information Systems Security Professional (CISSP) by ISC² and Specialist of Business Continuity (SBCI) by Business Continuity Institute-UK.

JON A. SCHMIDT, PE, BSCP

Director of Antiterrorism Services,
Burns & McDonnell

> *Building Security Ratings: Measuring and Managing Risk*

Jon A. Schmidt is the Director of Antiterrorism Services at Burns & McDonnell in Kansas City,

Missouri. He is a nationally recognized expert on the design of buildings to mitigate terrorist attacks and other threats. Mr. Schmidt is a prominent leader in the development of standards and guidelines for structural security and blast resistance, and a frequent author and speaker on these topics. He serves on the Board of Directors of the Building Security Council (BSC) and chairs the BSC Building Evaluation Committee, and previously chaired the BSC committee responsible for establishing the Building Security Certified Professional (BSCP) credential.

CRAIG SHANNON

Security and Risk Analysis Club, Penn State

> Perspectives from Penn State Security and Risk Analysis Students

Craig Shannon is a rising junior undergraduate student at Pennsylvania State University with dual majors in Security and Risk Analysis and Information Sciences and Technology.

His interests include technology integration at the enterprise level, network security, risk management and mitigation strategies, and Russian language studies. Outside of class he enjoys learning about emerging technologies and mixed martial arts.

ARUN SHARMA

Senior Consultant, Business Continuity Consulting, Control Risks

> Establishing an All-Hazards Business Resiliency Program

Arun Sharma is a Senior Consultant, Control Risks' Crisis & Security Consulting, where he serves as a member of the Business Continuity Consulting team. He is responsible for developing, implementing, and managing world-class business continuity solutions for Control Risks' client base in North America. His expertise spans the full range of Business Continuity and Information Assurance best practices.

Prior to joining Control Risks, Arun served as a Program Manager with Science Applications International Corporation (SAIC) in the Homeland Security Support division. While at SAIC, Arun served as the division's Subject Matter Expert (SME) in the areas of Business Continuity Planning, Incident Response, and Physical Security.

Arun holds a Bachelor of Science in Business Management from the University of Phoenix and is pursuing a Master's of Science Degree in Technology Management at the University of Maryland University College.

Control Risks is an independent, specialist risk consultancy with 27 offices on five continents. It provides advice and services that enable companies, governments and international organizations to accelerate opportunities and manage strategic and operational risks.

DR. MICHAEL C. SMITH

Executive Director of the Accelerated Masters Program in Systems Engineering, University of Virginia

> Costing Asset Protection: An All Hazards Guide for Transportation Agencies

Currently Executive Director of the Accelerated Masters Program in Systems Engineering at the University of Virginia, Dr. Smith's experience involves teaching, research, and application of a broad spectrum of management science and operations management techniques with emphasis on systems analysis, design, and evaluation problems in public and private sector settings. His technical expertise spans applied quantitative methods, strategic planning, technology evaluation, and organizational assessment. He has worked across a variety of application domains including, transportation operations, transportation security, national security, manufacturing, and health care.

Prior to joining the Systems and Information Engineering faculty at UVa, Dr. Smith was a Senior Scientist at Science Applications International Corporation (SAIC) where, during his 20-plus years tenure, he led numerous studies and analysis in transportation operations, transportation policy and transportation security. Prior to his employment at SAIC, Dr. Smith was a member of the Industrial Engineering faculties at the University of Missouri and Oregon State University. Dr. Smith earned his B.S. and M.S. in Industrial Engineering from the University of Tennessee-Knoxville and his Ph.D. in Industrial Engineering from the University of Missouri-Columbia.

SUSAN SMITH

Technical Director and Deputy Chief, Risk Development Branch, Homeland Infrastructure Threat and Risk Analysis Center, Department of Homeland Security

> Risk Management Principles in Investigative Case Management

Susan Smith is the technical director and deputy chief of the Risk Development Branch in the Homeland Infrastructure Threat and Risk Analysis Center (HITRAC) at the Department of Homeland Security. She has over 25 years experience in intelligence, investigative, and risk analysis and management, and methodology design and validation. Her background is dominated by years in the Department of Defense, the Federal Bureau of Investigation, and DHS at the strategic, operational and tactical levels.

Ms. Smith has unique perspectives built from the integration of diverse disciplines and creative problem solving to address new challenges with unknown, but potentially high impact solutions.

She is a graduate of the U.S. Army Russian Institute, with a focus on Advanced Russian and Soviet Area Studies.

REGINA MARIA DE FELICE SOUZA

Head Technical Advisory Unit, Agência Nacional de Telecomunicações - Presidency

> Telecommunication Infrastructure: Real World Scenarios

Regina Maria De Felice Souza is Telecommunications Engineer and she holds both a M.Sc. and Ph.D. degrees in Telecommunications Engineering from Unicamp, Campinas. She is a retired professor from State University of Santa Catarina. She worked for the Brazil's Ministry of Communications and currently holds the position of head technical advisory unit, Anatel's Presidency. Anatel is the Brazilian Telecommunication Regulatory Agency.

Ms. Souza has published various articles on Telecommunications Engineering and Information Security at national and international conferences. She has coordinated Brazil's Critical Telecommunication Infrastructure Protection Project.

MARK STEWART

Professor of Civil Engineering and Director of the Centre for Infrastructure Performance and Reliability, The University of Newcastle, Australia

> Probabilistic Terrorism Risk Assessment of Costs and Benefits of Counterterrorism Protective Measures

Mark Stewart is Professor of Civil Engineering and Director of the Centre for Infrastructure Performance and Reliability at The University of Newcastle, Australia. He has internationally recognized expertise in probabilistic risk assessment of engineering systems, particularly bridges and buildings subject to man-made and natural hazards.

Although his training is as a civil engineer, his research is multi-disciplinary and the applications wide-ranging. The main theme of this work is developing probabilistic-based decision-support criteria for the optimal and safe performance of physical infrastructure. Decision-support criteria is also needed for the emerging threat of terrorism and so since 2004 Professor Stewart has received Australian Research Council grants worth over \$500,000 to develop (i) probabilistic terrorism risk modelling techniques for buildings subject to explosive blast load, and (ii) cost-benefit assessment of counter-terrorism protective measures for critical infrastructure.

Mr. Stewart has published a text and over 250 technical papers and reports on this and other work. Professor Stewart is an experienced presenter. He is an invited speaker at the Asia-Pacific Airport and Aviation Security 2009 Conference, and spoke at the Australian National Security Summit in 2008.

In recent years he has been keynote speaker at international risk and infrastructure conferences in Australia, Ireland, Portugal, China and Japan.

JEFF SURAL

Counsel in the Legislative & Public Policy Group, Alston and Bird, LLP

> *How Politics Affects Risk Management Policies*

Jeff Sural serves as counsel in the Legislative & Public Policy Group. He will focus his practice on homeland security and transportation matters on Capitol Hill and in federal government agencies. Prior to joining the firm, Mr. Sural served as a Deputy Assistant Secretary in the Office of Legislative Affairs at the Department of Homeland Security, appointed by Secretary Michael Chertoff in October 2007. There, he served as the Secretary's primary liaison to the U.S. House of Representatives, and was responsible for advising the Secretary on congressional actions, legislative strategy and hearing preparation.

Mr. Sural has also served at the Transportation Security Administration where he served as the principal advisor for congressional relations and legislative strategy for Assistant Secretary Kip Hawley. In this position, Mr. Sural acted as lead negotiator and counsel for all legislation introduced to Congress, including the "9/11 Commission Recommendations Act." Mr. Sural has also worked as general and legislative counsel for the General Aviation Manufacturers Association and Representative Vernon J. Ehlers (R-MI) in the U.S. House of Representatives.

KRISTA L. SWEET

Special Assistant to the Director, Maryland Emergency Management Agency

> *Panel Discussion: Regional Risk Analysis: A Coordinated Effort*

Krista Sweet is the Special Assistant to the Director of the Maryland Emergency Management Agency (MEMA). In this position, she serves as the principal advisor to the Director of MEMA and the Governor's Homeland Security Advisor in their capacity as the Maryland members of the National Capital Region (NCR) Senior Policy Group (SPG). Ms. Sweet assists the Maryland SPG members with homeland security strategic and organizational planning, program and policy development, and the management of over \$200 million awarded to the NCR through the Department of Homeland Security's Urban Area Security Initiative grant program.

From 2005 to 2007, Ms. Sweet served as a Senior Law & Policy Analyst at the University of Maryland Center for Health and Homeland Security, where her work focused on legal and policy issues involved with preparing for and responding to public health emergencies. In 2006, she taught a section on Public Health Legal Preparedness at a NATO Security-Through-Science Advanced Study Institute Course in the Republic of Macedonia. From 2002 to 2005, Ms. Sweet worked as an associate attorney with a civil

litigation firm in Baltimore. She received her JD from the University of Maryland School of Law and her BA from the University of Wisconsin-Madison

ANITA TALLARICO

Owner, CONOPS Consulting LLC

> *Risk-Based Cyber-Security Assessments: A Perspective on How the Energy Industry is Complying with the CIP Reliability Standard*

Anita Tallarico, a Certified Business Resilience Manager, has been working at the nexus of public safety and public policy issues in emergency management and homeland security for over 20 years. She formed CONOPS Consulting LLC, a woman-owned business in the fall of 2008. Prior to that she was a Senior Vice President at ICF International where she led its Emergency Management and Homeland Security business for 10 years. Ms. Tallarico has not only managed the business of emergency management, but she has been elbow deep in several national level projects where understanding risk, threats, probabilities, and consequences are key. Some of those national projects include the National Infrastructure Protection Plan; FEMA's Radiological Emergency Preparedness Program; DHS's Preparedness Directorate and the National Preparedness Program, and the Emergency Planning and Community Right-to-Know Act.

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New Perspectives on Security Risk Management

DR. MARK A. THOMAS

Special Advisor to the Assistant Secretary of the Army for Acquisition, Logistics and Technology, U.S. Army

> *Transforming Counterintelligence to Counter Low-Intensity Collection of High Technology: Forcing the Enemy Back to the Outside Game*

Dr. Mark Thomas is a Special Advisor to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT). He is Director of Operations in the Army Defense Industrial Base Cyber Security Office, and wrote the foundation documents proposing the establishment of office within the ASAALT dedicated to technology protection and promulgating strategic risk management in the acquisition community. Prior to coming to the office of the ASAALT, he was the Chief/Senior Advisor on Technology Protection (Counterintelligence) to the Army Deputy Chief of Staff for Intelligence.

Dr. Thomas majored in Russian and German with a minor in Ukrainian at La Salle University, Philadelphia, PA. While working on his bachelor's degree, Dr. Thomas was recruited to work for the National Security Agency. After graduation from La Salle, Dr. Thomas was a Fulbright Scholar to the University of Frankfurt, Germany, where he studied Soviet Security Policy, writing a paper on joint ventures' role in East-West trade relations as well as a thesis on Soviet Military Doctrine. Dr. Thomas

returned to the U.S. to continue his graduate studies. He received his Masters in Business Administration (International Management) from the American Graduate School of International Management. In addition, he earned a Masters of Arts in International Relations and a Ph.D. in Political Science from the University of Notre Dame with a doctoral thesis on Russian oil policy.

Prior to coming to work for the Army, Dr. Thomas served on the campaign staff of a retired member of the U.S. House of Representatives. In addition, he authored an article on international organizations for Oxford University and co-authored articles on modeling political risk for international businesses. He is currently researching on the impact of the Niagara Movement on the Supreme Court's majority decision in Brown vs. Board of Education. He has taught Introduction to Comparative Political Systems; International Security Policy; International Law; Introduction to American Government; U.S. Constitutional Law; and courses on the U.S. Congress and American Political Parties at George Mason University and La Salle University. He is currently working to convert his dissertation into a book.

Wanting to serve his country and put his languages to use, Dr. Thomas entered the U.S. Army in 1995. To date, he has served with 501st MI Brigade, 902nd MI Brigade, and Allies Command-Counterintelligence (AC-CI). During his tenure with the 902nd MI, he served as the technology protection covering agent

for Night Vision Electronics Sensors and Directorate, CERDEC; the Walter Reed Army Institute of Research, and the Armed Forces Institute of Pathology.

Upon re-assignment to the AC-CI, Dr. Thomas was the covering agent for NATO Consultation, Command and Control Agency, The Hague, The Netherlands, a NATO laboratory which attempts to increase the interoperability of communications between NATO and member-state militaries.

DR. DAVID WEINBERG


President and CEO, Practical Risk LLC

> *Risk Analysis in Investment Decision Support: An Approach to Playing "What If" and Measuring "Bang for the Buck"*

Dr. Weinberg is President & CEO of Practical Risk, LLC, a risk analysis and management consulting firm located in Albuquerque, NM, where he has been working with the University of New Mexico for nearly two years.

He served as the Department of Homeland Security's Senior Technical Advisor on terrorism risk analysis from March 2003 until his retirement in April 2007. His primary duties there involved building and developing a risk analysis capability within DHS for aiding the Department in distributing Homeland Security grants.

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New Perspectives on Security Risk Management

Prior to going to DHS, Dr. Weinberg spent eight years as a Science and Engineering Fellow at the Idaho National Laboratory, which followed numerous technical and management roles during his 20+-year private-sector career.

BARBARA YAGERMAN

Education, Training and Outreach Director,
Office of Infrastructure Protection,
Department of Homeland Security

> *Panel Discussion -
Education and Risk Management*

Barbara S. Yagerman currently leads the Education, Training, and Outreach Office in the DHS Office of Infrastructure Protection Partnership and Outreach Division. Ms. Yagerman is a founding member of DHS and played an instrumental role in the development of core DHS doctrine including the National Infrastructure Protection Plan (NIPP), the National Response Plan (NRP), the National Response Framework (NRF), National Incident Management System, and a new NRF support annex on Critical Infrastructure and Key Resources.

As a member of the DHS Headquarters Office Integration Staff, Ms. Yagerman helped to forge policy and build partnerships for the new Department. Ms. Yagerman came to DHS headquarters following a long career with the DHS Federal Emergency Management Agency where she served in various headquarters and field level positions coordinating planning, preparedness and response activities related to more than 100 natural disasters and terrorist attacks ranging from Hurricane Andrews to Katrina to various floods, wildfires, tornadoes and earthquakes as well as the Oklahoma City bombing and the terrorist attacks of September 11, 2001.

A native of Chicago, Ms. Yagerman was raised in Florida and educated at Northwestern University where she earned a bachelor's degree in history and a master's of science in journalism. She is currently completing requirements of the DHS Senior Executive Service Candidate Development Program. As part of the program, she recently completed a four-month developmental assignment at the National Defense University.

SPECIAL TECHNICAL SESSION: SARMA Lexicon Development

The SARMA Common Knowledgebase (CKB) Committee will be hosting three separate sessions to develop lexicon as part of the conference. With such a unique collection of Risk Management subject matter experts gathered at the conference, it is the goal of SARMA to bring together insights from across the community through working group participation to help move forward understanding of important concepts and principles. Each session will be facilitated by Brian Moon, a professional concept mapping specialist, and will address common understandings of one major term with three sessions to cover Vulnerability, Threat, and Consequence. Sessions are being hosted by Andrew Harter, Chairman of the CKB Committee.

THURSDAY, JUNE 18, 2009

- 1:40 PM > Technical Session 4
- 2:50 PM > Technical Session 5
- 4:00 PM > Technical Session 6



Please see the Conference Agenda on page 4 for more details.

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New Perspectives on Security Risk Management

Get involved with *your* SARMA.

SARMApedia:

To address gaps in knowledge management and training needs of the profession, SARMA created and maintains the SARMApedia, a wiki-based effort that currently contains six interrelated databases:

- > Common Lexicon
- > Encyclopedia of Security Analysis Methods
- > Research & Development in Risk Management
- > Who's Who in Security Analysis
- > Generally Accepted Risk Assessment Principles (GARAP)
- > Risk Management Standards

The SARMApedia collects and shares information at a single web-based location, with the goal of developing a common body of knowledge for the profession.

Imagine

...one information resource

Create it

...by sharing what you know

Benefit

...from the knowledge of many

Visit and contribute to the SARMApedia at:

www.sarmapedia.org

SARMA Projects:

The success of prior efforts to advance the profession has often been limited because they did not first address key fundamentals.

Through its numerous activities and projects, SARMA is building a solid, shared foundation for the future of the profession. Specific initiatives include:

- > Common Lexicon Development
- > Independent Methodology Review
- > Policy Development and Guidance
- > Networking and Professional Events
- > SARMA Newsletter and Journal
- > Training & Certification Programs

CHALLENGES IN THE SECURITY ANALYSIS PROFESSION	SARMA MEETS PROFESSIONAL CHALLENGES HEAD-ON
Lack of Common Lexicon	▶▶▶ SARMA Common Lexicon Project
Lack of Documented Knowledge of Security Analysis Methods	▶▶▶ SARMApedia's Encyclopedia of Security Analysis
Difficulty Finding True Experts	▶▶▶ SARMApedia's Who's Who in Security Analysis
Absence of Best Practices and Standards	▶▶▶ Generally-Accepted Risk Assessment Principles (GARAP)
Gaps and Duplication in Security Analysis R&D	▶▶▶ SARMApedia's R&D in Risk Management
Absence of Formal Training and Certification	▶▶▶ SARMA Training and Certification Programs
Absence of Leadership and Shared Voice in Government	▶▶▶ SARMA Position Papers and Governmental Affairs Initiatives

Get Involved:

SARMA conducts much of its work through committees of involved professionals. We have structured these into a series of Business and Project Committees, as follows:

BUSINESS COMMITTEES

- > Executive
- > Strategic Planning
- > Finance
- > Nominations
- > Bylaws
- > Membership & Outreach
- > Fundraising
- > Legislative Affairs

PROJECT COMMITTEES

- > Common Knowledge Base
- > Training & Certification
- > GARAP & Standards
- > Publications
- > Conferences & Events
- > University Programs
- > International Affairs
- > Awards

For more detailed information on the focus and responsibilities of our Business and Project committees, please visit:

<http://sarma.org/committees/>

If you would like to get involved in one or more of SARMA's committees, please contact the SARMA Committee Coordinator at operations@sarma.org.





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