

## ACCEPTANCE IS A TOOL OF A STRONG HOMELAND DEFENSE

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### ABSTRACT

*Homeland security and the advancement of U.S. vital interests are extremely complex. It involves the acceptance, actions and collaboration of personnel across all branches of government. Terrorism, extremism and transnational crime are at the forefront of international issues confronting America's policy makers. This threat strikes at the core of the American psyche. Despite the enormous cost and effort to defend its homeland and protect its vital interests, the United States is confronted by an extremely complex problem. It is diametrically opposed to an ideology espoused by people who have declared war on our way of life, an enemy who does not fit the traditional definition, nor follow the precepts, of accepted behavior. The tragedy and lasting impact of the September 11, 2001 attacks against America are not solely represented by the innocent lives lost that day; America itself awoke a different nation the morning after. The attacks struck at the core of America's vital interests. More importantly, they also struck at the center of every American's perceived sense of safety and security. American freedom and resilient spirit is the lifeblood of our nation's economy and appeal to the rest of the world - it enables economic growth, innovation and supports national security. America is faced with several challenges in executing a successful homeland defense and strategic security plan to combat terrorism. A recommendation to improve upon a revised homeland security strategy should incorporate a strong strategic information campaign aimed at educating the public and heightening their level of risk acceptance in relation to the resources supporting homeland security.*

## INTRODUCTION & BACKGROUND

Terrorism, extremism and transnational crime are at the forefront of international issues confronting America's policy makers. These threats detract from limited resources and affect the American psyche. The United States has expended great resources and human capital to defend its homeland and vital interests. Since former President George W. Bush declared war against terrorism, the U.S. has applied its instruments of power to varying degrees of effectiveness in an effort to promote its national interests, prevent terrorism, protect its citizens, and defend its homeland. The tragedy and lasting impact of the September 11, 2001 attacks against America are not solely represented by the innocent lives lost that day; America itself awoke a different nation the morning after. The attacks struck at the core of America's vital interests. More importantly, they also struck at the center of every American's perceived sense of safety and security.

The revolving nature of the extremist threat, both foreign and homegrown, demands that the United States develop new non-traditional counter measures. America's strategic policy to combat extremism and terrorism is over a decade old. A relative complacency has evolved over this last decade and an area of great concern lies in the attitude of average American citizens towards these threats. This essay will address the importance of public and citizen awareness and acceptance of this new era as a strong tool in our nation's homeland security strategy.

Public acceptance that terrorist activity against the homeland will occur at some point, despite optimal efforts, past and present successes of its law enforcement, armed forces and intelligence communities, is a necessary component of a robust homeland security strategy. American resiliency is legendary. It is strong enough to provide a firm foundation upon which public acceptance of a new normal, as a tool against terrorists can be built. This essay will discuss why this new normal exists and how the United States should approach this issue strategically.

Domestic challenges, economic downturns and diminishing resources necessitate the re-examination of U.S. homeland security and defense strategy. America has invested substantial resources and power towards defeating terrorism. However, the return on this investment is debatable and somewhat waning. Extremism and terrorism are evolving and will not be defeated in the traditional sense. There will be no peace negotiation between America and extremists, albeit foreign or domestic. We face an unconventional enemy with diffused sources of power and influence. A certain level of risk of attack to the United States will always be present and should be accepted by its citizenry. A false sense of safety, supported by complacency, is detrimental to homeland security.

It would appear dangerous for the American public to have unrealistic expectations of complete safety and security. These may lead to demands on the homeland security apparatus that are impractical, burdensome and costly, thereby potentially increasing the country's vulnerabilities and risk exposure. Extremists and radicalized lone actors are empowered by the asymmetrical nature of this war and access to low cost technology. Globalization enables the communication, travel, financing, coordination and engage-

ment of terrorist actions against America. The globalization process has exponentially extended terrorism's reach, impact and projection of power. The rapidity of change, interconnectedness of the global economy and advances in information technology contribute to the terrorist's actual and perceived exploitation of America's vulnerabilities. Terrorists operate on the fringe of the international system. Their disregard for traditional modes of conduct enable their exploitation of the United States' adherence to international norms, a nation's and individual's rights, sovereignty, and the projection and use of all forms of power.

The potential loss of life and negative economic ripple effects of a terrorist act in America influences the psychology of the American public. Americans expect their government to protect them from all danger. This expectation is costly and unrealistic due to the enemy's resiliency and dispersed level of power. Use of unconventional techniques and ability to employ countermeasures to traditional American manifestations of its national power require policy makers to re-think the nation's strategic approach to homeland security and defense. In so far as the need for the public to be accurately informed as to whether terrorism poses an existential threat or not, the time for a change in public perception and level of acceptance of the threat posed by terrorism is past due. Homeland security and advancement of U.S. vital interests is extremely complex. It involves the acceptance, actions and collaboration of personnel across all branches of government. Foreign partnerships are also a vital element to any successful U.S. strategic approach to the problem of extremism and terrorism. The financial expenditures and domestic policy trade-offs involved add to this complexity. The United States has applied its instruments of national power to varying degrees of effectiveness in an effort to combat terrorism, as evidenced by the wars in Iraq and Afghanistan and the creation of the Department of Homeland Security.

The years since the 9/11 attacks have taken a substantial toll on the United States. A toll measured in dollars spent, economic prosperity diminished, lives lost, alliances damaged, freedoms curtailed and our nation's collective sense of safety and comfort degraded, it is impossible to define this current war on terror in conventional ways and similarly apply conventional methods against it. Decisive victory against extremism and terrorism is not possible given the nature of the enemy and America's free society. Americans are not willing to sacrifice their values and transform the nature of America. Extremist ideology thrives on the ability to exploit the seams in the international system's balance of power. The extremist uses cultural, religious and political differences to diffuse their base of power and their financial and popular support.

The continued expenditure of America's limited resources at the expense of its long-term economic footing is a cause for alarm. The revolving nature of the threat to the homeland, adaptability of the enemy and its use of asymmetrical tactics require America's flexibility in both strategy and mindset. Public acceptance of a certain risk factor is perhaps an asymmetrical response to the fear sown by terrorism. Terrorism and extremist ideology do not pose a significant threat to America's long-term viability. The terrorist threat however, is not one to discount.

The U.S. should remain active in its counterterrorism initiatives and employ all elements of its national power against the network of terrorists dispersed across the world and towards those who would wreak havoc from within. The United States should continue to rely heavily on its military, diplomatic, informational, military and economic (DIME) power and leverage them towards the implementation of its national security strategy. However, military power, homeland security, and technological superiority may not be enough to safeguard American sovereignty. Equally vital to this relationship is the U.S. judicial, law enforcement, public and private sector capabilities and resources. The application of these asymmetrical forms of power and law enforcement techniques against homeland security threats serves as a very effective tool for America in its fight against terrorism.

Strong national security is enhanced by a vigorous homeland security strategy. Having stated the need for a continued review of what has been part of the past, a revised homeland security strategy should incorporate a strong strategic information campaign aimed at educating the public and heightening their level of risk acceptance in relation to the resources supporting homeland security. American citizens working in both the public and private sector can be effective strategic partners in America's efforts to defend its homeland and vital interests.

Presently, there exists a stark gap between our nations' total capacity and tolerance level of a terrorist attack on the homeland. Vigilance and continued national focus on the prevention of attacks against the homeland is paramount. A clear public understanding that attacks are likely to occur is an important element of the homeland security puzzle. This honest, yet difficult dialogue between the individual citizen and government will help define more realistic societal expectations and aid in the process of appropriate resource allocation.

Prioritized funding is a part of a successful strategy against the threat of terrorism and necessary in addressing the issues at hand. If resourced properly all citizens can play a vital in providing the necessary support to America's intelligence and law enforcement personnel, enhancing their capability to leverage international partnerships, identify, and disrupt potential plots in America and abroad.

Policymakers must properly align America's national security strategy with all realms of national power. We as citizens make up a large sect and have substantial power. The economic aspects of any terrorist threat and efforts to mitigate it are crucial. For example, in an effort to bankrupt the United States and wreak havoc on the American economy Al Qaida attempted to illicit enormously expensive responses to low cost terrorist activities. This is an important lesson for us to draw from, and policymakers should prioritize maintaining the economic viability of the nation for the benefit of the global community.

With an anticipated acceptance and understanding that America and her citizens will likely be the victim of another terrorist act, it should be clear that the U.S. must engage in a strategic communication campaign to educate its citizens of this fact and the need to be properly prepared. Regardless of whether the impact of an attack will pose a

long-term existential threat to the U.S. or its vital interests, the American public must fully understand the issues and be prepared. The conveyance of this message and acceptance is a long-term but essential element to our homeland security approach.

Global challenges to America's security interests render traditional methods to combat terrorism relatively ineffective from a cost and long-term benefit analysis. There can be no decisive victory against a decentralized enemy that is free from the constraints of any sovereignty and universally accepted behaviors. The interdependence of economic and political relationships across the globe exposes America's vulnerabilities yet offers it endless opportunities. Public acceptance of both a threat and global alliances is a tool that can be used in furtherance of a safe, secure and prosperous nation.

Recognizing that homeland security is a complex challenge, involving the actions and collaboration of personnel across all branches of government, domestic concerns, economic downturns, limited resources, and partisan politics, necessitate the application of sound business practices throughout the federal government. The aftermath of the September 11th attacks not only revealed the vulnerability of the United States to terrorism, it also provided a conduit for a public call to action. Americans demanded an immediate and decisive federal response. It is against this backdrop that the Department of Homeland Security (DHS) was created.

The Homeland Security Act of 2002 led to the creation of DHS thereby merging twenty-two distinct agencies and over 220,000 federal civil servants under the jurisdiction of the new cabinet level agency.<sup>1</sup> This unification was designed to contribute to a seamless methodology to homeland security and represents a means of security that requires total citizen support and funding, resulting in a more efficient and effective use of personnel, resources, and taxpayer funding.

DHS operates in an environment of rapid change, increased risk, multidimensional threats, fiscal constraints, and competing demands. It has evolved over time to become one of the foremost law enforcement organizations in the areas of cyber crime, network intrusions, and critical infrastructure protection. A resilient America is not an option; rather it is a requirement in the aftermath of 9/11. Resiliency is a core principle in our nation's National Strategy for Counterterrorism.<sup>2</sup> Additionally, it should also serve as a foundation to our nation's homeland defense and security strategy. Awareness of DHS requirements listed below, though the average citizen may not know public record.

## Department of Homeland Security: Various External Challenges

<sup>1</sup> Williams, Cindy. "Strengthening Homeland Security: Reforming Planning and resource Allocation" (Washington, DC: IBM Center for the Business of Government, 2008). pp. 1-48, [www.businessofgovernment.org/sites/default/files/Williams BOG.pdf](http://www.businessofgovernment.org/sites/default/files/Williams BOG.pdf)

<sup>2</sup> National Strategy For Counterterrorism, Washington, The White House, June 2011

<input type="checkbox"/> 95,000 Miles of Shoreline	<input type="checkbox"/> Critical Infrastructure - 52000 "Items"	<input type="checkbox"/> 11.5 Million Trucks
<input type="checkbox"/> 5500 Mile Border with Canada	<input type="checkbox"/> 170,000 Public Water Systems	<input type="checkbox"/> 2.5 Million Rail Cars
<input type="checkbox"/> 2000 Mile Border with Mexico	<input type="checkbox"/> 104 Commercial Nuclear Plants	<input type="checkbox"/> 2 Billion Miles of Telecommunications Cable
<input type="checkbox"/> 500 Million People Cross per Year	<input type="checkbox"/> 2,800 Power Plants	<input type="checkbox"/> 2 Million Miles of Pipelines
<input type="checkbox"/> 127 Million Vehicles	<input type="checkbox"/> 66,000 Chemical Plants	<input type="checkbox"/> 80,000 Dams
<input type="checkbox"/> 211,00 Vessels	<input type="checkbox"/> 20,000 Miles of Major Railroads	<input type="checkbox"/> 87,000 Food-processing Plants
<input type="checkbox"/> 429 Commercial Airports	<input type="checkbox"/> 590,000 Highway Bridges	<input type="checkbox"/> 361 Commercial Seaports; 750,000 Workers
<input type="checkbox"/> 829,000 Planes		<input type="checkbox"/> 11 Million Import Containers
<input type="checkbox"/> 95% of U.S. Imports Arrive by Sea		

DHS plays an essential role in securing American national interests. Nevertheless, the Department must also compete for funding and public support in this tenuous environment. The financial expenditures and domestic policy trade-offs involved in the debate over the acceptable level of homeland security, is a rigorous one. The risks and the direct and indirect costs of security add to this multifaceted national conversation. A cost benefit analysis of the billions of dollars and unaccounted human capital spent on homeland defense since 9/11 is exceptionally difficult to conduct.

The current risk-based construct used by the DHS to prioritize security risks and the level of applicable funding is subject to much variance. It is largely the effect of threat, vulnerability, and consequence as shown by the following simplified formula;  $(R=T \times V \times C)$  that enables DHS to determine the greatest threat to the nation.<sup>3</sup> The apparent lack of appropriate metrics by which the DHS may measure the benefits gained from the preventive measures employed in completing their mission is a complex problem.

The difficulty in employing risk-based analysis for an informed homeland security and resource strategy is a thorny matter for the national leadership. Congressional leaders have demanded action in this regard. The proper balance between reduced financial costs of security with the provision of acceptable public protection is a delicate balance to strike. The problematic nature of linking resource decisions with threat-based analysis is troublesome due to the unavailability of the right metrics, information, and/or

<sup>3</sup> Bellavita, Christopher. Changing Homeland Security: Twelve Questions From 2009. Homeland Security Affairs, Volume VI, NO 1. January 2010. pp. 1-16.

capacity. The following excerpt describes this challenge: "...the data to make the risk equation work in the case of terrorism and other homeland security risks are practically never available. Consequently, in practice, risk management seems more symbol than science or art."<sup>4</sup>

Globalization has presented the United States a myriad of challenges, depicted by a world overflowing with complexity, hybrid threats, technological innovation, interconnectivity, and limited resources. There is an inherent tension between American's desire for safety and security, the value placed on individual rights and government responsibility to protect its citizens. The strain between homeland defense and privacy seems all encompassing, influencing domestic and international policy as well as budget priorities.

Within the current domestic, political and economic context, the public and its elected leaders must continue thoughtful debate over the amount, duration, and levels of funding for homeland defense initiatives. What remains in question is the long-term preference and funding commitment of homeland security by the American public and elected government officials. The transformation of DHS is difficult and time intensive. Its primary focus however is to secure America. It is entrusted with the immense task of securing<sup>5</sup> multiple facets of American society and its focal points of economic growth. Homeland defense and security resourcing decisions take place within a political context. The gap between actual risks versus the impact fear plays on the populace often results in an unbalanced approach to financial and resource allocation. Public opinion often wins out over factual based risk assessment. Inconceivable, difficult and vastly unpopular homeland defense and security resourcing decisions require moral courage. Although there are many contributing factors to a robust and effective homeland security strategy, one such facet should include an informed public. Every citizen is obligated to understand the threat our nation faces and strike the proper balance between debilitating fear and passive ignorance. Every American has a role to play in ensuring the safety and security of our nation; "protecting the nation is a shared responsibility and everyone can contribute by staying informed and aware of the threats the country faces. Homeland security starts with hometown security."<sup>6</sup>

Security is everyone's responsibility. A resilient public is a vital component to a strong homeland defense. The challenge lies in how to adequately convey this message to the masses in a manner that does not cause widespread panic or dilute its significance with sensory and information overload. This is where private sector companies play a crucial role. It is in the best interests of the private sector to ensure they operate in a secure and safe environment. Both of which are contributing factors in business development and profit earnings.

A simple three-pronged approach by private safety and security professionals is

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4 *Ibid.* p. 4.

5 United States Department of Homeland Security Overview fact Sheet, DHS 101: Awareness Forum. [http://www.dhs.gov/xlibrary/assets/qhsr\\_report.pdf](http://www.dhs.gov/xlibrary/assets/qhsr_report.pdf).

6 United States Department of Homeland Security: Implementing 9/11 Commission Recommendations, Progress Report 2011. P6. <http://www.dhs.gov/xlibrary/assets/implementing-9-11-commissionreport.pdf>

suggested, utilizing homeland security programs and resources that are readily available and, in many cases, used with much success. This tactic incorporates a Proactive Security Strategy, Education/Awareness Programs and Public Private Partnerships.

## **PROACTIVE SECURITY STRATEGY**

The premise to this approach is the core belief that safety and security is a collective responsibility. It encompasses more than just law enforcement and military personnel. Security, although a primary function of the public sector, is only improved when all stakeholders, private sector employees and average citizens, view it as an integral part of their lives, one in which they play a critical role. Safety and security, implemented as an enterprise wide approach, as opposed to the traditional stove piped one, is part of a proactive security strategy.

Associations with federal, state, local, community and academic groups will help provide safety and security personnel additional tools, resources and information required to adequately prepare and educate its workforce for incidents of terrorism and violence. This proactive approach of engagement and education will aid in the effort to strengthen employee resilience.

The threat to homeland security is a dispersed and an eternally present fact of reality. Corporate security programs would benefit from a shift towards a more consolidated and cohesive strategy. An element of employee participation is important to the success of any safety and security strategy. Employees, and the companies for which they work, all share a vested interest in the health, safety and security of the environment in which they live and work. This stakeholder mentality should be a guiding principle in all company safety and security programs.

A proactive and comprehensive program should obtain employee consensus, regardless of position in the organization, and instill in them a sense of ownership and personal interest in relevant safety and security issues. Corporate social responsibility principles utilized by many successful companies provide an example by which the private sector may integrate their safety and security programs into an enterprise-wide business model. The understanding and acceptance of individual responsibilities and the collective repercussions for failure to implement such, are significant tools from which a private sector's proactive security strategy may rely. This approach to security necessitates the strategic methodology of the active and effective engagement with internal and external corporate partners.

Comprehensive security risk assessments should be conducted, regardless of the size and scope of the business. These risk assessments should identify threats and potential adverse impacts to the company and/or employee. Companies should raise the awareness of the importance of their proactive safety and security programs. Sustainable measurements should be established and executed to help ensure program effectiveness.

Lastly, private sector security efforts may benefit from the establishment of Threat

Management Units (TMU) utilized by many law enforcement agencies. This proactive approach to safety and security encompasses both intelligence and investigative gathering techniques to identify, evaluate and mitigate threats to the workforce. A successful TMU will incorporate a training aspect to its core functions, one that teaches employees to recognize signs of workplace stressors and potential violence.

## EDUCATION/AWARENESS PROGRAMS

If employed properly, companywide education programs will help raise awareness of the threats faced by not only the nation but also the specific industry, community and individual. They will also help change public perception and build resilience. In an open society, threats often hide in plain view. The threats posed by terrorists, self-radicalized individuals or lone actors are plenty and influence all facets of society. For this reason, America needs to educate the public about the existence and prevalence of these emerging threats. The shortage of funding and personnel is a common concern among both the public and private sector. One way to help close this gap is with effective partnerships and training.

Proactive safety and security programs should incorporate employee awareness programs on issues ranging from active shooter training, work place violence, home-grown violent extremists and white supremacy groups, to lessons learned from terrorist attacks both domestic and abroad. The distribution of companywide newsletters, fliers, power point presentations and electronic bulletins, which contain topics germane to safety and security, with helpful links to government and local resources, would aid in the overall education and building of a resilient workforce. Two resources that should be viewed for potential replication as warranted by their security and safety programs are the United States Army's Ready and Resilient Campaign<sup>7</sup> and employee training on Suspicious Activity Reporting (SAR).

The Army has invested considerable resources into the formulation and implementation of a plan to build and sustain personal resilience across the Army enterprise. This campaign incorporates tools by which the Army may create a culture of personal resilience among its workforce, both soldiers and civilian. It includes the cultural and structural changes required and the integration of personnel training and development programs each synchronized to help build a more resilient employee. So too, may private sector partners benefit from similar resilient training programs.

The second notable resource available to enhance private sector and public resiliency is the Nationwide SAR Initiative (NSI)<sup>8</sup>. This is a collaborative effort between the United States Department of Justice, United States Department of Homeland Security, and state and local law enforcement. A key component of this initiative is the availability of training, educational resources and networking opportunities between government

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7 United States Army's Ready and Resilient Campaign Summary, March 2013, pp. 1-15. <http://usarmy.vo.llnwd.net/e2/c/downloads/285588.pdf>

8 Nationwide SAR Initiative [http://nsi.ncirc.gov/\(X\(1\)S\(onk1p4n24adk1q0ebonz1wz2\)\)/default.aspx](http://nsi.ncirc.gov/(X(1)S(onk1p4n24adk1q0ebonz1wz2))/default.aspx)

and the private sector. An example of a helpful product published by the NSI is two-page bulletin entitled “10 Ways to Integrate Suspicious Activity Reporting into Your Agency’s Operations<sup>9</sup>.” This document outlines ten simple ways to strengthen safety and security programs and how to help build a more resilient workforce in the process. The efficiency and cost effectiveness of corporate security programs will improve if employees across all departments receive training on observable indicators that may be signs of suspicious or unusual activity. The timely recognition of these signs will help in providing a more secure community, place of business and homeland.

## PUBLIC-PRIVATE PARTNERSHIPS

The third and final course of action proposed is the supplementing of existent member safety and security programs with the full advantages of robust partnerships with both private and public sector counterparts. The expansion and proper utilization of public-private partnerships (PPPs) is a compelling safety and security tool. This tool is effective when used to strike against the myriad of threats to the homeland. PPPs can also leverage quite effectively and efficiently, the combined resources, personnel and expertise of many at both the operational and strategic level, for the sole use and benefit of corporate members. The combination of financial constraints, an environment of limitless threats, and in some cases unrealistic public expectations, only serves to stress the exigency for the utilization of PPPs.

Public-private partnerships offer a streamlined approach by which government and private sector industry can collaborate towards the mitigation of security threats. This provides for cost savings and increased efficiencies. Thereby, a safety and security program that is fully engaged in the PPP model, simultaneously contributes to the organization’s return on investment. Safety and security programs can reap the benefits and increase employee resilience from partnerships with multi-disciplinary entities to include academia and local, community organizations.

The strategic and economic importance of the nation’s critical infrastructure and the prevalence of private sector ownership, estimated at 85%<sup>10</sup> make the use of PPPs a safety and security necessity. The lines between homeland defense and security often intersect, thereby making PPPs a vital instrument of national security. Private sector programs that incorporate a goal of maintaining a resilient workforce provide a variety of successful PPP models from which to emulate. The growing interest and early success of the business-oriented Emergency Operations Centers (BEOC) model serves as one such example. The Federal Emergency Management Agency (FEMA) currently leads this enhanced and innovative effort.<sup>11</sup> This collaboration between the government and private sector partners offers an ideal forum by which industry-specific information is shared, mutually beneficial and cooperative relationships are developed,

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9 Nationwide SAR Initiative, 10 Ways to Integrate Suspicious Activity Reporting into Your Agency’s Operations, March 2013. [http://nsi.ncirc.gov/\(X\(1\)S\(lldda1tpevylwgsix2kyvj\)\)/documents/10\\_Ways\\_to\\_Integrate\\_SAR\\_Into\\_Your\\_Agencys\\_Operations.pdf](http://nsi.ncirc.gov/(X(1)S(lldda1tpevylwgsix2kyvj))/documents/10_Ways_to_Integrate_SAR_Into_Your_Agencys_Operations.pdf)

10 Busch, Nathan E., and Austen D. Givens. “Public-Private Partnerships in Homeland Security: Opportunities and Challenges.” *Homeland Security Affairs* 8, Article 18 (October 2012). <http://www.hsaj.org/?article=8.1.18>

11 United States Department of Homeland Security, Federal Emergency Management Agency, National Business Emergency Operations Center Fact Sheet, September 2013. [http://www.fema.gov/media-library-data/20130726-1852-25045-2704/fema\\_factsheet\\_nbeoc\\_final\\_508.pdf](http://www.fema.gov/media-library-data/20130726-1852-25045-2704/fema_factsheet_nbeoc_final_508.pdf)

and the local capacity and resilience for dealing with the onset and aftermath of disasters are strengthened. Academia and the business community developed the BEOC concept. Its applicability and appeal is the fact that it operates on a computer-generated platform. Information and services provided virtually offer a broader reach and, in turn, a cost effective method of the public-private partnership approach.<sup>12</sup> The BEOC model offers the private sector an opportunity to strengthen employee resilience.

Safety and security capabilities are augmented by the value obtained from information sharing, situational awareness, and best practices. The utilization and commitment to the public-private partnership concept will enable private sector members to maintain and strengthen cross agency and sector cooperation. If established prior to terrorist or emergency events, these developed partnerships will pay huge dividends.

None of the three techniques briefly described above, proactive security strategy, education and public-private partnerships, are mutually exclusive. They work better if used in tandem, each one reinforced by use of the others. Complacency towards the threat faced by the nation poses a danger to homeland security. Public perception and acceptance in the wake of terrorist threats against the homeland can either hinder or strengthen the nation's collective vulnerability. The first, most crucial step in this regard is acceptance that although vigilance and preparation are paramount, terrorists will strike again.

In the decade since the September 11, 2001 attacks, a paradigm shift has occurred. The potential for imminent terrorism against the homeland or America's interests abroad is the new normal. Throughout American history, resiliency is what enabled the country to sustain countless obstacles, however devastating, rebuild and emerge stronger than before. Resiliency is the lifeblood of the nation. This resilient spirit will enable America to absorb and overcome any setback. American values, core principles, and way of life will persevere.

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<sup>12</sup> United States Department of Homeland Security, Federal Emergency Management Agency, National Partnership-Business Emergency Operations Center Alliance. [http://www.fema.gov/pdf/privatesector/beoc\\_partnership.pdf](http://www.fema.gov/pdf/privatesector/beoc_partnership.pdf)

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