HOMELAND SECURITY AND BORDER PROTECTION

TRENDS AND BEST PRACTICES

SPECIAL SECTION

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(U.S. Air Force photo by John Hughel Jr.) (Released)

U.S. Air Force airmen install a portion of a fence along the U.S.-Mexico border in Yuma, Arizona, April 17, 2007, in support of Operation Jump Start. The airmen are civil engineers from the 102nd and 142nd Civil Engineer Squadrons.

BEST PRACTICES

ORGANIZATIONAL RESILIENCE: THE CONFLUENCE OF HOMELAND AND PRIVATE SECURITY

The government, economy, and society of the United States tap into a vast interdependent array of networks, systems, and resources that both the public and the private sector rely on for basic operations. Presidential Policy Directive 21 identifies a core of 16 industry sectors—commonly referred to as the Critical Infrastructure—that make up this essential network that underpins American society. A key failure of any of these assets or services would disrupt the network, damage the physical and economic security of the country, and present the potential for cascading failures.

This Critical Infrastructure is largely owned and operated by the private sector. The interdependent nature of the American network means that physical and economic security relies to a great extent on the resilience of the entire private sector. The best gauge of the country's security is the extent to which all stakeholders in the American economy can withstand natural disasters, terrorist attacks, and other emergencies. As well, though the potential risks are vast, so to is the capability to detect threats, secure vulnerabilities, mitigate potential impacts, and speed the pace of any needed recovery.

To that end, ASIS International and BSI collaborated on *American National Standard Business Continuity Management Systems: Requirements with Guidance for Use*. This standard specifies requirements for planning, establishing, implementing, operating, monitoring, reviewing, exercising, maintaining, and improving a documented BCMS within the context of managing an organization's risks. The following excerpt is taken from the 60-page book available for purchase from the ASIS online bookstore.

ASIS SPC.1-2009, ORGANIZATIONAL RESILIENCE STANDARD

A business continuity management system (BCMS) is an organization-wide process that establishes a fit-for-purpose, strategic, and operational framework that upon implementation by the organization's leadership:

- Improves an organization's ability to withstand disruptive events that may jeopardize the achievement of its purpose, mission, and strategic objectives.
- Delivers a demonstrable capability to manage a disruption and protect stakeholder interests.
- Provides a structured and rehearsed method of restoring an organization's productive ability within a planned timeframe after a disruption.
- Enables an organization to return to its normal state more quickly and safely than would otherwise be possible.
- Supports maintenance and continuous improvement of the organization's BCMS.
- Promotes the safety and security of internal and external stakeholders.

4.3.1 Risk Assessment and Impact Analysis

The organization shall establish, implement, and maintain a formal and documented evaluation process:

a) To systematically conduct asset identification and valuation to identify the organization's critical activities, functions, services, products, partnerships, supply chains, stakeholder relationships, and the potential impact related to a disruptive incident based on risk scenarios;

b) To identify intentional, unintentional, and naturally-caused hazards and threats that have a potential for direct or indirect impact on the organization's operations, functions, and human, intangible, and physical assets; the environment; and its stakeholders;

c) To systematically analyze risk, vulnerability, criticality, and impacts (consequences);

d) To systematically analyze and prioritize risk controls and treatments and their related costs; and

e) To determine those risks that have a significant impact on activities, functions, services, products, stakeholder relationships, and the environment (i.e., significant risks and impacts).

The organization shall:

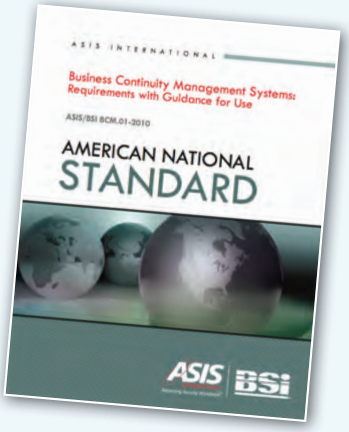
a) Document and keep this information up to date and confidential, as is appropriate;

b) Re-evaluate risk and impacts within the context of changes within the organization or made to the organization's operating environment, procedures, functions, services, partnerships, and supply chains;

c) Establish recovery time objectives and priorities;

d) Evaluate the direct and indirect benefits and costs of options to reduce risk and enhance sustainability and resilience; and,

e) Ensure that the significant risks and impacts are taken into account in establishing, implementing, and operating its OR management system.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4.3.3 Objectives, Targets, and Program(s)

The organization shall establish and maintain documented objectives and targets to avoid, prevent, deter, mitigate, respond to, and recover from disruptive incidents. Documented objectives and targets shall also establish expectations for other organizational relationships outside the boundary of the organization (such as suppliers) that are critical to mission accomplishment and functional operations.

The objectives and targets shall be measurable qualitatively and/or quantitatively, and consistent with the OR management policy, including the commitments to:

a) Risk prevention, reduction, and mitigation;

b) Resilience enhancement;

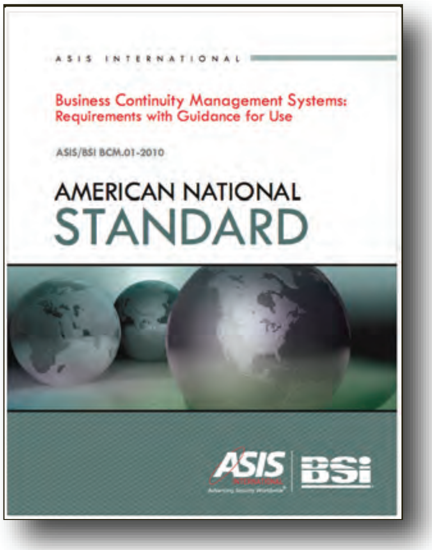
c) Financial, operational and business continuity requirements (including continuity of the workforce);

d) Compliance with legal and other requirements; and

e) Continual improvement.

When establishing and reviewing its objectives and targets, an organization shall consider the legal,regulatory, and other requirements; its significant risks and impacts; its technological options; its financial, operational, and business requirements; and the views of stakeholders and other interested parties.

The organization shall establish and maintain one or more strategic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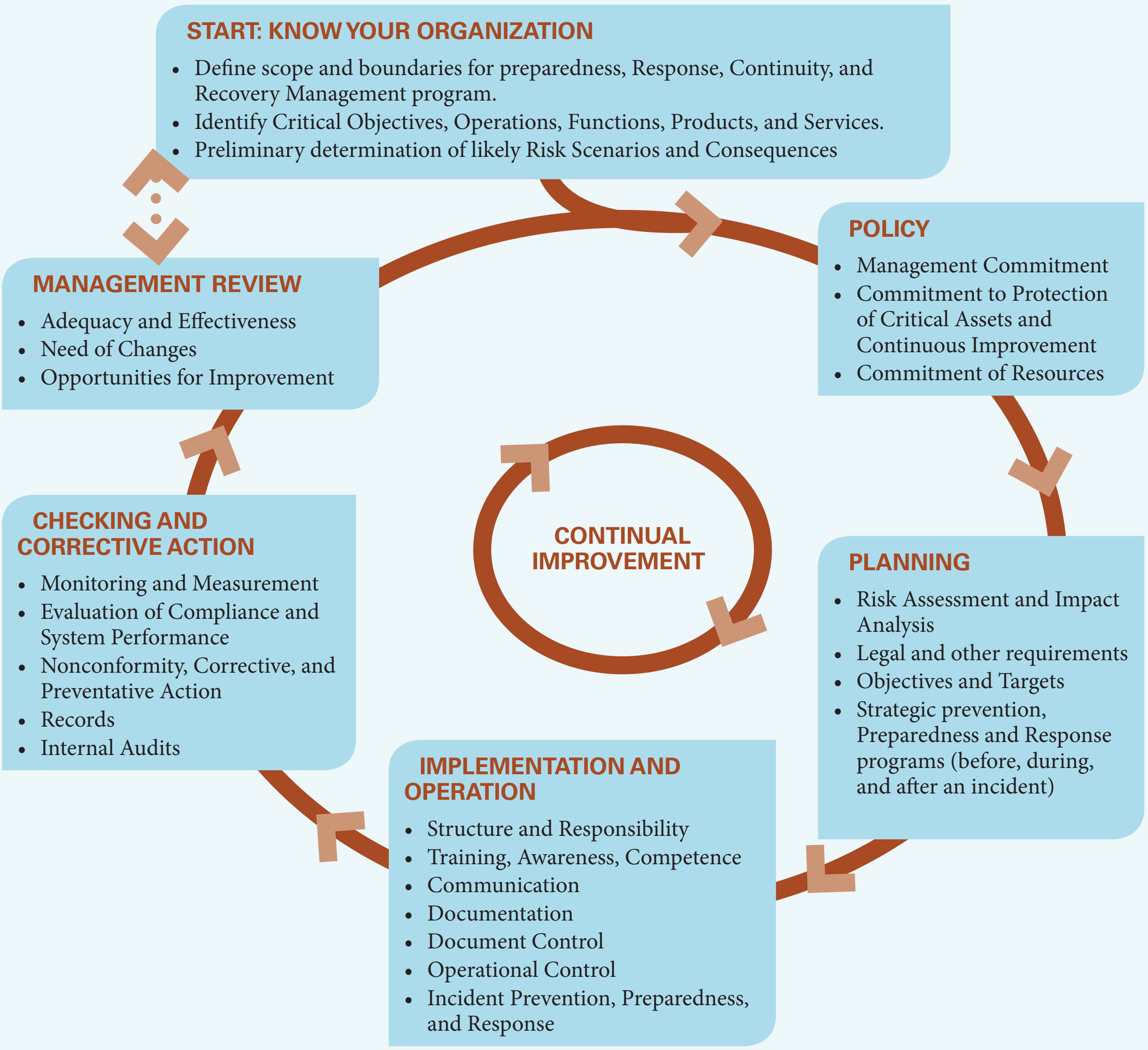
ORGANIZATIONAL RESILIENCE MANAGEMENT SYSTEM REQUIREMENTS



START: KNOW YOUR ORGANIZATION

- Define scope and boundaries for preparedness, Response, Continuity, and Recovery Management program.
- Identify Critical Objectives, Operations, Functions, Products, and Services.
- Preliminary determination of likely Risk Scenarios and Consequences

POLICY

- Management Commitment
- Commitment to Protection of Critical Assets and Continuous Improvement
- Commitment of Resources

PLANNING

- Risk Assessment and Impact Analysis
- Legal and other requirements
- Objectives and Targets
- Strategic prevention, Preparedness and Response programs (before, during, and after an incident)

IMPLEMENTATION AND OPERATION

- Structure and Responsibility
- Training, Awareness, Competence
- Communication
- Documentation
- Document Control
- Operational Control
- Incident Prevention, Preparedness, and Response

CHECKING AND CORRECTIVE ACTION

- Monitoring and Measurement
- Evaluation of Compliance and System Performance
- Nonconformity, Corrective, and Preventative Action
- Records
- Internal Audits

MANAGEMENT REVIEW

- Adequacy and Effectiveness
- Need of Changes
- Opportunities for Improvement

CONTINUAL IMPROVEMENT

program(s) for achieving its objectives and targets. The program(s) shall include:

a) Designation of responsibility and resources for achieving objectives and targets at relevant functions and levels of the organization;

b) Consideration of its activities, functions, regulatory or legal requirements, contractual obligations, stakeholders' needs, mutual aid agreements, and environment; and

c) The means and time-frame by which they are to be achieved.

The organization shall establish and maintain one or more strategic program(s) for:

a) Prevention and deterrence - Avoid, eliminate, deter, or prevent the likelihood of a disruptive incident and its consequences, including removal of human or physical assets at risk.

b) Mitigation - Minimize the impact of a disruptive incident.

c) Emergency response - The initial response to a disruptive incident involving the protection of people and property from immediate harm. An initial reaction by management may form part of the organization's first response.

d) Continuity - Processes, controls, and resources are made available to ensure that the organization continues to meet its critical operational objectives.

e) Recovery - Processes, resources, and capabilities of the organization are re-established to meet ongoing operational requirements within the time period specified in the objectives.

The organization should evaluate its strategic program(s) to determine if these measures have introduced new risks.

TRENDS AND DATA: THE FIRST LINE OF SECURITY

Border security is the first line of defense for the country and all data suggests that there is a strong trend in the increase of national security.

Total apprehensions on the Southwest border have declined substantially in the past 5 years, with fewer apprehensions in the past 4 years combined than in that single year of 2000, when the number hit a record 1.6 million. While economic conditions influence these annual figures, they do not account for the entire trend, with apprehensions lower than they have been in 30 years. Indeed, according to Pew Research, the overall number of undocumented immigrants appears to be dropping, with nearly one million fewer residing in the country than as recently as 2006.

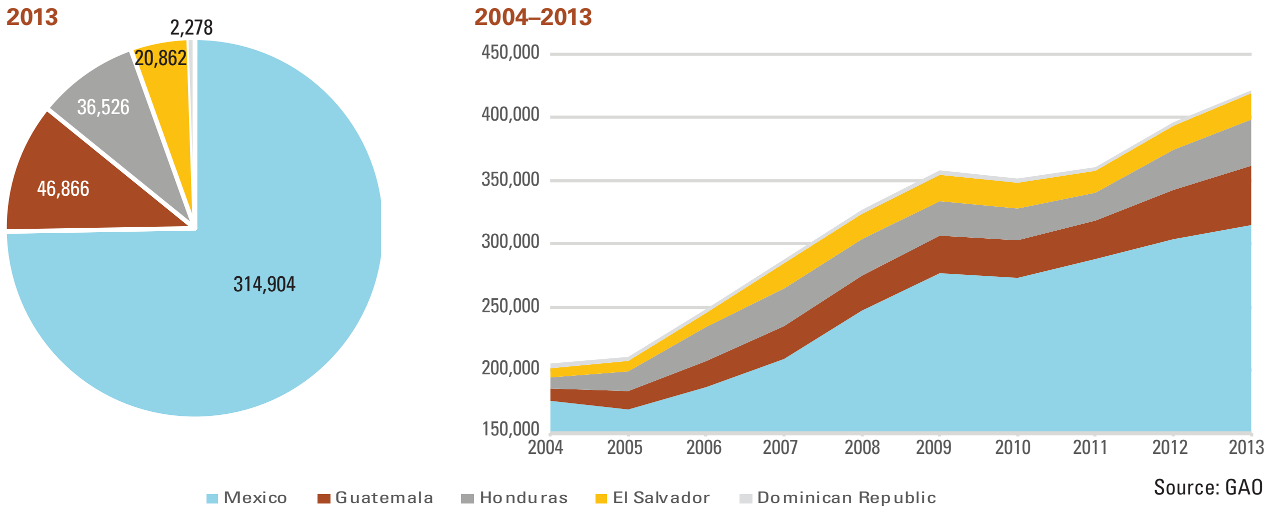
In a presentation to the Center for Strategic and International Studies in October 2014, Homeland Security Secretary Jeh Johnson attributed much of this improved security to more than a decade of investment in staffing and technology along the southwestern border. Today's Border Patrol is bigger than it has ever been with more than 20,000 agents and a $3.5 million budget. In just the past 14 years, the number of agents has more than doubled, total border fencing has increased nearly tenfold, all-weather roads on the border have grown from 17 to 145 miles, and new technologies have been deployed for the first time to include mobile video surveillance systems, underground sensors, night vision and thermal imaging capabilities, and unmanned aerial vehicles.

Despite the overall trend of increased border control, there was an unprecedented spike in border crossings in the Rio Grande Valley of unaccompanied children in 2014. The vast majority of these crossings came from citizens of Guatemala, Honduras, and El Salvador.

The Border Patrol responded by opening new processing centers, temporarily re-assigning agents, building more detention space, and dedicating additional resources to prosecuting the criminal organizations responsible for inciting and facilitating the spike in migration.

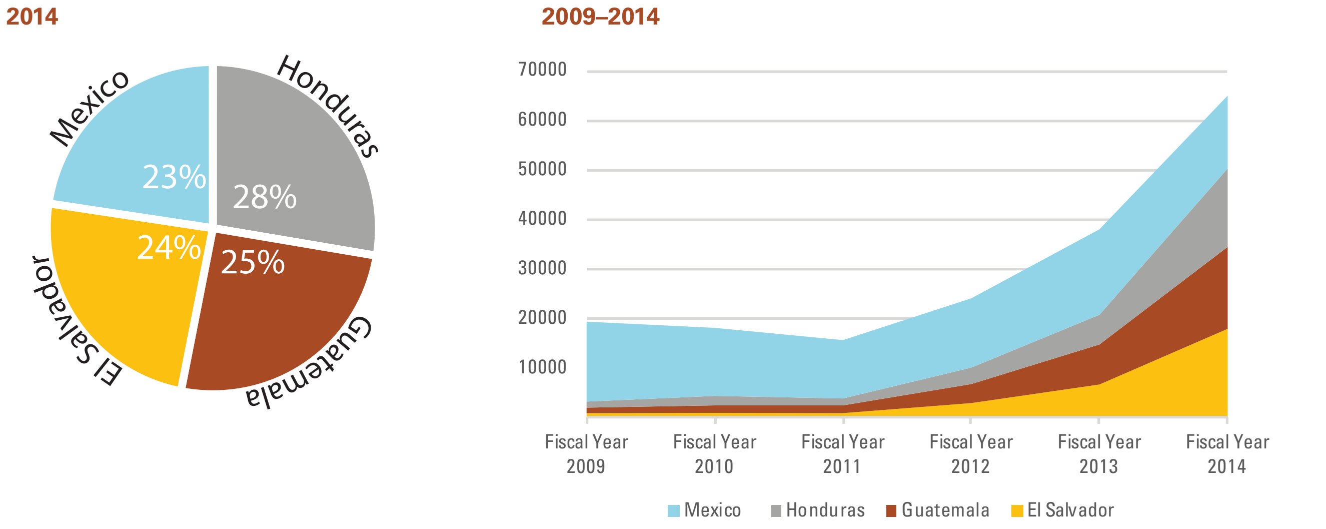
The Border Patrol's strong response helped. The spike in unaccompanied children crossing the border appears to have subsided now, returning from a high of more than 10,000 per month in May and June to just over 2,000, comparable to statistics in 2012 and 2013.

ALIENS REMOVED BY TOP 5 COUNTRIES OF ORIGIN



Source: GAO

UNACCOMPANIED ALIEN CHILDREN ENCOUNTERED

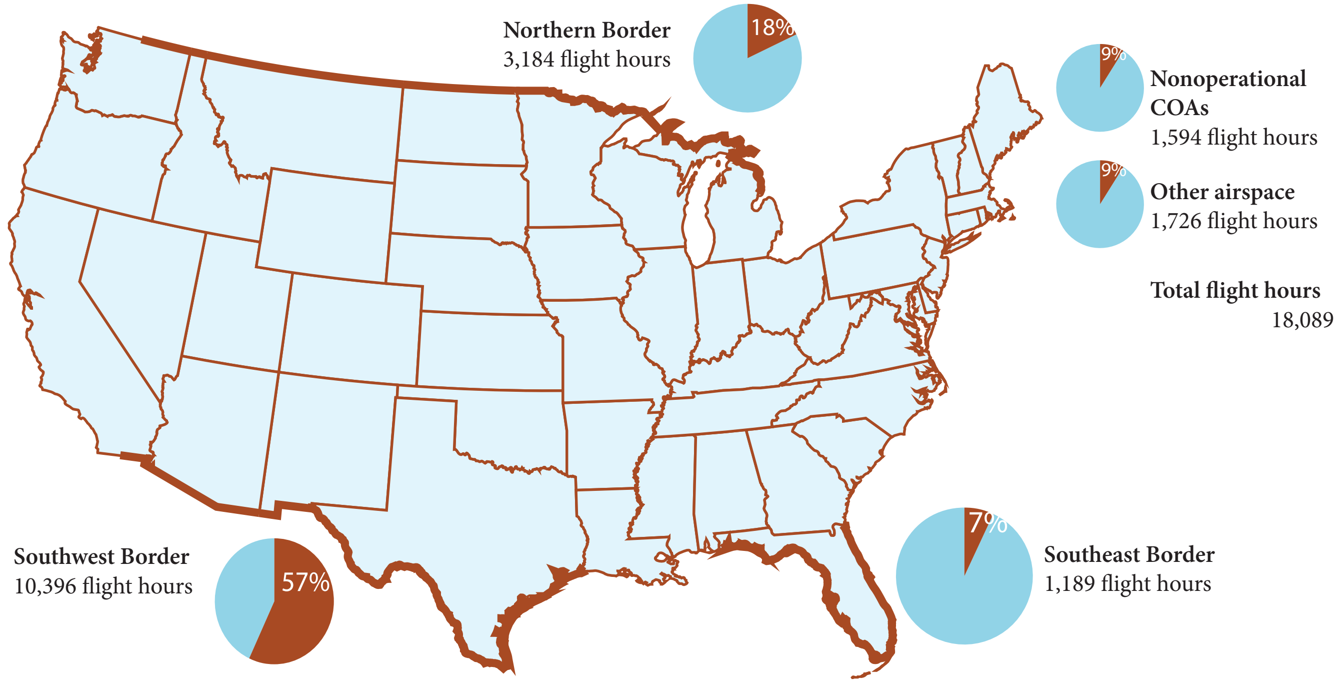


Source: GAO

UNMANNED AERIAL VEHICLES MISSION SPACE ON BORDERS

TYPE OF MISSION	PURPOSE	EXAMPLES OF ENTITIES SUPPORTED
Patrol	Detect illegal entry of goods and people at and between points of entry	Border Patrol
Investigative	Provide aerial support for law enforcement activities and investigations	Multiple agencies, such as U.S.Immigration and Customs Enforcement, Federal Bureau of Investigation, and multi-agency task forces.
Disaster	Provide aerial support for monitoring natural disasters such as wildfires and floods	State, local, and federal agencies
Transit	Move UAS between National Air Security Operations Centers	Office of Air and Marine
Training	Train UAS pilots	Office of Air and Marine

U.S. CUSTOMS AND BORDER PROTECTION'S UNMANNED AERIAL SYSTEM FLIGHT HOURS IN OPERATIONAL CERTIFICATES OF WAIVER OR AUTHORIZATION (COA) AIRSPACE ENCOMPASSING BORDER AND COASTAL AREAS, FISCAL YEAR 2011 THROUGH APRIL 2014



Source: GAO

SECURING 100 MILES OF NEW YORK WATERWAY TAKES TRUVISION®

In the greater New York area, ferries are a critical part of the transportation infrastructure, especially during emergency events such as the 2003 Blackout, Hurricane Sandy and 9/11. NY Waterway needed a video solution that could feed into a centralized system for efficient command and control of their fleet of vessels.

Homeland security considerations demanded high-quality images that could be transmitted in real time, streaming from the ferries with open-sourced equipment durable enough to handle salt air and water along with the area's extreme seasonal temperatures.

Solution

Interlogix IP and analog cameras were installed on the ferries and terminals, delivering reliable performance in adverse conditions with exceptional image-capturing abilities even in difficult lighting conditions. DVR 11s and IFS switches were also installed on the ferries and were able to stream data perfectly in real time, while vessels were moving, and transmit it to central command. The cameras and DVRs worked seamlessly with the wireless mesh network and dashboard components to form a holistic system that now protects 100 miles of waterways.

Scalable, reliable and easy to use, TruVision video solutions protect 35,000 passengers every day with exceptional image quality and real-time data for 24/7 situational awareness.

Next generation IP cameras to meet modern demands

TruVision megapixel cameras cover a wide range of application requirements, and are ideally suited to meet the needs of schools, banks, offices, retail spaces, public venues and other environments where high-quality resolution and ease of use is a must. With form factors that include Wedge, Dome, Bullet, and PTZ options, TruVision cameras are a preferred choice for delivering superior optical quality to cover indoor and outdoor environments.

TruVision cameras are easy to install, operate and are an ideal choice for applications large and small.

Designed to exacting specifications and validated using extensive testing and quality controls, TruVision solutions regularly exceed the requirements, and expectations, of security personnel. Designed to PSIA and ONVIF standards, TruVision open standards cameras facilitate simple integration into any IP system.

Developed by Interlogix, a recognized leader in innovative security technology, the TruVision® line of video surveillance products deliver leading image capture capability to effectively secure even the most demanding applications. TruVision brings the benefits of digital security surveillance to commercial applications, with IP components including VMS software, megapixel cameras, and recording devices, designed to work seamlessly to form a ready-made IP solution.

truVision

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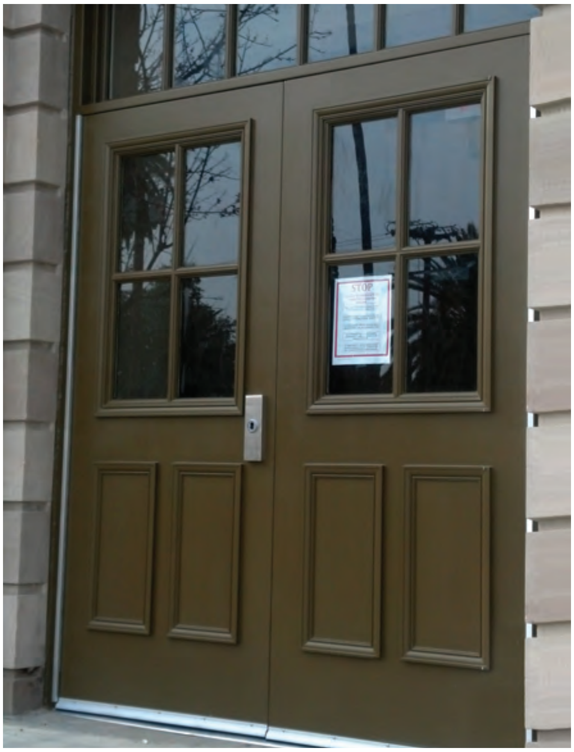
HISTORICAL PRESERVATION AND SECURITY STANDARDS FOR DOORS AND WINDOWS

Over the last decade security standards for facilities have increased, especially within the aging military installations built prior to World War II. To ensure these buildings are secure for today's threats, the Department of Defense created the Unified Facilities Criteria (UFC). However, this in turn has created a new problem for the facilities on National Register of Historic Places. The National Historic Preservation Act (NHPA) stipulates that any building determined to be an historic property requires consideration of the effects of anti-terrorism measures upon the building, and any adverse effects should be avoided or minimized. Further complicating the matter, the UFC standard does not supersede compliance with the NHPA. The March Air Reserve Base was facing just such a challenge of securing the Primary Gathering Building against new threats, and needed to find a door that met both the UFC and the NHPA standards.

The March Air Reserve Base has a deep and long history. Situated in Riverside County, California, March Field was established on March 20, 1918, in honor of Second Lieutenant Peyton C. March, Jr. who had died in a flying accident in Texas. However, a few months after the signing of the armistice on November 11, 1918, the activities at March Field were phased down and the base was almost closed in April 1923, leaving just one sergeant in charge. The base became active again in July 1926 when Congress created the Army Air Corps and approved the Army's expansion in pilot training and development of tactical units at March Field.

Much of March Field's current appearance, including the first phase of permanent buildings, were completed in 1934. This development enabled March Field to serve as a final training location for many WWII bombardment groups headed for the Pacific. In fact, at its height, March Field supported 85,000 troops. After WWII, March Field reverted to its original role as a Tactical Air Command base and over the next 50 years would be used as a Strategic Air Command for the Vietnam War and the Cold War. March Field was then selected for realignment, and on April 1, 1996, March Field officially became March Air Reserve Base.

Being both a national historic place and subject to the UFC codes, March Air Reserve Base needed a unique solution when updating the Primary Gathering Building doors. Krieger Specialty Products was called in to develop a new pair of doors that would achieve the historic design style and comply with the UFC blast resistant requirements. To do this, Krieger first started with their custom manufactured blast resistant metal door and then added metal moldings that mimicked the original wooden moldings. The pair of doors also contained windows and a transom that needed to be updated as well. In each case, Krieger insured the size, style and color was recreated. The new doors not only match the old doors, but also are now blast resistant up to 1.0 PSI LLOP. In addition the doors are metal, not wood, therefore the new doors will be able to handle the normal wear and tear better. Now, the March Air Reserve Base Primary Gathering Building is ready for the next 90 years.



Primary Gathering Building with Krieger blast resistant door up to 1.0 PSI LLOP

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