

# Patterned Tendencies

## Combining Discourse and Social Networks

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**START**  National Consortium for the  
Study of Terrorism and Responses to Terrorism

*Student Research on Social Network Analysis of Terrorism and Responses to Terrorism*  
2009 University Programs Summit  
Today's Research & Education... Tomorrow's Security



# "The rules kind of change each time..."

## Background on Urban Area Security Initiative (UASI)

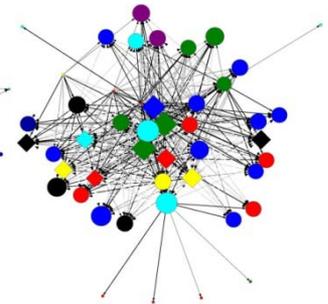
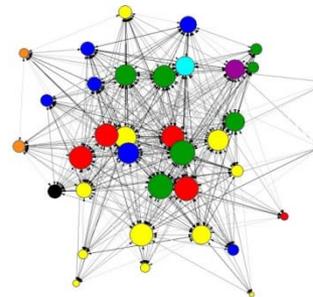
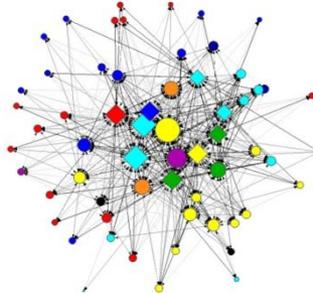
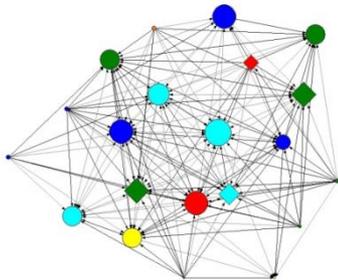
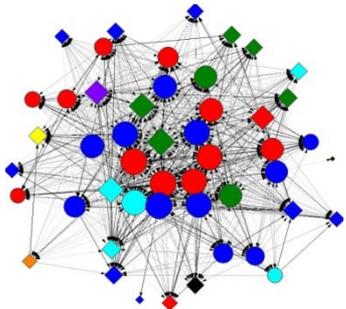
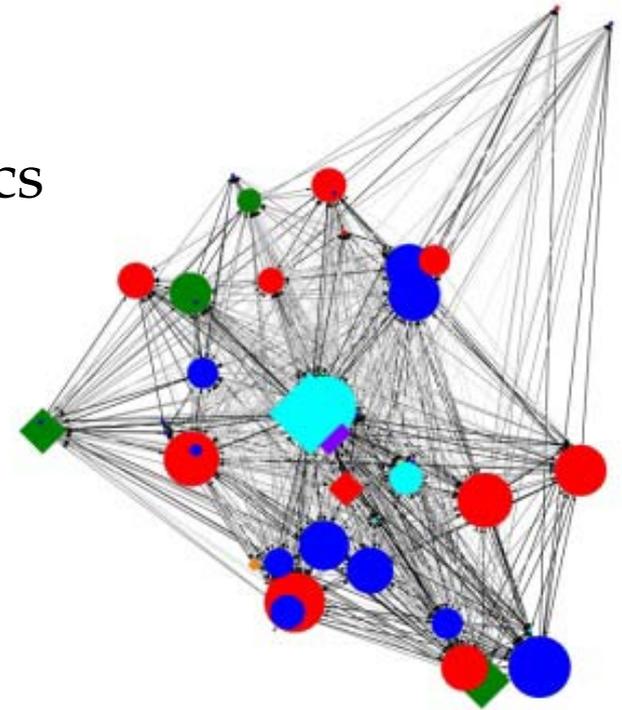
- **History of grant program**
  - Enhancing local and regional terrorism preparedness
  - Increasing response capabilities
  - Improving communication and coordination
  - Establishing regional interorganizational networks
- **DHS guidance (or lack thereof)**

"'To hell with that...I'm not gonna let that body tell me how to run my shop'...So, there was a lot of resistance, and part of this...'I don't want that guy steppin' into my backyard.'"

# "...how something would roll out."

## A Methodological Approach to Examining Preparedness

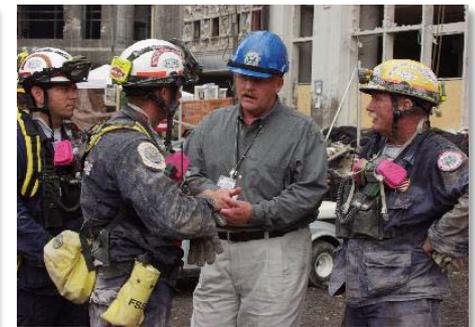
- **Five UASI regions**
  - Similar demographic characteristics
  - Experience with regionalism
  - Random sampling method
- **Mixed methods**
  - Qualitative interviews
  - Social network analysis



# “It made sense to establish it...”

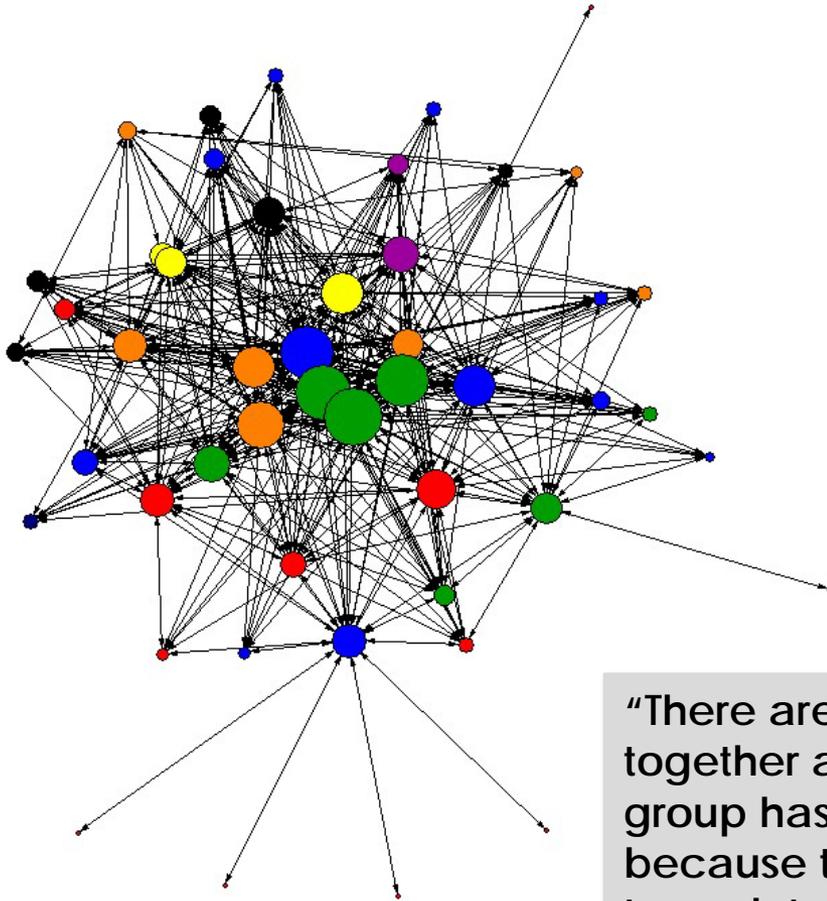
## Research Focus

- **Pre-UASI collaborations**
  - Pre-existing structures and relationships
  - Patterns of collaboration
- **Contemporary considerations in collaborations**
  - Reflections of pre-existing relationships
  - Patterns of concentration



# "Here's fire. Here's police..."

## Pre-UASI Patterns of Collaboration

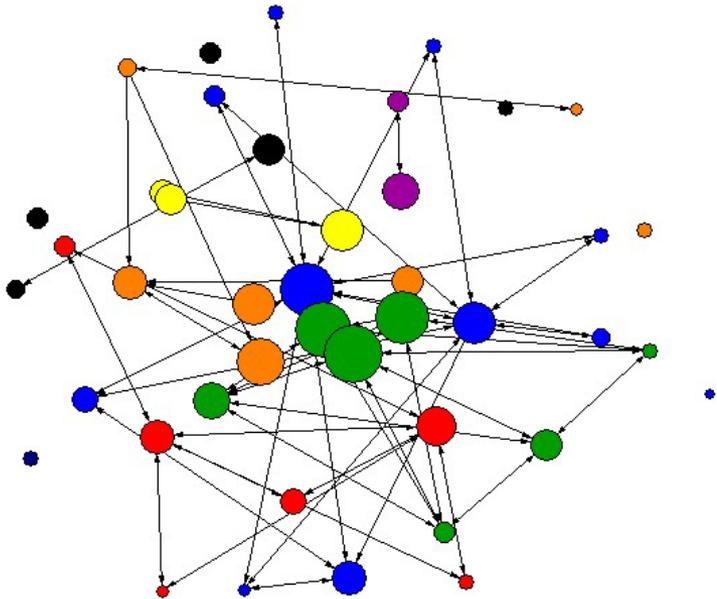


- **Existing structures**
  - Mutual aid agreements
  - Professional associations
  - Disciplinary funding
- **Influencing factors**

"There are isolate pockets, some of the fire guys meet together and some of the hospitals...I think the fire group has been the most consistently collaborative, because they have all the mutual aids, so they have to work together."

# “Here’s fire. Here’s police...”

## Pre-UASI Patterns of Collaboration

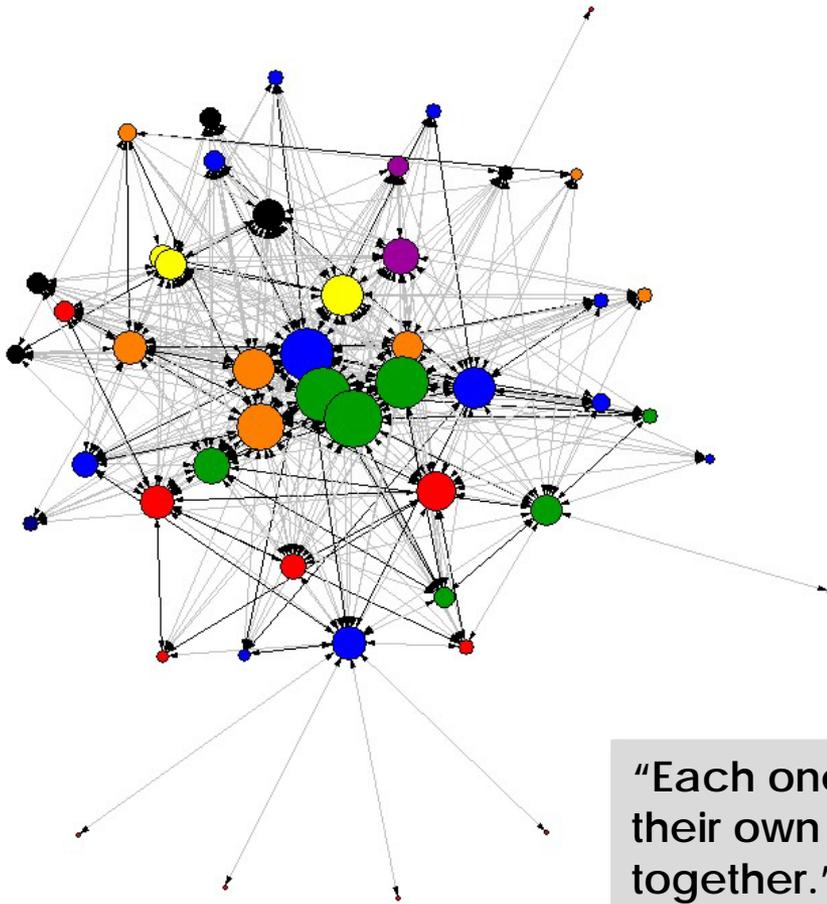


- **Existing structures**
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  - Type of organization

“Each one of those...[disciplines] was building up their own silos, but they weren’t collaborating together.”

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## Pre-UASI Patterns of Collaboration

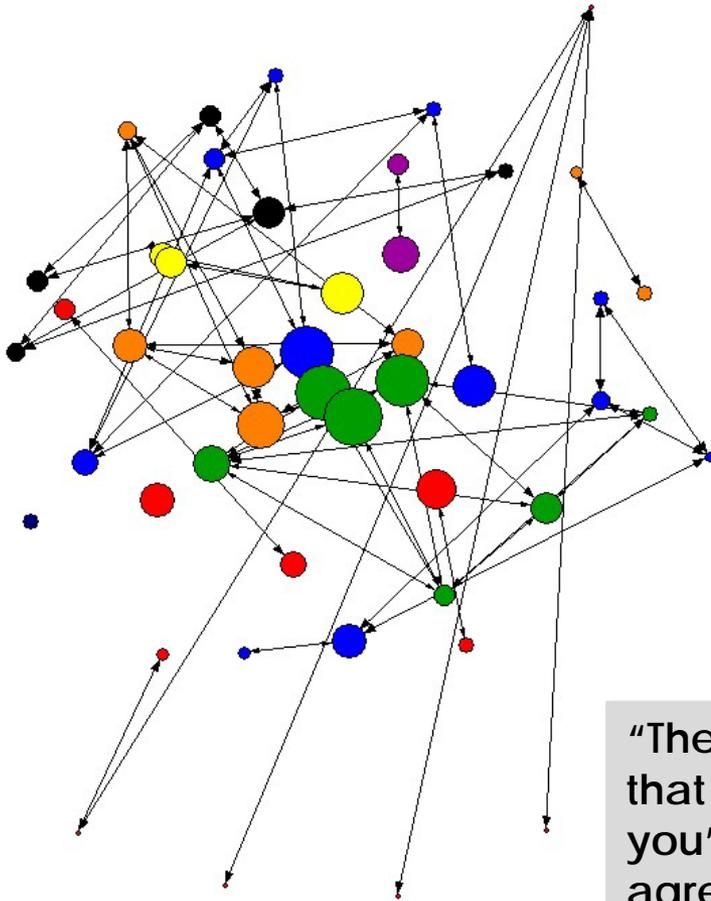


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## Pre-UASI Patterns of Collaboration

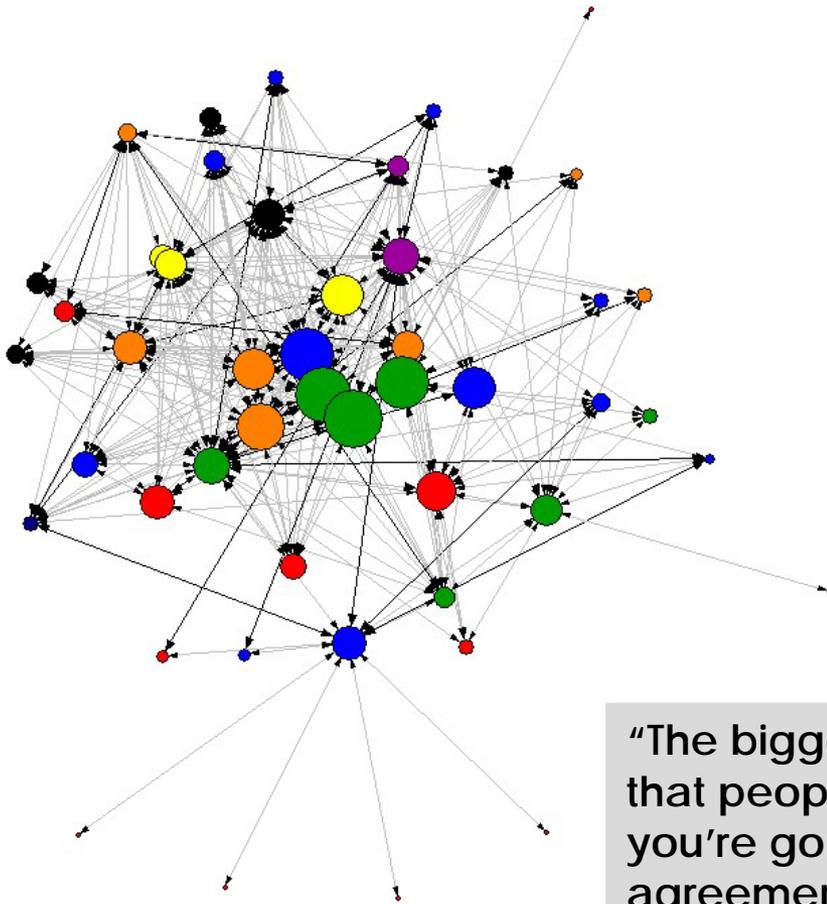


- **Existing structures**
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  - Professional associations
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- **Influencing factors**
  - Type of organization
  - Jurisdictional adjacency

“The biggest factor [influencing collaboration] was that people know that you can’t do it alone. So, you’re gonna have to develop mutual aid agreements. You’re gonna have to talk to your neighbors.”

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**"...you're not going to where there's cows."**

## Contemporary Considerations in Collaborations

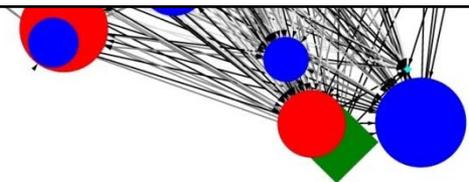
- **Latent factors**
- **Patterns of power**
  - Representation
  - Risk-based decision making

"...certain organizations have more assertive, more aggressive personalities that represent those organizations...Some organizations have everything they want and others don't have anything they want. So, I think there's definitely discrepancies and disparity between how projects and different guidance areas have been funded."

# "...you're not going to where there's cows."

## Contemporary Considerations in Collaborations

	UASI 1		UASI 2		UASI 3		UASI 4		UASI 5	
	<i>Overall</i>	<i>Voting</i>								
Fire	26.5	42.3	12.1	14.3	23.0	11.1	13.9	14.8	15.4	20.0
Law Enforcement	38.8	42.3	21.2	14.3	19.7	11.1	19.4	22.2	28.2	20.0
Emergency Management	14.3	7.7	24.2	42.9	4.9	22.2	19.4	18.5	15.4	20.0
Public Health	2.0	-	6.1	-	21.3	11.1	30.6	33.3	5.1	20.0
Local Officials	10.2	7.7	21.2	14.3	18.0	44.4	5.6	-	15.4	10.0
State Officials	2.0	-	3.0	14.3	3.3	-	5.6	3.7	-	-
Federal Government	-	-	12.1	-	3.3	-	-	-	2.6	-
Non-Profit	2.0	-	-	-	3.3	-	2.8	3.7	6.1	10.0
Other	4.1	-	-	-	3.3	-	2.8	3.7	12.8	-

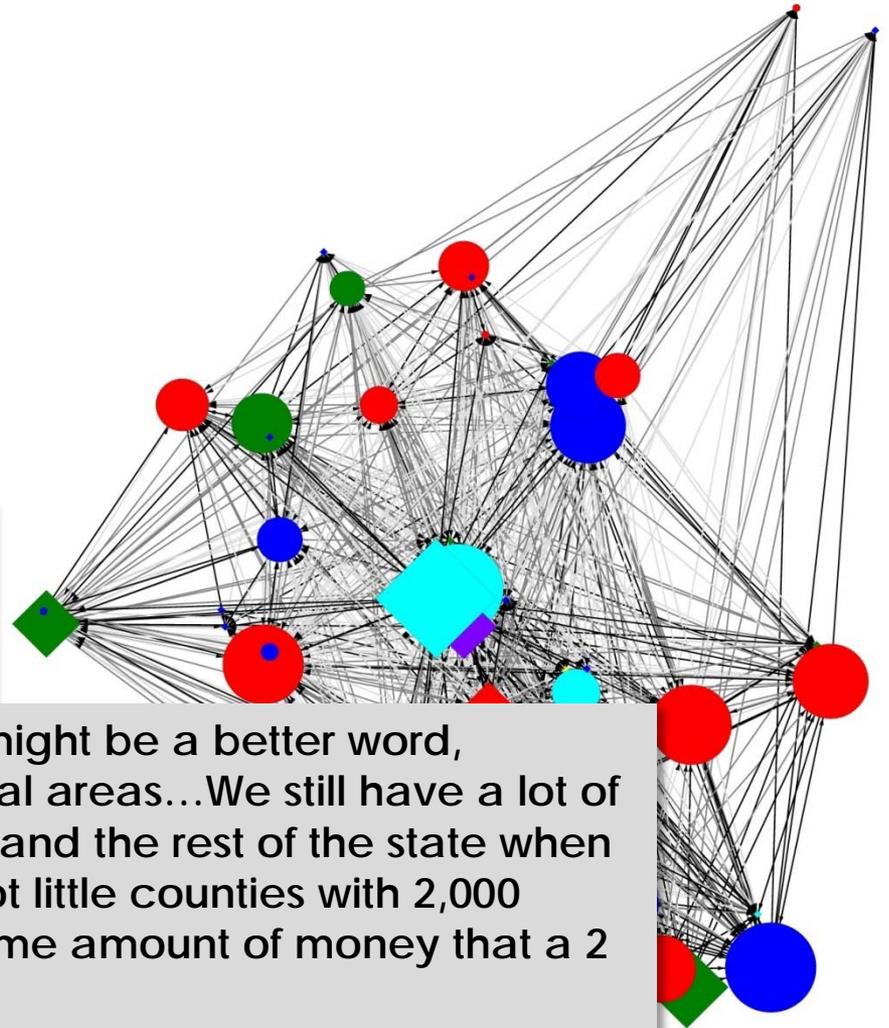


# "...you're not going to where there's cows." Contemporary Considerations in Collaborations

- Latent factors
- Patterns of power
  - Representation
  - Risk-based decision making

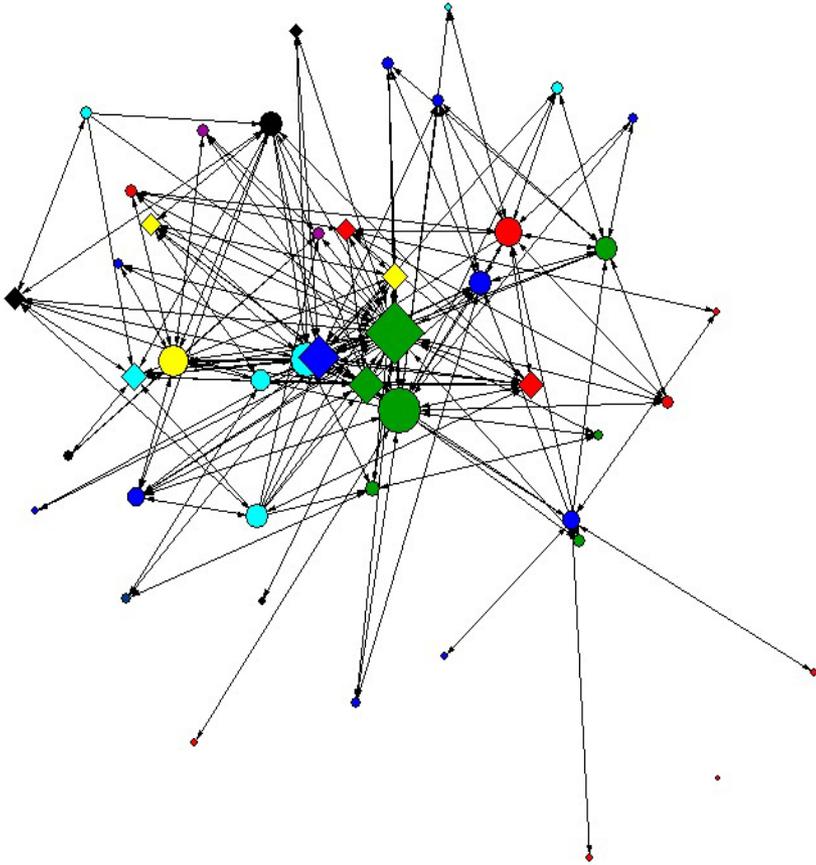
"Yes, I have noticed over the last year that some of the rural members are starting to get more involved and have more of a voice now. They are calling

"There's a lot of unfriendliness, or distrust might be a better word, between the urban core and the more rural areas...We still have a lot of that in the state between the urban areas and the rest of the state when it comes to the terrorism money. We've got little counties with 2,000 people that think they ought to get the same amount of money that a 2 million population should get."



# “...you need to be a player with the folks”

## Facing the inevitable



- Prior collaboration
- Trust in relationships
- Frequent contacts
- Routine interactions

“The only way you really get to be a credible actor in the dynamic is by being a consistent presence at those meetings...for us, it became a survival decision.”

# "When you look at the bigger picture..."

Preparing for the future

- Resisting resistance
  - Being neighborly
  - O " ...I don't like my neighbors anyway."
  - Liability of un " ...we do a lot of work with
  - S " ...that's what's good for *us*."
  - " ...are people missing?"
  - " ...if ... it's a big laundry list."
  - " ...if you're unable to sustain..."
-

"I think...it keeps changing. Whether it's evolved to a nice state that can go forward with saying – terrorism nexus, all-hazard acceptable, dual use is a great thing, regional support, everybody can't do it all themselves. I think it's taken us five years to get to that, to understand that."

**Thank you**

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