Protecting Vulnerable Communities from Targeted Violence and Mass Casualty Attacks

Final Presentation

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Background

IC CAE Fellows

Miller Center for Community Protection and Resilience - Part of the Rutgers Institute for Secure Communities (RISC)

Faith-Based Communities Security Program - launched in May 2014 in the wake of a lethal terrorist attack on the Jewish Museum in Brussels.

RUTGERS
Miller Center for Community Protection and Resilience

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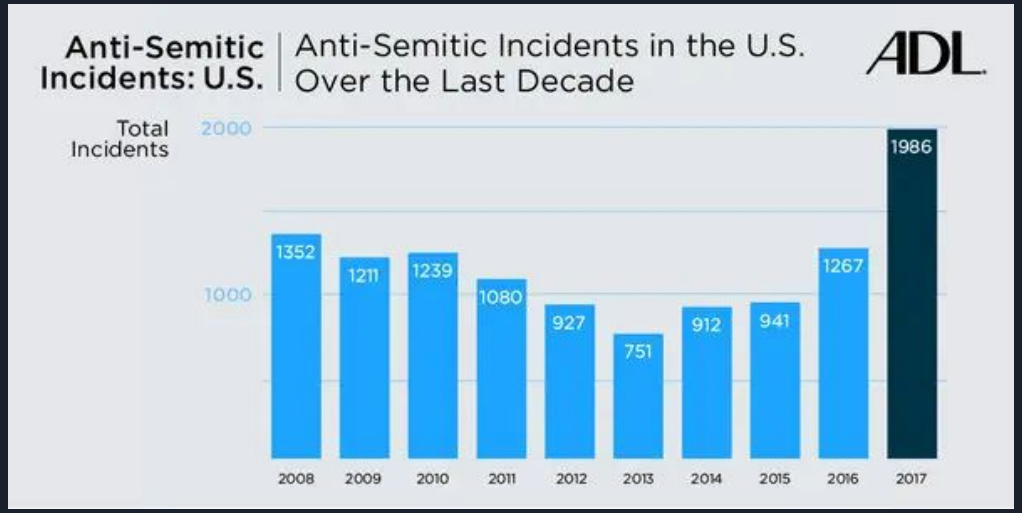
Background



(The above is from the Anti-Defamation League.) Due to the exponential increase in anti-semitism incidences (almost a 57% increase from 2017-2018 in the US alone), the Miller Center for CPR is working with partners to help in disseminating best practices, offering police-community training workshops, consulting with and assisting vulnerable populations on security and civil liberties issues, and engaging in research relevant to the protection of vulnerable populations.

Goals

The main goal of the Miller Center is to implement programs and projects that protect vulnerable populations from mass casualty attacks and targeted violence with best practices.

One current project is the development of an online guide of best practices for vulnerable communities, specifically for Houses of Worship of any faith.

Our goal is to assist them in this development by analyzing the data collected from interviews and case studies and visualizing them in a compelling manner.

RESILIENCE Model

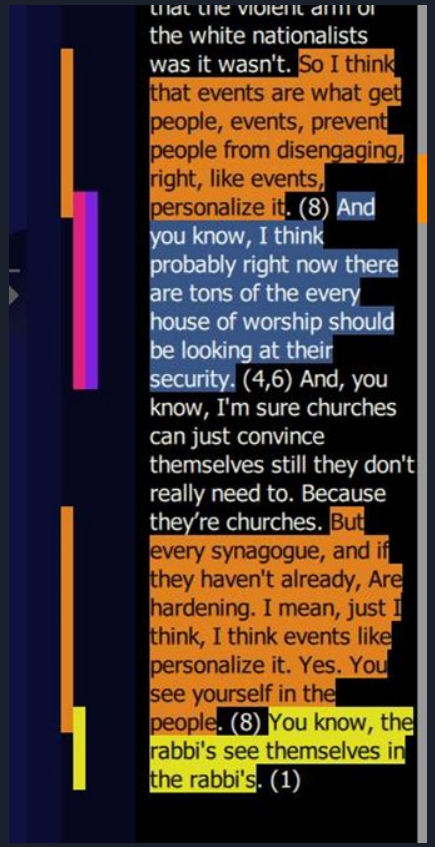
I. Resilience: Responsibilities, Roles and Readiness (R3)
II. Engage Partners
III. Share Intelligence & Information
IV. Integrate Intelligence, Plans, Training, Exercises and Responses with All Stakeholders
V. Leverage Resources & Technology
VI. Implement Best Practices & Lessons Learned
VII. Enlist Guardians
VIII. Neutralize Negative Mindsets
IX. Constant Communications
X. Empowerment & Endurance through Lasting Organizational Reform

What did we do?

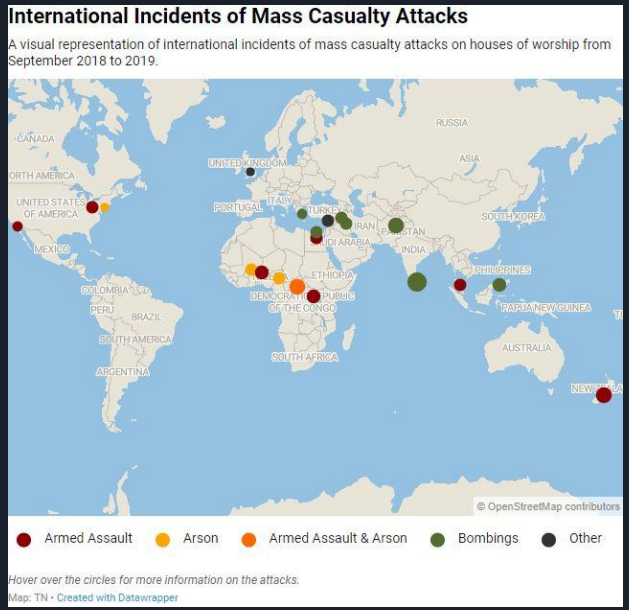
1. Coded transcripts of interviews from leaders of Houses of Worship as well as law enforcement officials.
2. Provided thorough visualizations of global mass attacks.
3. Integrated case studies of previous attacks and analyzed them using the RESILIENCE model.
4. Created visualizations of tallies using the RESILIENCE model.
5. Went to the Atlantic City Conference.
6. Wrote articles of our experiences to submit for future funding.
7. Wrote up a list of Best Practices from the conference.
8. Did write-ups of each Pillar in the RESILIENCE model.
9. Researched qualitative data visualization software.
10. Tested out: Dedoose, Dove Tail, and Quirkos

Coding Transcripts

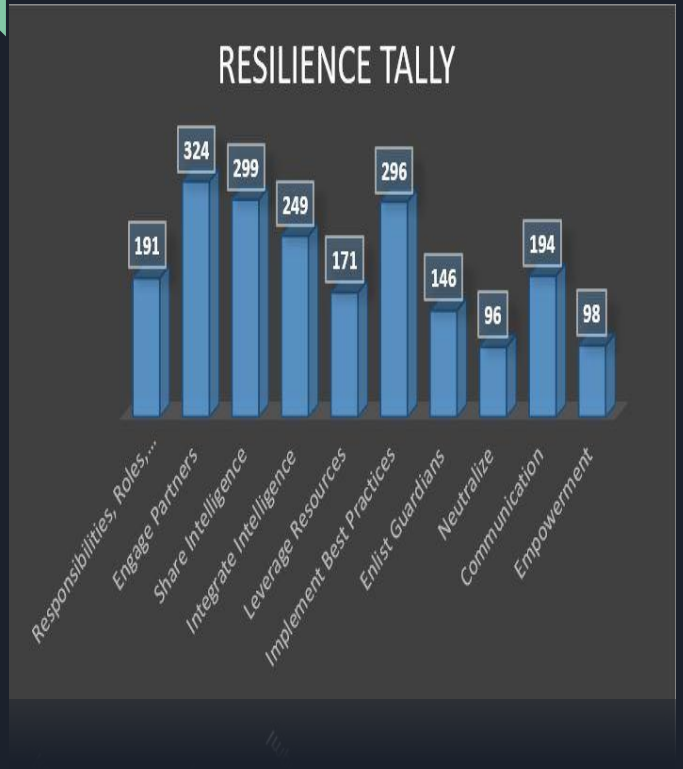
- We had to analyze every interview transcript and code which quotes related to each pillar of the R.E.S.I.L.I.E.N.C.E. model
- Each transcript involved a leader from a house of worship or law enforcement as an interviewee
- We had to count how many times each pillar was mentioned for each coded transcript
    - These are important for visualizing tallies for every pillar!



Visual Representation of Global Incidents



Visual Representation of RESILIENCE Model



- Every time a pillar was mentioned in an interview, it was added to a tally.
- We used these tallies to visually represent them in bar graphs (to the right), pie charts, and line graphs.
- Excel and Tableau were used

Case Studies through RESILIENCE

- We researched specific cases of mass casualty attacks: Christchurch (New Zealand), Jeffersontown, Kentucky, and Sri Lanka.
- Each case study involved a summary on what happened and an analysis on how it reflects on the R.E.S.I.L.I.E.N.C.E model.
- For each case study, every pillar was rated on a scale of 1-10 on how effective it was.
    - A perfect score is 100; however, the score does not have to be 100 for a House of Worship to be resilient.
    - This score is estimated subjectively on the person conducting the rating.

Atlantic City Conference: Building Resilience in the New Threat Paradigm

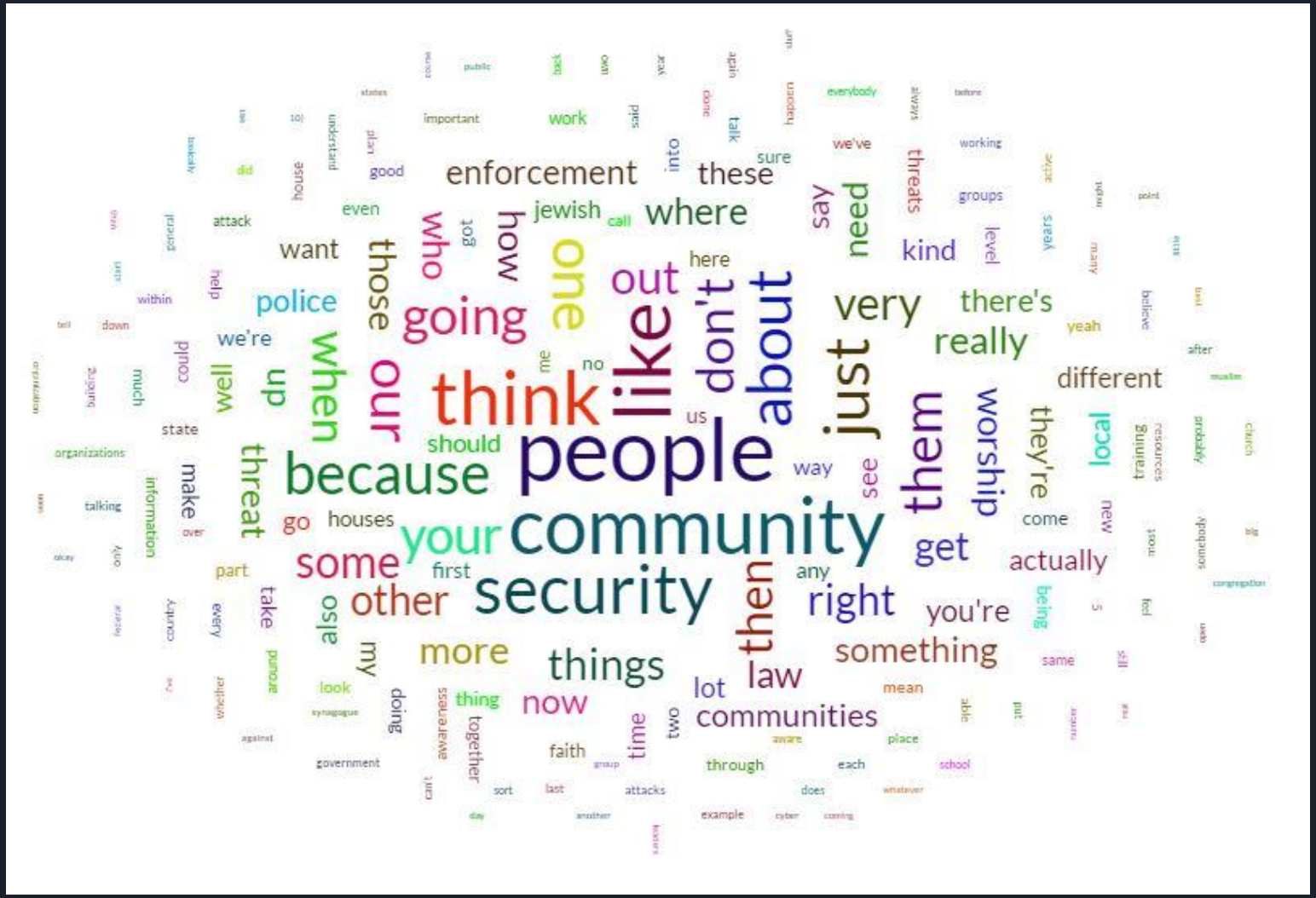
- From June 11th to 12th, there was a conference about building resilience at Stockton University, Atlantic City.
- We listened through each panel that discussed about the importance of building resilience in vulnerable communities against targeted violence and how to do so.
- We wrote down notes related to best practices at the conference.
- We also wrote an article that summarized every panel of the conference.

Pillar Write-Ups

- Our team needed write-up drafts for each pillar of the R.E.S.I.L.I.E.N.C.E model for the online guide
  - About
  - Importance
  - Recommendations / Responsibilities
  - Significant Quotations
- Teresa
  - Pillar 2: “Engage Partners”
  - Pillar 9: “Constant Communications”
- Chris
  - Pillar 1: “Resilience: Responsibilities, Roles, and Readiness (R3)”
  - Pillar 8: “Neutralize Negative Mindsets”
- Dawn
  - Pillar 3: “Share Information and Intelligence”
  - Pillar 7: “Enlist Guardians”

Qualitative Data Visualization Software

- We researched various software that are useful in qualitative data visualization
- Our Top 4 Choices:
  - NVivo
  - Dedoose
  - Quirkos
  - Dovetail Research
- We each tried a free trial of each to test them out.



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Notable Findings from Software

- Many pairs of pillars from the R.E.S.I.L.I.E.N.C.E. model co-exist together:
  - Pillars 4 and 6 (Integrate plans and implement best practices)
  - Pillars 2 and 3 (Engage partners and share intelligence and information with them)
  - Pillars 3 and 9 (Share intelligence and information through constant communications)
  - Pillars 2 and 7 (There needs to be a bond between partners and guardians)
- Pillar 2, “Engage Partners”, has the most co-occurrences and overlaps with other pillars.
- On the other hand, Pillar 8, “Neutralize Negative Mindsets” has the least co-occurrences and overlaps.
- As shown in the Word Cloud on the previous page, the words “people,” “community,” “think,” and “security” show up the most often in all 31 interviews.

What’s next?

We will continue working with the Miller Center in analyzing and visualizing the available data. More software will be tested to find any additional overlaps or connections.

Our efforts will aid in the process of creating an online guide of Best Practices for Houses of Worship.

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