Douglas Larm

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Criminal Justice
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EDUCATION

Jun 2009 **American Graduate University** Covina, CA
- Master Project Management – maintained GPA 4.0
  National award: Distance Education and Training Council 'Graduate of the Year'

Mar 2004 **Villanova University (Department of Continuing Studies)** Fort Lewis, WA
- Master Certificate in Information Systems/Information Technology Project Management

Jun 2003 **Villanova University (Department of Continuing Studies)** Fort Lewis, WA
- Master Certificate in Applied Project Management

Dec 1997 **United States Army War College** Carlisle Barracks, PA
- Certificate, Defense Strategy Course

  200 senior US Army officers selected annually to analyze national interest challenges as a means to improve the military's understanding of national security strategy

Aug 1990 **Department of Defense Advanced Intelligence Training** Goodfellow Air Force Base, TX
- Certificate, Defense Sensor Interpretation and Application Training Program

  US Army-nominated, Defense Department-selected for advanced technical imagery interpretation, electronic exploitation, and multiple source database development

- Graduated high honors; distinguished as the top US Army graduate
- Awarded specialized joint services graduate-level imagery intelligence skill identifier

Nov 1985 **US Army Intelligence Center and School** Fort Huachuca, AZ
- Certificate, Military Intelligence Officer Advanced Course
- Graduated high honors; awarded US Army advanced imagery intelligence skill identifier

May 1980 **University of Hawaii** Honolulu, HI
Bachelor of Arts in Political Science
- Awarded certificate as Distinguished Military Graduate – US Army
- Awarded 2-year US Army academic and merit scholarship (New Mexico Military Institute in Roswell, New Mexico; awarded Associate in Arts - Criminal Justice)
- Inducted to *Phi Theta Kappa* (New Mexico Military Institute) National Junior College Honor Society

EXPERIENCE

2009 – Present **Seattle University, Department of Criminal Justice** Seattle, WA
Adjunct Professor, Intelligence Analysis in Criminal Justice
- Recognized by Seattle's Chief of Police for outstanding intelligence analysis, training
- Selected as adjunct professor for graduate program focused on practical applications of criminal intelligence methods to contemporary law enforcement challenges

2006 – Present **Seattle Police Department (SPD)** Seattle, WA

Senior Intelligence Analyst – Strategic Advisor

- Assessed, evaluated and prioritized contemporary security conditions and emerging threat developments confronting law enforcement operations safeguarding Seattle and Puget Sound region critical infrastructure, key resources, public services and community
- Facilitated department's understanding of potential threats by analyzing intelligence data from federal, state and local law enforcement agencies, military headquarters, foreign police departments, private security entities, public organizations and businesses
- Collected facts and documented circumstances, evidence, interviews and other material related to terrorism, extremism or criminal opportunists and placed them in a logical, related and 28 CFR Part 23 compliant framework in order to develop an investigative case, explain a criminal phenomenon or describe crime and criminal trends
- Designed and developed internal program of instruction on 28 CFR Part 23; instructed the department's intelligence section and selected senior officers on the guidelines for law enforcement agencies operating federally funded multi-jurisdictional criminal intelligence systems
- Designed, developed and tested a cross-jurisdictional information sharing environment pilot project to align, leverage existing information sharing policies, business processes, technologies and systems; adopted by Washington State Fusion Center in 2008
- Project managed design and use of an open-source analytical database to improve SPD Criminal Intelligence Section's understanding of potential threats and to enhance the section's investigative support to the department's deliberate and crisis-action planning
- Designed, developed and used an indications and warning risk assessment tool focused on identifying vulnerabilities emerging from contemporary conditions as an actionable step towards mitigating potential criminal acts or problematic security situations
- Recruited as intelligence instructor for the Sacramento Regional Terrorism Threat Assessment Center's intermediate level intelligence training program established under a Department of Homeland Security grant; participated in course curriculum development
- Promoted to Strategic Advisor executive level; charged with dual responsibility as senior intelligence analyst for the Washington State Fusion Center

2006 – Present **Operational Applications Incorporated** Seattle, WA

Founder and President

Small business project management consulting firm specializing in government, public agencies and private businesses homeland security management and operations

- Awarded $1.5 million contract in January 2009 with Washington State Patrol to provide one lead analyst, three intelligence analysts for the Washington State Fusion Center
- Selected 2008 as business partner with Natek Incorporated in Washington DC for joint teaming effort to support potential Department of Homeland Security Intelligence and Analysis procurement in information management and information sharing functions
- Awarded $240,000 contract in July 2006 with Washington State Patrol to provide one intelligence analyst for the King County Regional Intelligence Group (duty with SPD)

2002 – 2006 **Science Applications International Corporation (SAIC)** Fort Lewis, WA

Senior Intelligence Analyst and Program Manager

- Administered life-cycle management of assigned government classified projects and performed as senior intelligence analyst translating raw information into a coherent, relevant and shared-knowledge environment for over 20 First Corps supported Army, joint and bilateral Pacific Rim exercises

- Performed as US Army corps level staff functional expert on intelligence and combat simulations; designed training strategies linked to intelligence initiatives, applications
- Performed, represented and trained small to very large groups on varying capabilities reflecting the conditions, circumstances and influences of a contemporary operational environment confronting the US Army in over six First Corps major training exercises
- Authored Army's first exercise enemy force campaign plan countering the fielding of Interim Brigade Combat Team vehicles (now known as Stryker vehicles) and tactics
- Provided technical and reengineering input in developing tactical through strategic-level intelligence sensors, systems and communication architecture designs
- Provided corporate project management oversight for five contracts valued at $700,000 in annual task orders at Fort Lewis awarded for intelligence systems support, force protection, intelligence planning, information management and operations readiness
- Developed intelligence staff training objectives and training schedules, wrote master simulation support plans and translated air and ground combat and peacekeeping operations and support requirements into deliverable products and services
- Received Commanding General recognition award for outstanding service and support
- Received Deputy Commanding General recognition award for superior training support
- Received corporate merit award annually as recognition for outstanding performance on the First Corps intelligence simulation and exercise plans contract and superior project management on awarded task order contracts
- Competed for and awarded task order contract establishing initial operating capability for Fort Lewis in antiterrorism and force protection planning, operations and support

1998 – 2001 **US Army First Corps** Fort Lewis, WA

US Army Military Intelligence Officer

Chief Corps Battle Simulations and Chief G2 (Intelligence) Exercise and Planning

- Awarded Army-designation as functional specialty in simulations planning; supervised combined team of 4 military and 21 contractors in Fort Lewis Battle Simulation Center and oversaw annual $1.5 million task order contract process and contractor performance
- Provided battalion through corps-level commanders and staff with expert advice on live, virtual and constructive simulations; defined, designed and utilized realistic, mission-supported training strategies
- Developed and instructed enemy strategy in five First Corps' war fighting exercises; achieved $100,000 exercise cost-savings through innovative teaching program
- Provided corps-level intelligence staff focus and advocacy for simulation training; performed wide-spectrum of responsibilities for planning, coordinating and integrating real-world intelligence applications and systems into simulation exercises
- Planned and demonstrated First Corps' first split-based intelligence architecture in Japan and Thailand exercises; achieved proof-of-concept for First Corps assimilation
- Designed, coordinated and published the G2 initiative demonstrating intelligence reach-back for Joint Task Force contingency exercises

1993 – 1998 **Department of Defense Simulation Training Facility** Kaiserslautern, Germany

US Army Military Intelligence Officer

Senior Intelligence Officer

- Supervised a joint staff of 21 intelligence specialists in US Army and US Air Force simulation training facility providing specialized analytical, intelligence and technical training to US and foreign military headquarters
- Developed training strategies in over 20 contingency exercises linked to real-world mission rehearsals, consequence management and intelligence support drills
- Provided intelligence solutions for successful humanitarian relief missions in Zaire, Burundi and Liberia; blue-print for successful evacuation of US citizens from Africa

- Authored scenarios, campaign plans and related intelligence material in four US Air Forces in Europe component battle staff exercises and instructed enemy operational art across wide spectrum of conflict situations in 45 theater-level training exercises
- Planned and led first-ever joint contact intelligence seminar for military air and ground intelligence officers from Croatia, Macedonia, Poland and Romania

1990 – 1993 **Defense Intelligence Agency (DIA) Liaison Japan** Yokota Air Force Base, Japan
US Army Military Intelligence Officer
Senior Army Intelligence Analyst and National Intelligence Center Operations Officer

- US Army-nominated and DIA-selected as senior intelligence analyst and operations officer in an overseas joint, combined national intelligence and analysis center
- Provided project management, analytical and specialized intelligence technical skills supporting US defense strategy promoting military-to-military cooperation and intelligence sharing
- Preformed center-wide responsibility for production management, quality control, operations security, logistics and personnel administration reporting direct to multiple US intelligence agencies' senior military and civilian executives
- Supervised 13 Japanese air, maritime and ground intelligence analysts in interpreting, processing and disseminating specialized intelligence used in defining military aspects of Japan's defense strategy and foreign policy agenda
- Project managed research, analysis, preparation and presentation for eight intelligence briefings to Japan's Self-Defense Secretary and senior Self-Defense Forces' officials

1981 – 1990 **US Army** various locations
US Army Military Intelligence Officer

- Performed as military police battalion intelligence officer, electronic warfare commander, assistant military intelligence battalion S3, division electronic warfare officer and G3 operations officer during assignments in Stuttgart, Germany and in Fort Stewart, Georgia
- Translated wartime assessments into peacetime law enforcement and crime investigative activities protecting 11 widely dispersed military communities in southern Germany with a total US population exceeding 70,000
- Instructed US State Department level electronic warfare courses in Joint Chiefs of Staff (JCS)-directed bilateral intelligence deployment
- Commanded and led diverse teams of electronic intelligence specialists in JCS-directed Caribbean surveillance mission, in a US Central Command-directed classified Middle East deployment and in a Defense Department-directed classified training exercise

PROFESSIONAL ACTIVITIES *(Publications)*

May 2011 **Law Enforcement Intelligence Unit/International Association of Law Enforcement Intelligence Analysts**
Publication: Criminal Intelligence for the 21st Century (Contributing Author)
Audience: Largest professional organization in world representing law enforcement analysts and law enforcement intelligence units
Intent: Joint LEIU/IALEIA publication for worldwide criminal intelligence practitioner audience

Mar 2010 **Washington State Fusion Center**, Supervisor: LT Randy Drake
Publication: InFOCUS – Information From Online Communities and Unclassified Sources
Audience: State-wide emergency managers, first responders, law enforcement officials
Intent: Daily open-source situational awareness analyses of major headlines and stories focusing on five topical areas: events, organized crime, terrorism, suspicious activities and criminal extremism impacting the state and region

Dec 2008 **Seattle Police Department**, Supervisor: LT Eric Barden
Publication: Seattle Metropolitan Statistical Area Threat Assessment
Audience: Department of Homeland Security (DHS) regional critical infrastructure and key resources analysts in support of annual Tier II Facilities Data Call
Intent: Identifying regional high consequences assets and systems susceptible to contemporary security incidents for DHS inclusion in nationwide Tier II Facilities List

Nov 2008 **Seattle Police Department**, Supervisor: LT Eric Barden
Publication: Analyzing Seattle's 2008 Gang Related Gun Events
Audience: Department chain of command
Intent: Identifying critical gang hot spots within Seattle, determining relationship between gun incidents reported in 2008 to gang activities and identifying problematic gangs, gang members and situations contributing to most gun related incidents

Apr 2008 **King County Regional Intelligence Group**, Supervisor: LT Randy Drake, WSP
Publication: A Proposal: Progressive Elaboration of Broad Requirements into Task-Oriented Work Objectives for Reducing Crime and Preventing Terrorism
Audience: Department of Homeland Security, Office of Grants and Training
Intent: The objective of the proposal was to obtain $450,000 DHS Program Manager Information Sharing Environment funding to transform the Washington State Fusion Center's information sharing initiatives into a seamless cross-jurisdictional local, state, tribal and federal partnership strategy focused on an "all-crimes" approach to countering acts of terror

Jul 2007 **Seattle Police Department**, Supervisor: LT Ron Leavell
Publication: Seattle's Terrorism Target Calculus
Audience: Seattle Police Department senior commanders and staff officers
Intent: Identifying potential terrorist targets within Seattle using an opportunity-motive approach of risk-reward, vulnerability, accessibility and target sensitivity

2006 – 2009 **Seattle Police Department**, Supervisor: LT Eric Barden
Publication: Public Safety Risk Assessments
Audience: Department chain of command, incident commanders, patrol officers
Intent: Determining a quantitative or qualitative value of risk related to a problematic situation, high profile public event or a recognized threat

PROFESSIONAL ACTIVITIES *(Research)*

Sep 2009 **Seattle Police Department**, Supervisor: LT Eric Barden
Research: UASI (Urban Area Security Initiative) Regional Threat Assessment
Hypothesis: Historical and contemporary observable behavioral indicators reveal the Puget Sound Region encompassing Snohomish, King and Pierce Counties continues to attract the attention of extremists
Findings: Identified and rank-ordered manmade threat scenarios having high potential for confronting public safety within the Puget Sound Region (law enforcement sensitive information)

May 2007 **Seattle Police Department**, Supervisor: LT Ron Leavell
Research: Investigating security calls from 2001 – 2007 for Seattle Public Utilities and Seattle City Lights
Hypothesis: Suspicious circumstances identified from observable acts or resulting of such acts as reported by security and local law enforcement responding near or within operational facilities of Seattle Public Utilities and Seattle City Lights illustrates interest or intent by terrorists or elements of organized crime to target Seattle's power generation, water production or wastewater treatment facilities
Findings: Law Enforcement Sensitive information

PROFESSIONAL ACTIVITIES *(Presentations)*

Jan 2011 **Featured speaker**
Topic: Suspicious Activity Reporting: See, Screen and Share
Audience: US Army 11th Annual Antiterrorism Conference in Orlando, Florida – over 360 intelligence officers from Army commands worldwide and representatives from Defense Department, Homeland Security and public safety agencies

Jan 2010 **Featured speaker**
Topic: Seattle's Suspicious Activity Reporting Initiative – Seattle Shield
Audience: US Army 10th Annual Antiterrorism Conference in Orlando, Florida – over 300 intelligence officers from Army commands worldwide and representatives from Defense Department, Homeland Security and public safety agencies

Jan 2010 **Featured speaker**
Topic: UASI (Urban Area Security Initiative) Regional Threat Assessment
Audience: Seattle City Council's Public Safety and Education committee members, select Seattle City Council members and Seattle Police Department Chief of Police

Dec 2009 **Featured speaker**
Topic: Reporting Suspicious Activity
Audience: Executive board members for Safe Washington: Jewish Community Coalition

Oct 2009 **Featured speaker**
Topic: Seattle Shield – SPD Suspicious Activity Reporting Program
Audience: Washington State Fusion Center/Washington State Patrol annual terrorism conference in Spokane – over 100 law enforcement and criminal intelligence analysts from Washington, Oregon, Idaho, and California

Oct 2008 **Featured speaker and panel member**
Topic: Personal Safety at Home
Audience: Animal research scientists and support staff at the University of Washington National Primate Center and Medical Center

Sep 2008 **Featured speaker and panel member**
Topic: Anti-Animal Research Extremism: Terror at the Home Front
Audience: Research scientists in Washington, Oregon and Idaho through video teleconference panel discussion and work site security presentations

Jul 2007 **Featured speaker**
Topic: Anti-Animal Research Extremism in the Northwest
Audience: Members of Northwest Association of Biomedical Research

PROFESSIONAL ACTIVITIES *(Memberships)*

Jan 2010 **University of Washington**
Curriculum development for certificate program intelligence analysis
Advisory Board Member

Jun 2009 **International Association For Intelligence Education (IAFIE)**
Professional association of various intelligence disciplines acting as a group catalyst for the development of intelligence studies programs
Member

Jun 2009 **Seattle University - Advisory Committee Criminal Justice Department**
Program development, industry employment trends, student needs and community outreach
Member

REFERENCES

R. Gil Kerlikowske
Director
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Washington State Patrol
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