The Danger Model: A Municipal and Federal Effort

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IDE 632: Instructional Design and Development II

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Introduction

Differing levels of government, and their spans of control within their geographic jurisdictions, often create situations that require coordination, communication, and understanding to achieve any specific goal. From federal entities through city municipalities, purpose, vision, policies, regulations, priorities, and efforts of work can greatly vary. More specifically, federal military installations, across the United States, exist within and are often surrounded by cities, towns, and villages. The relationships between the military installation government and the municipalities with whom they share land space are intended to be reciprocal and supportive of one another. This relationship is most often governed through the application of a Memorandum of Understanding (MOU) or a Memorandum of Agreement (MOA), which distinguishes the roles, and relationships of both federal and municipal agents (City of El Paso, 2021).

By virtue of purpose, military installations often utilize land space designated for weapons testing. These areas, often referred to as ranges, are used to test and ensure operational readiness of weapons systems and their associated ordnance. These ranges include portions of land known as impact areas that may contain residue and munitions that have failed to function as designed, thus presenting hazards to people and property. These munitions range from simple small-caliber bullets to large artillery, rocket, and missile munitions containing dangerous quantities of high explosives (SERDP, 2021). Throughout the history of our nation, military installations have existed to house, train, equip, and strategically position our military forces in defense of our borders. As our country has grown, the areas surrounding our military installations have seen population growth. Areas surrounding military installations, which were once barren and void of human settlement, were utilized as weapons ranges. These areas have since become intertwined with the borders of surrounding cities and present a danger to many citizens if not properly cleared of unexploded ordnance (UXO) hazards (SERDP, 2021).

The city of El Paso, Texas (population, 679,813) is home to Fort Bliss, a U.S. Army installation housing over 11,000 Soldiers and dependents (City Data, 2021) (U.S. Army, 2021). The communities of Fort Bliss and El Paso maintain a synergistic, supportive, and mutually beneficial relationship. While the populated areas of Fort Bliss are no larger than common neighborhoods, most of the 1,700 square miles that Fort Bliss occupies consists of training areas and weapons ranges, which prior to growth of the city of El Paso, did not infringe on areas of population (U.S. Army, 2021). Further, El Paso borders the city of Ciudad Juarez, Mexico and serves as a major international border crossing for both legal and illegal immigrants. Due to the increased foot traffic and expansion of municipalities surrounding Fort Bliss, the threat of unidentified UXO has grown substantially (SERDP, 2021). This threat requires training and education of all municipal and federal law enforcement and the enhancement of public knowledge regarding the threat to people and property that may exist in the expanses of land surrounding Fort Bliss.

Model Background

Context

The areas of open land surrounding El Paso have been used as explosive weapons testing and training areas for hundreds of years by U.S. military agencies. Many pieces of unexploded ordnance (UXO) remain in this open space and present a danger to the law enforcement entities charged with monitoring movements through these areas (SERDP, 2021). Further, increased foot traffic through these areas has heightened the potential for civilian encounters with UXO. The detailed research, planning, construction, activation, and follow-on adjustment of training packages for Local Law Enforcement and civilian populations is required to decrease this potential and ensure the safety of all personnel located within and traveling throughout the El Paso/Fort Bliss area. This project's context resides within the following two realms:

1. The creation of an ISD model that will allow both Fort Bliss leadership and the city of El Paso government to establish and implement a UXO training campaign for law enforcement officers operating in the El Paso/Fort Bliss area.

2. Upon successful establishment and implementation of UXO training for law enforcement, this model will serve as the foundation for the city of El Paso's follow-on mission of creating an El Paso citizen focused UXO awareness campaign.

Key Personnel & Roles

Role	Description of the Role
Fort Bliss Leadership	As the owner of the land space, which presents the UXO hazard, and the point of reference for military ordnance, Fort Bliss Leadership will work with, by, and through all key personnel to support and resource the development of training, education, and awareness packages for implementation. Further, Fort Bliss Leadership will ensure the coordination of required assets for the remediation and safe removal of identified UXO and serve as the point of contact for newly discovered UXO threats.
City of El Paso Government	The City of El Paso Government will be responsible for the coordination of training and education of law enforcement officers within its jurisdiction. Further, upon completion of law enforcement training and education, the City of El Paso will assume responsibility for continued law enforcement training and maintenance of the training program. Lastly, the City of El Paso will utilize the established training packages to create and implement a UXO awareness campaign for El Paso citizens.
El Paso Police Department (EPPD)	Responsible for the law enforcement actions within the jurisdiction of El Paso, EPPD officers serve as learners for the designed instruction and then as enforcement of land monitoring, identification, and reporting of UXO threats.
United States Customs and Border Patrol (CBP)	Responsible for the monitoring of the international border and the enforcement of immigration laws within the region, CBP officers will also serve as learners for the designed instruction. Further CBP agents will act as a force multiplier for the EPPD through the enforcement of established land space restrictions, monitoring of travel through non-military federal land space, and the communication of potential UXO threats to Fort Bliss Leadership through EPPD information channels.

Liaison (Fort Bliss)	The Fort Bliss Liaison will serve as the single point of contact through which all correspondence, coming from the City of El Paso to Fort Bliss Leadership, regarding training and education will channel. Further, the liaison will ensure open lines of communication between El Paso city government and Fort Bliss entities.
Liaison (City of El Paso)	The City of El Paso Liaison will serve as the single point of contact through which all correspondence, coming from Fort Bliss Leadership to the City of El Paso, regarding training and education will channel. Further, the liaison will ensure open lines of communication between El Paso city government and Fort Bliss entities.
Instructional Design Team (IDT)	The IDT, in concert with the UXO subject matter experts, will conduct all research, front-end analysis, and planning, research, construction, and activation, with follow-on adjustment, of training packages and awareness campaign literature and material.
UXO Subject Matter Experts (UXO SME) Team	A team of UXO SMEs, consisting of four personnel will assist the IDT with the construction of training and awareness packages, guide the IDT during the research and FEA processes, and serve as primary instructional facilitators for identified learners.
Instructional Team	The instructional team will consist of the UXO SMEs, Liaisons, and the IDT. The Instructional team will conduct all training and education practices, provide feedback to El Paso city government and Fort Bliss Leadership, and conduct required adjustments to training packages.
Awareness Campaign Manager	A city of El Paso employee, the awareness campaign manager's responsibilities include the assumption of awareness campaign literature and materials from the IDT and the maintenance and updating of these materials. Further, the awareness campaign manager will manage the dissemination of awareness literature and materials to ensure the widest reach to citizens of El Paso. Lastly, the awareness campaign manager will work through the liaisons to inform and update City of El Paso government and Fort Bliss Leadership on future requirements, successes, and challenges of the awareness campaign for required adjustment.
Translation Team	The translation team will work with all key personnel to ensure that all training, education, literature, and materials involved in the training of learners and targeted civilian populations (awareness campaign) are translated to Spanish for clear interpretation, to the greatest extent possible.
Information Technology (IT) Team	The IT team will provide IT support to all personnel throughout the development and implementation process. The IT team will also ensure all data storage and archiving process. Lastly, the IT team will provide a hand-off of all material, upon completion of implementation, to both Fort Bliss and El Paso city government IT departments.

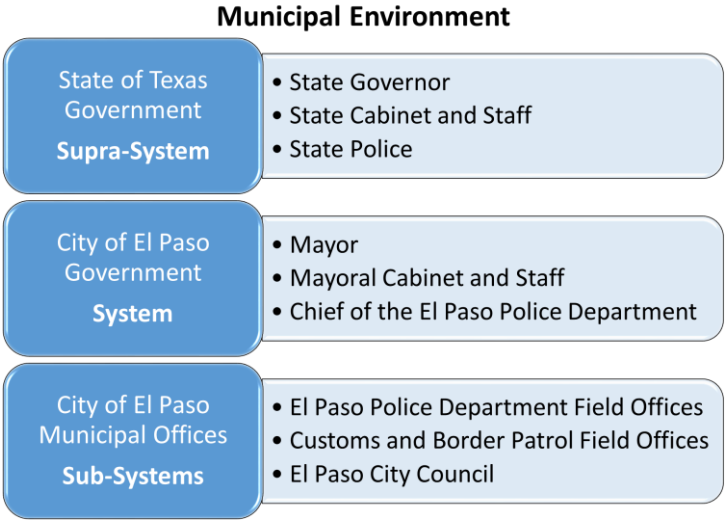
Environment

As the Danger Model incorporates the training, education, and awareness of populations on both the municipal and federal levels, the environments of this project are best displayed in dual formats. These two formats, while separate, work synergistically to achieve the desired result and hold the potential to influence one another as well as affect each other's sub and supra-systems.

Municipal Environment

The City of El Paso government offices are located in downtown El Paso, Texas. El Paso City Hall is home to the Mayor, the Mayor's cabinet and staff, The Chief of the El Paso Police Department, and has a liaison office, which houses representatives from some federal organizations, including U.S. CBP (City of El Paso, 2021). Further, city hall maintains several classrooms and meeting venues, which will serve as the primary educational and coordination settings for this project beyond the activation stage of the Danger Model. For the purposes of this project, El Paso City Hall is the municipal system environment.

The sub-systems of the municipal environment include all satellite EPPD and CBP offices and facilities. Additional sub-systems include the El Paso City Council, community centers, and neighborhood associations. The supra-system of the municipal environment includes all State of Texas government offices located in the state capitol of Austin, Texas. The key figures in the supra-system include the Governor, the Governor's cabinet and staff, Texas State Police officials, and federal government liaisons at the state level (City of El Paso, 2021).

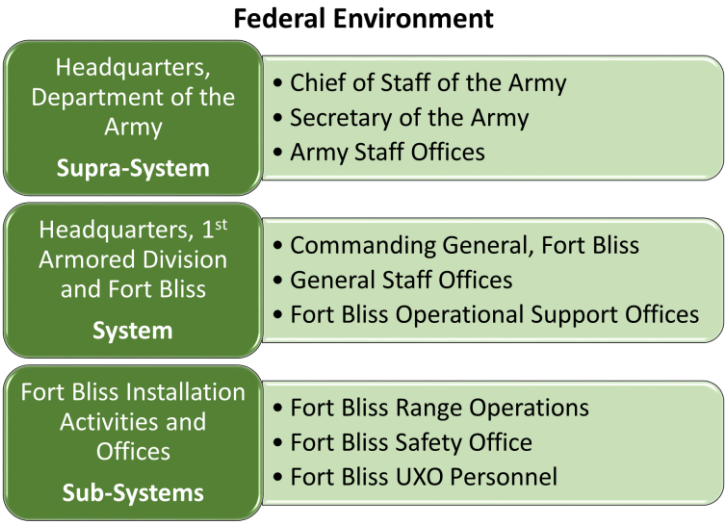


Federal Environment

Fort Bliss Leadership offices are located in the 1st Armored Division Headquarters Building on East Fort Bliss. The Commanding General of Fort Bliss, General staff, and support operations offices are all collocated within the headquarters building. While many resources and support operations exist outside of the headquarters building, the headquarters maintains direct reach for coordination with these offices through organic headquarters sections (U.S. Army, 2021). The headquarters building also maintains several classrooms and meeting rooms, which will serve as the primary educational and coordination settings for this project through the activation stage of the Danger Model to delivery of the instructional and awareness packages to the City of El Paso.

The sub-systems of the federal environment include all military installation activities under the purview of the Commanding General, namely, Fort Bliss Range Operations, Safety

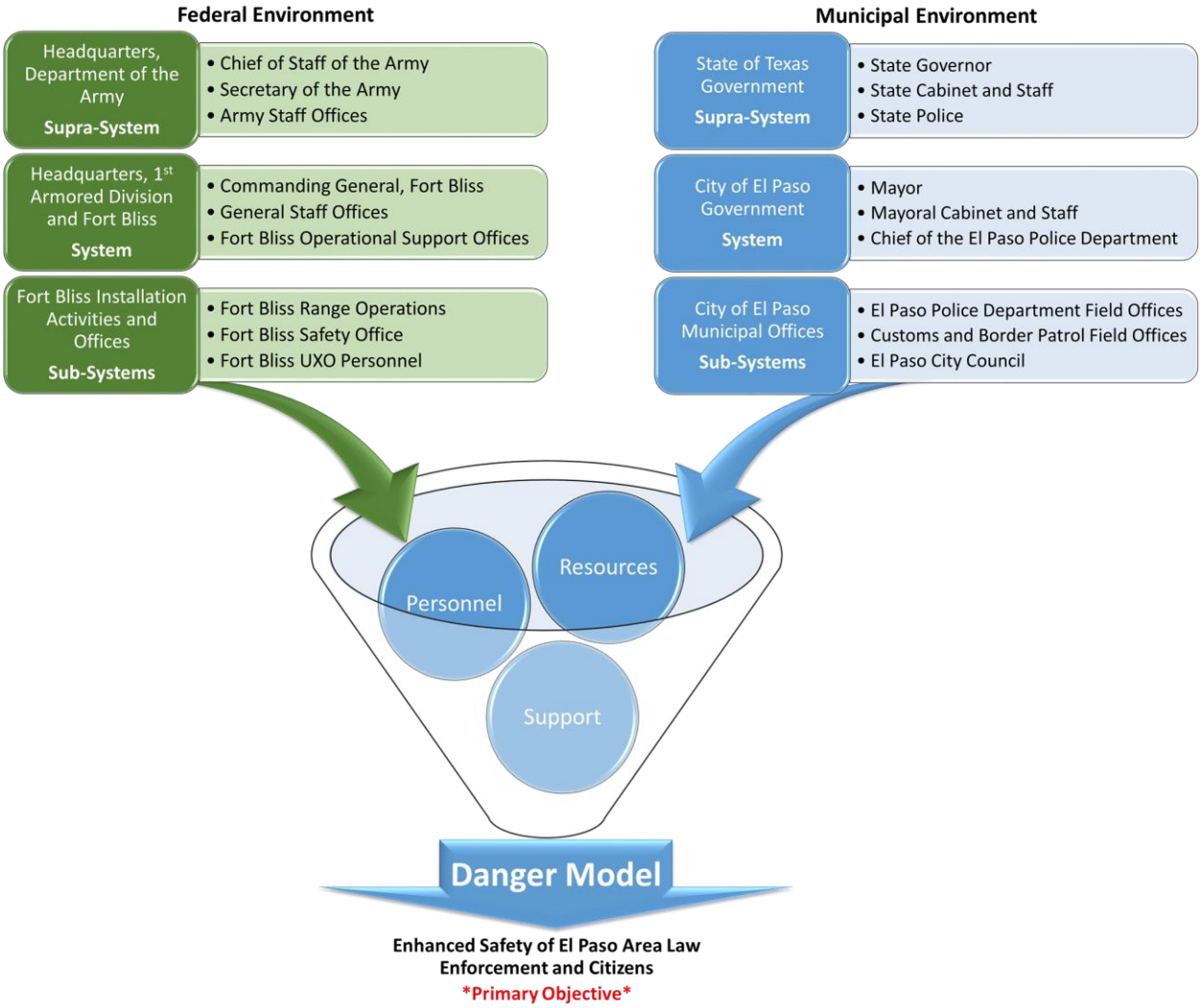
Office, and designated UXO personnel. Theses sub-systems will work in concert to support the research, planning, construction, activation, and adjustment phases of the Danger model and serve as points of reference for the City of El Paso beyond implementation of this project. The supra-system of the federal environment is Headquarters, Department of the Army located at the Pentagon, Washington, D.C.. The key figures of the federal supra-system include the Chief of Staff of the Army, Secretary of the Army, and Army Staff Offices (U.S. Army, 2021).



Combined Environment

In regards to this project, both the federal and municipal systems reside within the El Paso area. The El Paso area is defined as the county of El Paso within the state of Texas. This combined environment is a diverse system of cultures and people with heavy international influence due to its proximity to an international border. The combined population of the municipal and federal environments is roughly 700,000 people with diverse ethnicity, nationality, language, and cultural traits (City Data, 2021).

Through the coordination of assets, the City of El Paso and Fort Bliss maintain in excess of 30 classroom venues ranging in capacity from 20-300 people. Further, this combination of assets will allow this project with the flexibility required to adapt the Danger Model while simultaneously meeting all demands of the project. To this end, the liaisons mentioned in the key personnel and roles section will be of the greatest value in determining and securing sites, venues, and facilities during the activation phase of the Danger Model, with respect to this project.



Intended Audience

The audience intended for use of the Danger Model includes first the Fort Bliss Leadership. Fort Bliss Leadership will utilize the Danger Model to research, plan, construct, activate, and adjust through feedback training and education relating to military UXO that may be discovered in the areas of land surrounding Fort Bliss, within the El Paso area. Through application of the Danger Model, the training development and implementation will be executed in concert with the City of El Paso to ensure proper construction of a training and awareness package that encompasses, conforms to, and considers all aspects of this multi-faceted environment and diverse audience.

Upon completion of the activation phase of the Danger Model, Fort Bliss Leadership will transition control of the project to the City of El Paso for extended use, maintenance, and application focused on the awareness campaign. Further, Fort Bliss leadership will then assume a support and advise role, by which the City of El Paso will depend on for assistance. Ultimately, the intended audience for the Danger Model includes both the City of El Paso and Fort Bliss

Leadership, with the intended audience for the products created through the Danger Model being law enforcement officers and the citizens of El Paso.

Rationale

The rationale behind the Danger Model stems from the involvement of multiple organizations that stand to benefit from a joint-effort methodology to close a performance gap. The performance gap may only belong to one of the organizations (systems) involved in the project, but holds implications for all involved systems. The term "system" is used in this project to denote an organization that is involved. The term "initiating-system" is used to denote the system, or organization, that derived the performance gap during a needs assessment, and discovered that another system/organization would need to be heavily, if not equally, involved in closing the identified performance gap (Rossett, 1987). The term "partner system" is used to identify that two, or more, systems are involved.

The Danger Model permits instructional system design through joint effort amongst multiple systems. In concert, these systems will work towards the activation of interventions to close performance gaps that each system has a role in causing or creating. In the situation serving as the focus for this project, the UXO hazard in the El Paso area is a result of actions taken by the Fort Bliss Military Installation that impact the safety of the surrounding city of El Paso. Further, the City of El Paso consists of civilian citizens, and law enforcement officers designated to protect those citizens, that could be effected by the dangers of UXO existing on land once used by Fort Bliss. This situation calls for a joint effort to establish training, education, and awareness interventions to ensure the safety of all personnel residing on both Fort Bliss and the within the city of El Paso.

Model Assumptions

This model assumes that both Fort Bliss and the City of El Paso have equal views and place the same level of importance on the UXO problem. Further, the assumptions include that El Paso law enforcement officers are in need of UXO training or at a minimum, enhancement of the current training that may or may not exist. The other assumptions of this model include:

- Both organizations (systems) have a desire to close the performance gap.
- Both systems are willing to serve actively in the development, implementation, and sustainment of interventions.
- A Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) exists between the City of El Paso and Fort Bliss.
- Both systems are willing and able to contribute personnel, funds, resources, and support to completion of this project.
- Both systems have the same perspective regarding the potential cost of this project and the cost of not doing anything, which could be the loss of life.

Model Constraints

- Functions only in a partnered-system format.
- Each system must be actively involved to ensure effectiveness.
- Designed for use in governmental settings; adaptable to serve efforts in other arenas.
- Loses applicability if one system involved decides to no longer participate.
- Relies on equal effort, understanding, and partnership of involved systems/organizations.

Ultimately, the Danger Model is designed to ensure equity, parity, involvement, concerted effort, and partnership amongst equally invested systems or organizations while developing and implementing interventions to solve performance problems that affect all systems. As such, all systems must be committed to resolution and shared responsibility for this model to be effective.

The Danger Model

Model Analysis and Design

Model Components

The Danger model includes five core components that contribute to the success of joint-system intervention application. These five components are designed to elicit contributions from both systems, while simultaneously dividing efforts appropriately and dictating control of the process to each system throughout the phase of the Danger Model.

Research

During analysis, it is imperative to diligently research the problem, from many perspectives, to ascertain the most basic truth of the problem, what the problem is. This requires an understanding of all contributing factors including people, systems, processes, and environments (Harless, 1970). Thorough research, on the part of the involved systems or organizations, is the only way to get there.

Due to the Danger Model's applicability to multi-system contribution applications, The Research phase allows:

- Each system to conduct system-applicable research of the problem to formulate a comprehensive Front-End Analysis containing many perspectives.
- Combines the research findings to ensure equal representation amongst involved systems.
- Multiple perspectives to be considered, evaluated, understood, and included.
- Focus remains on people, sub-systems, supra-systems, processes, and environments.

Planning

Designing anything requires a plan prior to execution. Proper homes are not constructed without blueprints to follow. In the Danger Model, plans allow the systems to utilize interventions that conform to the constraints and limitations of the situation.

During the joint Planning phase of the Danger Model:

- Common instructional goals and objectives are established and agreed upon jointly.
- Representatives from each system conduct parallel planning.
- Inequities and differences are noted, discussed, and negotiated.
- Preparations for construction of interventions begin.

Construction

Beginning with a sturdy foundation, provided through the previous phases, construction may begin, but it is imperative that the involved systems maintain an informed perspective to ensure that the intervention fits the problem and that they do not end up tailoring an established problem to fit a created solution (Smith & Ragan, 2005).

The Construction phase of the Danger Model consists of:

- System work efforts being combined, as opposed to in parallel.
- The foundation of future work is established on common ground.
- Frameworks are developed with the support and assistance of each system.
- Decision points on instructional and awareness campaign intervention delivery, such as graphic aides, videos, lectures, handouts, surveys, and signage.
- Focus remains on people, sub-systems, supra-systems, processes, and environments.

Activation

Simply integrating an intervention is not enough for success. Systems involved in using the Danger Model must ensure that all other components related to the intervention are functioning as they should or risk degradation to the intervention. Activating implies a watchful eye and required action focused on engaging and maintaining the efficacy of all supporting systems (Smith & Ragan, 2005).

During the Activation phase of the Danger Model:

- The initiating system takes control with support from the partner system.
- Planned and constructed interventions are activated and delivered.
- Aspects identified as supporting elements during the planning and construction phases are activated to support both systems.

Adjustment

Evaluation offers the involved systems with the opportunity to conceptualize adjustment protocols for the intervention based on the outcome (Smith & Ragan, 2005). These evaluation practices result in adjustments, which serve to eliminate needless or redundant portions of the intervention and spur new, joint thought focused on enhancement during the adjustment phase of the Danger Model.

The Adjustment phase of the Danger Model allows:

- Each system to provide concerns and requests for adjustment.
- Parallel efforts towards adjusting practices.
- Creation and conduct of parallel and joint formative and summative evaluations to ensure broad perspective on intervention adjustments and methodology.
- Incorporation of multiple perspectives during evaluation.
- Each system to correct course with the support and feedback of the partner system.

Instructional Goals and Learning Objectives

While application of the Danger Model on the presented performance problem, a lack of UXO training for El Paso law enforcement and low levels of UXO awareness for El Paso citizens, should be accomplished by the key personnel. Learning objectives for this training and awareness campaign are apparent and should be defined to support the goal of the developed

instructional and awareness interventions. The instructional goal and learning objectives are as follows:

Instructional Goal

Enhance the levels of knowledge and awareness of UXO and associated threats within the El Paso Police Department, El Paso area Customs and Border Patrol, and the citizens of El Paso to increase levels of safety for all El Paso residents.

Learning Objectives

1. El Paso Area Law Enforcement Officers (EPDD and CBP) will be able to identify, secure, and report UXO threats to Fort Bliss Leadership.

2. El Paso Area Law Enforcement Officers (EPDD and CBP) will be able to differentiate between UXO high-threat areas and areas that are deemed safe for foot travel within the open land space surrounding Fort Bliss.

3. The City of El Paso will be able to integrate a UXO awareness campaign to enhance El Paso citizen knowledge and awareness of potential UXO threats.

4. The City of El Paso and Fort Bliss Leadership will be able to rely upon and support one another throughout all Danger Model phase focused on UXO training and awareness campaigns.

Communications Plan

Due to the intricacies and detailed networks required to achieve effective and reliable communications amongst the multiple systems, or organizations (City of El Paso and Fort Bliss Leadership), involved in this project, a defined and effective communications plan is critical. Utilizing those listed in Key Personnel and Roles, the communications matrix for this project is depicted below and utilizes the three types of communication channels defined as:

- Upward Communication
    - Communication channel aligned with reporting of information focused on informing the system exists superiorly (supra-system) to the listed key personnel or role.
- Lateral Communication
    - Communication channel aligned with reporting of information focused on informing the systems existing laterally, or in parallel, to the listed key personnel or role.

- Downward Communication
    - Communication channel aligned with reporting of information focused on informing the systems existing subordinately (sub-system) to the listed key personnel or role.

Communications Matrix

Role	Upward Channels	Lateral Channels	Downward Channels
Fort Bliss Leadership	• Headquarters, Department of Army	• City of El Paso Government	• Liaison (Fort Bliss) • Liaison (City of El Paso)
City of El Paso Government	• Texas State Government	• Fort Bliss Leadership	• Liaison (City of El Paso) • Liaison (Fort Bliss)
Liaison (Fort Bliss)	• Fort Bliss Leadership • City of El Paso Government	• Liaison (City of El Paso)	• IDT • UXO SME Team • Instructional Team • IT Team
Liaison (City of El Paso)	• City of El Paso Government • Fort Bliss Leadership	• Liaison (Fort Bliss)	• EPPD • CBP • Liaisons • Awareness Campaign Manger • IT Team
El Paso Police Department (EPPD)	• Liaison (City of El Paso) • City of El Paso Government	• CBP • Awareness Campaign Manger • IT Team	
United States Customs and Border Patrol (CBP)	• Liaison (City of El Paso) • City of El Paso Government	• EPPD • Awareness Campaign Manger • IT Team	
Instructional Design Team (IDT)	• Liaison (Fort Bliss) • Liaison (City of El Paso)	• UXO SME Team • Instructional Team • IT Team	• Translation Team
UXO Subject Matter Expert (UXO SME) Team	• Liaison (Fort Bliss) • Liaison (City of El Paso)	• IDT • Instructional Team • IT Team	• Translation Team
Instructional Team	• Liaison (Fort Bliss) • Liaison (City of El Paso)	• IDT • UXO SME Team • IT Team	• Translation Team
Awareness Campaign Manager	• Liaison (Fort Bliss) • Liaison (City of El Paso) • IDT	• EPPD • CBP • IT Team	• Translation Team
Translation Team	• Awareness Campaign Manger • IDT • UXO SME Team • Instructional Team	• IT Team	
Information Technology (IT) Team	• Liaison (Fort Bliss) • Liaison (City of El Paso)	• EPPD • CBP • IDT • UXO SME Team • Instructional team • Awareness Campaign Manger • Translations	

Diffusion Plan

To reiterate, the Danger Model is designed to allow multiple systems, or organizations, of equal value to the process to focus efforts iteratively, in parallel, and in support of one another. Further, the Danger Model allows these systems to work towards an equally beneficial goal, but also ensures that each system is responsible for their portions of the process. Due to potentially competing requirements, perspectives, desires, and motivations amongst the joint systems, it is imperative to maintain a clear understanding regarding changes during the process and how these changes may affect the entire system.

As the project of discussion for this report is a relatively new idea to the El Paso/Fort Bliss communities and given the gravity of the project goals, to preserve life and enhance public safety, initial acceptance of this project should be relatively simple to achieve. In contrast, achieving parity and support for changes that may arise during the process may present challenges regarding acceptance and buy-in. As such, it is imperative that the main systems (Fort bliss Leadership and the City of El Paso) maintain uniformity and support one another in change decisions to ensure acceptance and commitment from the remaining key personnel, role players, and stakeholders.

A few considerations regarding diffusion of change practices, as they may relate to this project, are outlined below:

- Law enforcement officers, both EPPD and CBP, are generally proud and protective of their duties, as they should be, but this sense of pride and ownership may lead to resistance regarding training to overcome a perceived deficiency.
- Given that all involved key personnel and teams are generally associated with one system, either Fort Bliss Leadership or the City of El Paso, changes recommended by one system may not be widely accepted by the other system's subordinate agencies.
- This change to training and the introduction of an awareness plan may consume time and resources from agencies that are less than willing to make accommodations. As such, it is imperative that both Fort Bliss Leadership and the City of El Paso government properly resource these agencies to meet the demands of the project.

As stated, this project is dynamic and includes diverse agencies and stakeholders. Proper application of the Danger Model requires coordination, acceptance, teamwork, and buy-in to ensure success. Proper diffusion of in-process change is requisite to the success of this project. Further explanation regarding the diffusion plan for this project is contained in the diffusion matrix below.

Diffusion Matrix

Danger Model Diffusion Processes	Emphasis
Establish the Danger Model as the primary method for use throughout the project	The Danger Model is specifically designed for use in joint-system process and initiatives, which hold equally beneficial outcomes for both systems. Adherence to the Danger Model throughout the process is imperative as diversion from the Danger Model eliminates the benefits of its use and may necessitate complete redesign or result in project failure.
Ensure clear communication of intent and ideas amongst systems (Fort Bliss/City of El Paso)	Transparency amongst joint systems is not only encouraged, but requisite to the success of the Danger Model. Systems must share ideas and intentions openly and completely with one another and come to agreement prior to implementation of changes to the project.
Achieve equity, parity, and agreement amongst systems prior to release of changes to subordinate agencies	To expand upon the previous diffusion process, system-recommended changes must be explored thoroughly by both systems. Upon completion of change deliberation, systems must come together, discuss findings, present and converse upon concerns, make proper adjustments, and come to agreement on proposed changes that equally represent the values of each systems prior to implementation of change.
Systems must present a united front regarding changes	With many agencies involved and the allegiances of these agencies focused more towards one system than the other, the systems, or organizations, must represent fully the endorsement of any and all changes, regardless of which system initiated the proposed change. Unity of effort amongst the systems can and must not be understated regarding changes during the process.
Systems must support changes, organically and through subordinate agencies, to ensure system components accept and implement changes	Initiated changes may have disproportionate impacts amongst the agencies subordinate to the joint systems. This can present challenges regarding attitudes and efforts of the disproportionately affected agencies. Each system must ensure full support of affected agencies regardless of subordinate relationship. Resourcing, assistance, and support from the joint system will ensure better compliance and motivation towards executing initiated changes.
Systems must agree on proposed timelines for changes initiated during project.	Although a joint system, the component systems may have differing capabilities. As such, both systems must agree upon change timelines to ensure that one systems' subordinate agencies are not overburdened by the responsibilities created from the change. In this situation, it would be more prudent to adopt the longer proposed change timeline.

Conclusion

In summary, the Danger Model seeks to join multiple peer systems in a concerted effort towards the research, planning, construction, activation, and follow-on adjustment of an instructional system focused on closing a performance gap. Further, the identified performance gap must be equally detrimental to the performance of each system and the outcome of closing the gap must be equally beneficial to each system. Regarding the project of focus for this report, UXO training and awareness campaign for the El Paso/Fort Bliss area, the two systems discussed, Fort Bliss Leadership and the City of El Paso Government, maintain parity with one another. Each system maintains equal responsibility, motivations, and commitment towards closing the identified performance gap and ensuring heightened levels of safety for residents of the El Paso/ Fort Bliss area.

Adoption or adaptation of the Danger Model may hold value in many ISD processes, as it allows for equal representation of potentially competing systems. Further, the Danger Model ensures equity, parity, fair distribution of effort, and ample opportunities for support from both systems in relation to all involved agencies, key personnel, and stakeholders. Many models and systems are designed under the premise that the subordinate entities support the superordinate organization through effort, action, and initiative. The Danger Model seeks to reverse that idea by allowing subordinate agencies to fully rely on the support of the superior systems to achieve their goals while allowing those individual agency goals to contribute to the goal of the joint system.

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Appendix I: Peer Review 1

IDE 632 Rubric — Final Project: Your ISD Model

Presenter: Donald A. Petrie **Reviewer:** Walter L. Allen

0= not included	1=Incomplete: Some, but not all, components included, lack of clarity	2= include all components at minimal level, lack of clarity	3= conforms to expectations and is clear.	4= Outstanding discussion/explanation

Presentation Components

Your lesson should demonstrate good ID practice. This is your chance to demonstrate your ability to design and develop and engaging lesson.

Component	0	1	2	3	4	Score
Introduction	☐	☐	☐	☐	☑	4
Context	☐	☐	☐	☐	☑	4
Key Personnel & Their Roles	☐	☐	☐	☐	☑	4
Environment	☐	☐	☐	☐	☑	4
Intended Audience	☐	☐	☐	☐	☑	4
Rationale for Model	☐	☐	☐	☐	☑	4
Model Assumptions and/or Constraints	☐	☐	☐	☐	☑	4
Graphic of the Model	☐	☐	☐	☐	☑	4
Model Components	☐	☐	☐	☐	☑	4
Communication and Diffusion Plan	☐	☐	☐	☐	☑	4
Conclusion	☐	☐	☐	☐	☑	4
References	☐	☐	☐	☐	☑	4
Grammar/Punctuation	☐	☐	☑			2
Total Rubric Score						**50/50**

Comments:

The graphics in the environment section were hard to read I would suggest increasing the font or placing them in photo shop and trying to make them clearer. You can even try changing the background color to make the wording stand out a little better, as this is just very minor and they are still legible no point were deducted.

Your use of the model for this project was appropriate, because it focused on merging of two agencies that are interdependent. It also provided a good way to evaluate the process upon completion which offered for a continuous adjustment. I found this extremely helpful, because it did not end it made it continuous, which is sometimes difficult to depict in a linear model.

Appendix II: Peer Review 2

IDE 632 Rubric — Final Project: Your ISD Model

Presenter: Donald "Donny" Petrie **Reviewer:** Charles Pittman

0= not included	1=Incomplete: Some, but not all, components included, lack of clarity	2= include all components at minimal level, lack of clarity	3= conforms to expectations and is clear.	4= Outstanding discussion/explanation

Presentation Components

Your lesson should demonstrate good ID practice. This is your chance to demonstrate your ability to design and develop and engaging lesson.

Component	0	1	2	3	4	Score
Introduction	☐	☐	☐	☐	☑	4
Context	☐	☐	☐	☐	☑	4
Key Personnel & Their Roles	☐	☐	☐	☐	☑	4
Environment	☐	☐	☐	☐	☑	4
Intended Audience	☐	☐	☐	☐	☑	4
Rationale for Model	☐	☐	☐	☐	☑	4
Model Assumptions and/or Constraints	☐	☐	☐	☐	☑	4
Graphic of the Model	☐	☐	☐	☐	☑	4
Model Components	☐	☐	☐	☐	☑	4
Communication and Diffusion Plan	☐	☐	☐	☐	☑	4
Conclusion	☐	☐	☐	☐	☑	4
References	☐	☐	☐	☐	☑	4
Grammar/Punctuation	☐	☐	☑			2
Total Rubric Score						**50/50**

Comments:

Your ISD model is quite exceptional. In my opinion, you have exceeded the expectations for this project. However, I have a couple of minor recommendations:

1. The graphics in the "Environment" section are difficult to read, specifically in the arrows pointing downward. I recommend increasing the fonts of those words.

2. Under "context," I believe you meant to write "area" versus "are" in the very first sentence.

Otherwise, your ISD model was detailed, well organized, and clear. Well done!