



Watermark

The Alumni Magazine of the Center for Homeland Defense and Security



Wildfire Nation • CHDS Alumni Contribute to Multiplier Effect in Homeland Security Education • CHDS Self-study Course Harnesses Potential of Center, Naval Research Laboratory Collaboration • Reality-based Scenario Training for Interaction with Sovereign Citizens • Liquorie Shares Expertise at Marine Corps University • Rockabrand Navigates Complexities of Refugio Oil Spill • Public Health Learns from Assessment and Analysis • UAPI Conference Examines Changing Threat Landscape • Inaugural Mark Carr Award Unveiled • Instructor Focus: Lauren Fernandez • CHDS Founder Leaves Lasting Legacy • Newest Graduates Welcomed to Alumni Ranks



Regional Alumni Chapters



Regional Alumni Chapters

Regional CHDS Alumni Chapters are actively connecting across the nation. The map above shows regional chapters and who to contact to participate. Don't see a chapter in your area? All that's needed is a coordinator/coordinators and your region is a part of the network.

Learn more by contacting chapter coordinators at the contact information provided in the map at the top of this page or email Heather Issvora at hissvora@nps.edu

On the Cover:

Bougainvillea blooms at the historic Mission San Carlos Borromeo Del Rio Carmelo, otherwise known as the Carmel Mission.

The first mission, Cathedral of San Carlos Borromeo de Monterey, the Royal Presidio Chapel, was established in June 3, 1770 in Monterey. Father Serra moved the mission to Carmel in August 1771 to have access to fresh water from the Carmel River and better soil to grow crops, leaving the Monterey mission for the soldiers guarding the new Spanish Presidio of Monterey.

Message from CHDS Director
Glen Woodbury

Dear Alumni and Friends,

Before the first course was taught at the Center for Homeland Defense and Security, a group of dedicated professionals foresaw the need for graduate education for local, state, and, later, federal levels of government. Buoyed by the 9/11 attacks, this vision evolved into today's Center that offers a portfolio of cutting-edge educational programs. One of those founders, Andy Mitchell, is retiring from federal government after a long and distinguished career.

In this issue, we thank Andy for his service and are certain you will enjoy reading about his role in the Center's origins and how the Center's alumni are fulfilling Mitchell's vision.

Unprecedented wildland fires in the western United States flared throughout the summer, including one a stone's throw from the Naval Postgraduate School campus. Alumni flexed their CHDS-honed skills at the policy and strategy level. You'll read about the work done in the fire service and in emergency management that doesn't always make the mainstream media headlines.

CHDS continues to have a multiplier educational effect on various fronts. This year's 9th Annual Homeland and Defense Security Education Summit was held September 25-26. As is often the case, CHDS alumni were prominent in making academic presentations on topics familiar to and emerging in the homeland security enterprise.

Alumni have furthered the Center's education in a variety of practical ways. Michael Welch, a master's degree graduate, analyzed the Sovereign Citizens movement during his time at the Center and used that research in developing a reality-based training program for law enforcement officers. A relatively new self-study course developed in partnership with the Naval Research Laboratory provides a leading-edge look into deception detection. Also, alumnus Paul Liquorie shares his experience earlier this year at Marine Corps University.

The Center's reach extends worldwide, as shown by Dr. William Pilkington, a North Carolina public health expert who presented research based on his thesis at a conference in Newcastle, U.K.

Finally, the Mark Carr Memorial Award has been established by Master's Degree cohort 1105/1106. The inaugural honor was awarded at the September 2015 graduation.

The autumn 2015 edition of Watermark provides a fitting snapshot of the work continued by all associated with the Center. We thank you for being a part of it.

Truly yours,
Glen Woodbury

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Wildfire Nation



Battling the Lake Fire in the San Bernardino National Forest, where an estimated 31,359 acres were burned between the start of the fire on June 17 and September 3 when it was declared 98% contained.

Photo: Brandi Carlos

The western conflagrations of summer 2015 illustrated the perfect fire storm.

Years of flat budgets, increasingly hotter temperatures, historic drought and forest management philosophy were all part of the tinder that had firefighters scrambling across the western United States.

As of late October wildfires had blistered more than 9.3 million acres, according to the National Interagency Fire Center, with the bulk concentrated in eastern Washington, the Idaho panhandle and western Montana, along with a handful in Northern California. For much of the summer, the nation has been at Wildfire Preparedness Level 5, the highest level.

As with most any major catastrophe in the United States, alumni of various Center for Homeland Defense and Security educational programs were at the forefront of staffing the plethora of emergency operations while also flexing their planning skills as leaders pieced together staff at home while sending firefighters, often the most skilled of them, to participate in mutual aid agreements.

Wildland fires pose homeland security challenges

Perhaps naturally, the public perceives the incidents as a pure fire-fighting endeavor, but converging conditions pose homeland security challenges and questions, noted master's degree graduate and former Northern California fire chief Bruce Martin. A combination of forest practices and environmentalism have changed how forests are managed.

“Documented forest practices of the past 100 years have created an artificial density in forests which contributes to extremely intense fires,” Martin noted. “Undoing those practices is often challenged by landowners, timber companies and environmental groups. The fuel load is exacerbated by weather, which supports bark beetles and other insect damage, as well as drought, which affects fuel conditions.”

The necessity of preparedness and response is also highlighted. Preparedness in the form of vegetation reduction has also been shown to be much less expensive than response, but often gets a negative reaction from communities. Community efforts among agencies, land managers and homeowners is the first line of defense against a fire - by working on defensible space for structures, for example.

“Documented forest practices of the past 100 years have created an artificial density in forests which contributes to extremely intense fires. Undoing those practices is often challenged by landowners, timber companies and environmental groups. The fuel load is exacerbated by weather, which supports bark beetles and other insect damage, as well as drought, which affects fuel conditions.”

*Bruce Martin
Project Manager, Bay Area UASI
Fremont, California,
and former Northern California Fire Chief*

The response system in California is rooted in World War II and Cold War era defense, he added. Forest fire stations in California were situated based on response time should the Japanese use fire as a weapon, while the state's mutual aid structure emerged during the 1950s. The latter formed the basis of the state's current mutual aid system. Over years of federal and state budget constraints, California's firefighting system increasingly enlisted urban and rural fire departments as surge capacity to assist in wildland firefighting. That same aid concept has been applied to homeland security challenges such as floods, earthquakes, civil disturbance and animal pandemics, he added.

Cocker works Hayfork Complex

Just about any fire fighter will tell you the job is the epitome of public service, and not for the easily frightened. Camping out in aging surplus tents, constant and irritating smoke and the long hours are among just part of the demands.

"The shifts are typically 16 hours long with split shifts covering day and night activities," said Phil Cocker, a master's degree alumni and Assistant Chief with the Los Angeles County Fire Department. "We have a saying in the Planning Section that 'plans never sleep' since we have several people that work late into the wee morning hours producing the Incident Action Plan and maps for the next day's operations. The Hayfork Complex was a 14-day assignment after which another IMT took over the reins and we were demobilized."

Cocker was a Planning Section Chief (PSC1) on Type I California Interagency Incident Management Team 4 (CIIMT4). The role in this position is coordinating planning needs of an incident such as resource tracking, mapping, documentation, demobilization, as well as weather and fire behavior. As a part of the Incident Command System, the Planning Section coordinates all the other Command and General staff using the planning process.

"Essentially, this consists of planning for an operational shift, developing a written plan and then briefing the plan to the 'troops' who are out on the ground and fighting fire," Cocker noted.

While working the Hayward Complex fire, there were more than 40 personnel assigned in the section including Situation, Resource, Documentation and Demobilization Unit Leaders; Meteorologists; Fire Behavior Analysts; Field Observers; Computer Tech Specs; Training Specialists and GIS Specialists.

Chiefs juggle priorities, staffing

For homeland security professionals such as Southern Marin (California) Fire District Chief Chris Tubbs, an Executive Leaders Program graduate, the role in combating the historical western blazes lies close to home.

Administrators walk the fine line of participating in mutual aid agreements while maintaining adequate staff and scheduling for their home agencies.

01\01-10\16 YTD Statistics	Number of Fires	Acres Burned
2015	52,505	9,332,109
2014	41,707	3,064,327
2013	38,698	4,136,928
2012	49,506	8,861,675
2011	61,879	8,290,670
2010	57,419	3,109,960
2009	70,548	5,667,362
2008	70,548	4,962,214
2007	74,415	8,292,604
2006	84,578	9,114,636
2005	54,425	8,186,434
Annual average prior 10 years		
2005-2014	60,586	6,350,289

Statistics from National Interagency Fire Center: www.nifc.gov

There were almost 32,100 fewer wildfires by mid-October 2015 than in the same time frame in 2006, but more than 217,000 additional acres burned this year



Smoke from Northwest wildfires as seen from the International Space Station in August 2015. Photo by Kjell Lindgren—NASA

Story continues next page >>>



Eighteen vehicles and two big rigs caught fire and were destroyed when a wildfire jumped the freeway at Cajon Pass near San Bernardino, Calif. Fire department operations were suspended for a short time due to unofficial drones in the area that endangered the fire department's aerial operations.

Read the story: cnn.it/1MCsk2a

Photo: NBCLA.COM via Reuters

His agency sent a Strike Team – consisting of five engines and a Battalion Chief – to the Rocky Fire that straddled the counties of Colusa, Lake and Yoko counties in Northern California. The fire was declared contained August 14 after burning 43 residences and 53 outbuildings.

The Strike Team amounted to about 22 members of his department.

“You have desire by members to get out as much as they can because there is a financial incentive as well as getting the experience,” Tubbs said. “The challenge is minimum staffing at home. It’s a challenge to do both of those. It’s more of an art than a science and it’s not without friction and debate.”

Collins volunteers, then real fire

Executive Leaders Program graduate Sherrie Collins, Deputy Director of Emergency Management in Monterey County, California, had already performed some extra duty before the Tassajara Fire scorched a little more than 1,000 acres and killed one in late September.

A few weeks earlier she had found herself in an unexpected role under the Emergency Management Mutual Aid (EMMA) system. While calls for volunteers are designed under EMMA to be duty-specific, Collins managed logistics as part of the response to the Rocky Fire in Lake County, California.

The sparsely populated county’s government is reflected it is limited staffing and was facing loss of residences due to the blaze.

We have this beautiful plan that didn’t work when executed. My question is, why?

*Sherrie Collins
Deputy Director of Emergency Management
Monterey County, California*

“The county had experienced wildfires in the past but none that rose to the level of destroying homes,” Collins said. “So, support for the fire service by the Emergency Operations Center had never really played out. They had not exercised their plan other than table tops.”

Working the logistic piece involves ordering resources and ensuring the EOC is fully staffed as well as securing any resources that are needed. Supporting evacuees is also part of the job. With fires raging and volunteers converging the county moved its EOC from the courthouse to an area casino with a large ballroom and internet access.

“We took a cold site and built it up between state assets and county assets so we could run a full EOC in that room,” she said.

Managers and responders nonetheless had difficulty attaining situational awareness, she added, and there were communication challenges between emergency workers and the sheriff’s department.

Collins said the EMMA system did not work as designed in this instance. She and her emergency management peers are planning to bring the shortcomings to the attention of state officials this fall.

“It was an eye opener to me,” Collins said. “I think we really need to do a better analysis of EMMA. We have this beautiful plan that didn’t work when executed. My question is, why? California has this great system we tout but when it came to actually pressing the button it didn’t work that way.”

For the Tassajara fire in the Carmel Valley area of Monterey County the operations were somewhat smoother. The EOC was activated for four days. Agencies in the county benefitted from a Bay Area-wide Urban Shield exercise just days before the fire erupted that was based on terrorist scenarios for next year’s Super Bowl in Santa Clara.

The trial run had agencies prepared for a real emergency.

“It was a big regional exercise looking at information sharing and gaining a common operating picture among bay area counties,” Collins said. “Just going through that really got us ready for the Tassaraja fire.”

Eller prepares for next step

In Central Washington State CHDS master’s degree graduate Bill Eller sees wildland fires through the lens of natural resource conservation and food supply. As Southcentral Regional Manager for the Washington State Conservation Commission Eller and his peers were helping landowners cope with scorched grazing lands and crops while also looking ahead to actions that will be needed to combat erosion and flooding that typically follow wildland fires in the West.



The Reynolds Creek Fire, Glacier National Park, Montana, July 2015.

Photo Chris Rossmiller

The agricultural region is rich in grazing lands and produces a variety of crops. Many ranchers were forced to evacuate with their livestock. With some evacuation routes closed, the state struck an agreement with Canadian officials to allow farmers to detour across the Canadian border and back into the U.S. as part of an evacuation route.

Community meetings were under way to link landowners with grants to pay for re-seeding, soil stabilization and anti-erosion measures.

“Most of what we do with the districts fills that gap between the federal, state and local agencies,” Eller said. “Most of them will get around to helping landowners, but most do not have programs to meet immediate needs. We fill that gap as best we can.”

In a role enhanced by his CHDS education, Eller also worked in a relief capacity at the state’s Emergency Operations Center in early September. Washington has a program in which qualified professionals from other state agencies fill in at the EOC. For Eller, his role there was assisting in situational reports.

“Education at CHDS really gave me a great background in interagency collaboration,” Eller said. “You have the planning section, transportation issues, utility issues. Understanding those personal connections between entities and understanding there are people whose skills need to be meshed with others is easier to understand when you study it first.”

Seattle lends structural expertise

Seattle was far from the forest fires that raged around the Spokane region in the western part of the state, but its fire department’s wildland team and its expertise in combating structure fires is

routinely called upon, said Battalion Chief Paul Foerster, a CHDS master’s degree graduate who oversees that division.

The Seattle Fire Department (SFD) has about 40 people who are trained up to National Wildlife Coordinating Group (NWCG) standards known in the profession as getting a “Red Card.” Part of Foerster’s job is ensuring members remain current on their training requirements. He also receives the requests for strike teams and is charged with gauging how much staffing Seattle can send to the wildland fire and still meet its needs at home, though the department has never denied a request.

“This year was extraordinary,” he said. “We’ve been called out mainly to do structure protection, but we also get requests for single resources such as paramedics or communications people. We have about 1,000 members, so sometimes we have to get creative, but we are able to do it.”

In late August, the SFD dispatched 19 members of its Critical Incident Stress Management Team to eastern Washington, which was in addition to a Strike Team dispatched mid-month to the Reach Complex Fire as well as one fire officer to the Kettle Complex Fire.

Fire Chief Harold Scoggins, hired last spring, hails from the Glendale Fire Department in wildfire-prone Southern California and would like to increase capacity of the team, Foerster said.

A CHDS degree is beneficial in the planning as well as interacting with agencies of varied levels and functions.

“The big thing is the interagency experience really helps you see the big picture, how you fit in and what you can do to facilitate collaboration,” Foerster noted.

Story continues next page >>>

U.S. Northern Command supports civil authorities

The U.S. Northern Command provides Defense Support of Civil Authorities and it expanded its support in mid-September to combating the spate of wildfires, said CHDS master's degree graduate Don Reed, Deputy Chief of the Future Operations Civil Support Branch.

The National Interagency Fire Center, or NIFC, in Boise, Idaho, coordinates requests for assistance for wildland firefighting support. Requests to the Department of Defense, or DoD, which are routed through U.S. Northern Command, typically involve the fleet of C-130 aircraft equipped with the Modular Airborne Firefighting Systems, or MAFFs. At NIFC request, by early September, DoD MAFFS aircraft had flown 335 sorties and dropped more than 762,000 gallons of fire retardant. This year, NIFC also requested 200 active military from Fort Lewis to assist in ground wildland firefighting in Washington State.

“What’s remarkable this year is they requested DoD ground firefighting support,” Reed said. “They haven’t done that since 2006. The DoD supports NIFC in a surge capacity, so when NIFC calls DoD for support, it’s a good indicator that civil and commercial wildland firefighting resources have been fully tapped. It’s also an indicator of how significant the fires were this year.”

Requests for DoD wildland firefighting support are filtered through the Civil Support Branch Reed oversees.

“We’ll take a look at requests and recommend approval or modification,” Reed said. “We make sure the mission is appropriate for DoD and that we have the resources.”

According to Reed, another element which made this firefighting season unique was collaboration between U.S. Northern Command and the Bureau of Indian Affairs, or BIA, Division of Emergency Management for firefighting support. The BIA deployed a Rapid Needs Assessment Team to assess damages, and any support required by a number of tribal nations that were affected by the fires. At BIA’s request, its team was linked with the Defense Coordinating Officer for FEMA Region 10 for any potential requests for DoD assistance to tribal nations as part of its assessments.



Fire Retardant Drop, Canyon Creek, Oregon, August 2015

Oregon OEM capitalizes on situational awareness

In Oregon the Office of Emergency Management played a larger role during this year’s fire season by standing up its Emergency Coordination Center to support the state Department of Forestry, which is the lead agency in combating wildland fires in the state, said CHDS master’s degree graduate Andrew Phelps.

Phelps took the helm of the agency earlier this year and the Deputy Director is Laurie Holien, also a CHDS alum.

“We stood up our ECC to obtain situational awareness and better connect with our partners,” Phelps said. “A lot of times you get a singular fire perspective but this approach gave us a common operating picture of the impacts.”

Additionally, in collecting information and seeking sources for situational awareness the state is better positioned for the next big challenges associated with fires, flooding and erosion.

“We stood up our ECC to obtain situational awareness and better connect with our partners. A lot of times you get a singular fire perspective but this approach gave us a common operating picture of the impacts.”

*Andrew Phelps
Director, Oregon Office of Emergency Management
Salem OR*

“Because we were involved in the process we can implement those recovery programs more effectively than if we were playing catch-up,” Phelps said.

Oregon also launched a program to lend emergency management professionals to more rural counties that may have at best one person in that kind of position. The process worked well, he said, and the state is considering expanding it.

The fires necessitated interaction with federal representative as well as tribal agencies, making a CHDS education and the inter-professional interaction it enables a great benefit.

“The most important aspect of emergency management is building relationships,” Phelps said.

“Certainly, CHDS demonstrates the importance of cross-discipline pollination and finding common ground. “You’re being challenged to listen to other peoples’ points of view and process it. I find those skills coming in to play during blue sky days and certainly during emergencies.”

Photo Tina O'Donnell

CHDS Contributes to Multiplier Effect in Homeland Security Education

The Center for Homeland Defense and Security's educational mission does not stop at the campus gates. Across the country the Center's educational concepts achieve a multiplier effect, allowing alumni and agencies to further the homeland security mission in their own part of the world. The University and Agency Partnership Initiative freely shares curriculum with schools across the country. CHDS Self-study Courses are available online and allow self-paced learning. Center alumni routinely create their own versions of the multiplier effect, implementing what they learned at CHDS at their home agencies or other educational forums.

The following four stories show the nationwide impact and influence of Center alumni and CHDS partnerships to create and deliver new and unique educational programs and learning opportunities from existing CHDS curriculum.

CHDS Self-study Course Harnesses Potential of Center, Naval Research Laboratory Collaboration



Photo Credits, l-r: Nadha Tatar, Lara 604, David Robert Bliwas, Nathan, Anthony Topper and David Goehring. All images from Creative Commons.

As it turns out, there is no such thing as a bald-faced lie.

That is promising for any investigator in the law enforcement or homeland security arena and is the foundation of a new Center for Homeland Defense and Security self-study course on detecting deception. The course was developed in partnership with the Naval Research Laboratory (NRL) in Washington, D.C.

Deception detection is based largely on the work of well-known psychologist Paul Ekman. His studies linked involuntary facial expressions to emotions. Ekman and his associates identified universally recognized expressions of seven basic emotions – anger, contempt, disgust, fear, happiness, sadness and surprise.

U.S. Naval researchers built upon Ekman's work by studying whether those emotion-driven facial expressions could gauge a person's truthfulness. The Navy's findings were subsequently incorporated into an instructor-led class on the topic, Deception Detection Techniques Course. Dr. Ruth Willis, the NRL project lead, was invited by Dr. Kathleen Kiernan to make a presentation on the topic to a CHDS master's degree National Capital Region class, Special Topics in Homeland Security.

The presentation generated so much interest that Willis worked with CHDS Chief Information Officer Jodi Stiles to craft the only self-study version of the course. The course will be limited to CHDS alumni, students, associates and staff.

"CHDS has the only online version of the course," said Willis. "I think the online capability provides something special to a community such as CHDS that has differing amounts of time to invest in online training."

The course comprises eight lessons including an overview, expressions and emotions, recognizing expressions in real time, as well as other indicators such as body movement or speech. The last part of the course includes the opportunity to practice the techniques.

There are challenges applying these techniques to assessing credibility. An emotional response to a question doesn't necessarily mean deceptiveness. An interview subject may be showing anger based on a matter unrelated to the questioning, for example. Questioners sustain a heavy "cognitive load" as they form questions and listen to answers while scrutinizing the subject's facial cues.

The interviewer must learn to make split-second assessments about whether a response is so shaky as to warrant a follow-up question, something that requires practice and a healthy dose of confidence.

While the training has obvious potential benefit for areas that use interviews for gathering information such as law enforcement and homeland security, CHDS students working in other disciplines have found the techniques applicable.

Captain Chris Milburn of the Long Beach, California, Fire Department found he was able to utilize the concept while on an emergency medical call with multiple bystanders.

Story continues next page>>>

"Deception detection raises situational awareness and gives them (homeland security professionals) another tool in assessing threats."

*Kathleen Kiernan
CHDS Instructor*

“Based on what I learned from the course, the way you’re exposed to making quick decisions, I was able to pinpoint who I thought would be the most reliable person to get information from,” said Milburn, a current CHDS master’s degree student. “It worked brilliantly.”

For homeland security professionals who comprise CHDS’ student composition, the leading-edge concepts that drive course content at the Center give them added skills to keep the nation safer.

“Deception detection raises situational awareness and gives them another tool in assessing threats,” said Kiernan.

The transition of the Deception Detection Techniques Course from instructor-led into an online format was funded by the Domestic Preparedness Support Initiative.

Dr. Kiernan’s instructional services are proudly provided to CHDS by MAC Consulting Inc.

From the Deception Detection Techniques course description:

The purpose of this course is to increase the government’s knowledge and skill in identifying deceptive emotions that occur during verbal exchanges. The course improves the ability of an interviewer to identify, articulate, and resolve deceptive behavior observed during interviews; reinforces knowledge of expert interviewers; potentially “jump-starts” novice interviewers; and provides a common language to describe observations during interviews.

For more information and registration for this Self-study Course visit:
www.chds.us/ed/items/980

Encountering Sovereign Citizens

Sheriff Michael Welch’s Center for Homeland Defense and Security master’s degree research as well as course papers looking into sovereign citizens have been applied in the form of reality-based scenario training for local law enforcement in North Carolina.

During his CHDS studies, Welch wrote a collection of course papers on the topic that culminated in his thesis, “Police Murders: Deadly Encounters with Sovereign Citizens,” a work so sensitive it is restricted from public release. The writings served as a foundation for establishing a pilot training program conducted in March 2015.

“The pilot is grounded in every one of my CHDS experiences,” he said.

Three incidents involving sovereign citizens who murdered officers had occurred as Welch began his research and were the foundation of his CHDS research: Abbeville, South Carolina in 2003; West Memphis, Arkansas, in 2010 and St. John the Baptist Parish, Louisiana, in 2012.

“I had focused on the three most recent since 9/11,” he said. “What I found out was there was a research gap between traditional police murders and police murders by far right extremists, including sovereign citizens.”

His hypothesis was reinforced with a 2007 study from the University of Maryland’s National Consortium for the Study of Terrorism and Response to Terrorism (START) that ranked sovereign citizens seventh on a list of potential threats perceived by law enforcement. (A subsequent 2014 study ranked the movement as the number one perceived terrorist threat among law enforcement.) Welch’s investigation also showed police



“The research indicated that when a movement adherent simply has to interact with a law enforcement officer it could escalate to violence with the officer totally unaware of the motivation behind the violence. The pilot curriculum goes beyond basics to include reality-based use of force scenarios that incorporate

verbal and visual indicators to allow law enforcement officers to learn threat cues in a safe environment.”

*Michael Welch
MA1203/1204
Sheriff, Caswell County Sheriff’s Office
Yanceyville, NC*

interactions with people identifying as sovereign citizens was not uncommon in North Carolina.

Important to keeping officers on the street safe was identifying common characteristics and actions of people associated with the movement, such as rejection of law enforcement and court authorities, refusal to pay taxes and a proclivity to conspiracy thinking.

With the problem identified, he began outlining methods to mitigate police deaths.

“With the strategic memo I began looking at sovereign citizens being a perceived threat to law enforcement and exploring the amount of training available to local law enforcement to promote their safety,” Welch said. “Early on it was apparent there was a need that needed to be met.”

With an implementation paper written for the Strategic Planning and Budget course, Welch coupled the traits and rise of the movement with specific steps to develop and offer training for local police.

His thesis employed qualitative research and was guided by a heuristic device that considered the perpetrators’ states of mind, attitudes, actions and the seriousness of their offences.

“The findings strongly supported the need to recognize the violent potential of the sovereign citizen movement,” he said. “Another finding was that the most common threat of sovereign citizens’ ideology possessed by offenders in those three cases was a far right, anti-government view. At least one defendant in each was motivated by cause or ideology to murder the police officers.”

Among his CHDS courses, two were especially helpful in forming Welch’s research - Introduction to Homeland Security taught by John Rollins and Lauren Fernandez along with a course on unconventional threats taught by Dave Brannan and Anders Strindberg.

“I was challenged by Rollins and Fernandez, to start thinking critically,” Welch noted. “That was in addition to Brannan and Anders who stressed the importance of primary sources.”

Welch’s 34 sworn officers in the Caswell County Sheriff’s Department took the pilot training in March, which included four hours of classroom instruction along with four hours of scenario-based instruction. The pilot training was in collaboration with the North Carolina Highway Patrol, the State Bureau of Investigation, the Information Sharing and Analysis Center (ISAAC) and Alamance Community College, as well as in concert with the state’s nine domestic preparedness regions.

“Most officers have never been exposed to Sovereign Citizen tactics until they are being used on them in a real world situation,” said Sgt. Zeb Stroup of the North Carolina State Highway Patrol, an instructor for the scenario training portion of the program. “This training exposes the student to these tactics in a controlled environment. I have no doubt that each student is now better equipped with the tools to deal with a Sovereign encounter.”

During the course of his studies, Welch hired a Field Liaison Officer (FLO) for his office to work with ISAAC which also was part of the pilot program. The groups spent a year collaborating on learning objectives and developing reality-based scenarios.

The latter is important as detecting characteristics, such as rejection of government authority, of the movement during a traffic stop can be a life or death proposition.

“The research indicated that when a movement adherent simply has to interact with a law enforcement officer it could escalate to violence with the officer totally unaware of the motivation behind the violence,” Welch said. “The pilot curriculum goes beyond basics to include reality-based use of force scenarios that incorporate verbal and visual indicators to allow law enforcement officers to learn threat cues in a safe environment.”

Education feature continues next page >>>



David Darby, a resident of Amboy, Washington, displays the Sovereign Citizen flag. He has refused to leave what he considers to be his property though it was foreclosed due to his refusal to pay property tax and sold at auction.
Photo: The Columbian-Zachary Kaufman

Several indicators to help identify followers of the Sovereign Citizen Movement

- Sovereign Citizens often produce documents that contain odd or out-of-place language. In some cases, they speak their own language.
- They will write only in certain colors, such as red.
- They make references to the Bible, U.S. Constitution, U.S. Supreme Court decisions, or treaties with foreign governments.
- Their personal names are spelled in all capital letters or interspersed with colons (e.g., JOHN SMITH or Smith: John).
- Their signatures are followed by the words “under duress,” “Sovereign Living Soul” (SLS), or a copyright symbol (©).
- They use personal seals, stamps, or thumb prints in red ink.
- They use the words “accepted for value”.
- They carry fraudulent drivers’ licenses or may write “No Liability Accepted” above their signature on a driver’s license.
- They follow their own set of laws and do not recognize federal, state, or local laws, policies, or regulations.

*From Sovereign Citizens, A Growing Domestic Threat to Law Enforcement by the FBI’s Counterterrorism Analysis Section.
Read more: <http://1.usa.gov/1ijxveC>*

Simulation Lab Brings Real-life Practice to Concordia Program

A groundbreaking simulation laboratory headed by Center for Homeland Defense and Security alumnus Jason Nairn at Concordia University in Portland, Oregon will enable utilities to hone their incident management skills and exercise catastrophic events.

Dubbed the Utilities National Training Center, it will be located along with Concordia's Center for Homeland Security Studies and Homeland Security Simulation Center at Concordia's Columbia River campus. Establishment of the school's Center for Homeland Security Studies was led by another master's degree alumnus, Scott Winegar. A former officer with the Portland Police Bureau, Winegar began working on a homeland security curriculum for the school in 2009, having penned his CHDS thesis on the need for more education in the field.

"We have crafted our program to develop future homeland security leaders, and the simulation center is a forward leaning approach to homeland security education," Winegar said.

Concordia Portland was among the first to participate in CHDS' University and Agency Partnership Initiative (UAPI), which freely shares the Center's curriculum to further the development and reach of homeland security education.

"It is very gratifying to see our alums take the knowledge they gained from their CHDS education, combine it with their personal practical experience, and now take it to the next level by building a lab that really addresses their constituents' needs," UAPI Co-Director Stan Supinski said. "This impressive effort will now feed back into our community and provide a model that everyone can learn and benefit from."

With the academic program on firm footing, Nairn was hired to oversee the Homeland Security Simulation Center in July 2014. A new laboratory focused on incident management for utilities also uses the same assets and facilities.

"Critical infrastructure is a key focus in homeland security," Nairn observed. "On the academic side, we teach in critical infrastructure protection, energy being a key sector. The simulation center and the academic program go hand in hand with protection of critical infrastructure so making that transition to a utilities national training center was really in our wheelhouse."

The simulation center features six classrooms and a virtual reality theater that support training and exercising incident leadership challenges. Next door is an emergency operations center. At a desk with interactive controls and a monitor, participants can operate as members of responding organizations and operate strategically and/or tactically. (See video at <http://bit.ly/1k7oiGq>).

"Students are able to operate within a realistic incident and fail safely," Nairn said. "Then we can go back and learn from the mistakes."

The Homeland Security Simulation Center complements the school's degree program by providing exercises based on real world

events to students as well as for public and private organizations. The latter's fees help offset costs to students.

"It is truly a partnership," Nairn said.

For example, the nearby city of Gresham recently practiced an active shooter event in the city to exercise unified command between the police and fire departments. The Center also recently hosted an executive seminar for NW Natural, an area utility, which was devoted solely to company executives and focused on the relationship between executives and incident command during an emergency.

With the Center's simulation laboratory as a foundation, the new Incident Management Center for Utilities was established with the school, Portland Gas and Electric, the Western Energy Institute and the firm of Organizational Quality Associates. The lab will help emergency managers stay up to speed.

"They're really experts in emergency management," Nairn noted. "NW Natural responds to gas leak emergencies almost every day. They have systems in place. Getting them to work with NIMS (National Incident Management System) just makes the critical infrastructure network more resilient."

The homeland security curriculum includes standard courses such as cyber-security, infrastructure protection and intelligence while infusing traits such as character and leadership. The chief goals for the Concordia program are to nurture critical thinking skills and ethical decision-making.

"The simulations vary, but the focus is on those two things," Nairn said. "We teach the basics of the incident command and working in different scenarios, but ultimately we're practicing command-level decision making. We're teaching leadership skills."



*Jason Nairn using the simulator at Concordia University.
Photo courtesy of Concordia University*

"Students are able to operate within a realistic incident and fail safely. Then we can go back and learn from the mistakes."

*Jason Nairn, MA 0901/0902
Assistant Professor and Director of Homeland Security Simulation
Center, Concordia University - Portland, Portland, Oregon*

Liquorie Shares Expertise at Marine Corps University

Contributed by Watermark guest writer Paul Liquorie

Center for Homeland Defense and Security master's degree alumnus Paul Liquorie served as subject matter expert this summer at the Marine Corps University, Command and Staff College's (CSC) National Response to Catastrophic and Disruptive Threats Exercise during the Defense Support of Civil Authorities (DSCA) course.

Liquorie is a captain with the Montgomery County (Maryland) Police Department and also is a member of the National Capital Region Incident Management Team (NCR-IMT), where he often fills the role of the Operations Section Chief.

The CSC exercise focused on the role of federal Title 10, or active component and reserve military forces, during catastrophes that exceed the overall capacity or specific capabilities of the states' civilian emergency response agencies and Title 32, National Guard units. The NCR-IMT members lent their experience and perspectives in emergency management to officers representing all the armed services, foreign military service members and civilians who were students attending the CSC. The scenario the students were confronted with during the three-day exercise was a magnitude 7.8 earthquake along the San Andreas Fault that crippled Southern California.

Liquorie shared research from his thesis, "Homeland Security is Hometown Security - Comparison and Case Studies in Vertically Synchronized Catastrophe Response Plans," with the students he mentored. This was pertinent because a major section of his thesis was an analysis of the Southern California Catastrophic Earthquake Plan. That plan, developed with input of more than 1,500 participants, was produced in collaboration by the California Emergency Management Agency (Cal EMA) and the Federal Emergency Management Agency (FEMA) Region IX to address the anticipated shortfalls and needs of this impending and complex catastrophe. Liquorie's thesis compared the plan to several established emergency management standards and criteria and concluded it was one of two plans studied that are exemplars of intergovernmental coordination and catastrophe response planning.

The members of the NCR-IMT were embedded among breakout groups of CSC students. Each group developed a presentation depicting a national Joint Task Force (JTF) organizational structure and identified the potential resources to include military installations that could be employed in support of the earthquake response. NCR-IMT members advised the CSC students of the overall response to this type of scenario within the framework of the National Incident Management System (NIMS) including the Incident Command System (ICS), the initial civilian emergency response capabilities, and the most likely assets that would be requested of the military to support response and recovery operations. The students were limited in that they had to frame their presentations within the legal limitations

Liquorie shared research from his thesis, "Homeland Security is Hometown Security - Comparison and Case Studies in Vertically Synchronized Catastrophe Response Plans," with the students he mentored.



*Paul Liquorie
MA 1301/1302
Captain, Montgomery County (Maryland) Police
Department and a Member of the National Capital Region
Incident Management Team (NCR-IMT)*

of Title 10 - United States Code and the Posse Comitatus Act, which restricts certain functions to be performed by active duty forces, most notably, those associated with law enforcement duties.

A highlight of the three-day exercise was a lecture by FEMA Administrator William "Craig" Fugate who explained the constitutional foundation for the separation of Title 10 assets from those of civilian and Title 32 resources as well the lessons learned from Hurricane Katrina in deploying active component military personnel. He noted the legal changes instituted by Congress since Katrina to streamline the process in activating both Title 10 active duty and reserve military resources in the critical first hours of a disaster.

For example, the Immediate Response Authority now vested with local military base commanders allows them to rapidly send resources to communities adjacent or nearby their installations during disasters. Fugate also emphasized the positive development of the institution of the Dual Status Commander, a flag officer who would be appointed to command both Title 10 and Title 32 forces in times of a national scale emergency. Another point included the importance of integrating Defense Coordinating Officers into the organization of each of the ten FEMA regions.

A future challenge that was discussed was distinguishing the sometimes tenuous difference between homeland security, a civilian-led function, versus homeland defense, a Department of Defense mission during substantial terrorist incidents.

ELP Graduate Navigates Complexities of Refugio Oil Spill



An estimated 143,000 gallons of oil, the equivalent of 3,400 barrels, leaked from a privately owned pipeline near Refugio Beach north of Santa Barbara, California. The Oiled Wildlife Care Network (OWCN) administered by the UC Davis Wildlife Health Center in the School of Veterinary Medicine, reported a total of 252 birds collected (57 live, 195 dead) and 168 marine mammals collected (62 live, 106 dead) after this spill. Photo: Robyn Beck, AFP, Getty Images

An oil spill that soiled a couple of world-famous beaches in Santa Barbara County, California, resulted in unique homeland security and disaster response challenges that incorporated traditional CHDS concepts from collaboration to crisis management to complex theory.

On May 19 oil leaked from a pipeline into a gully that eventually overflowed into a drainage area leading into the Pacific Ocean. Rocks and beaches were soiled, fisheries closed, culturally sensitive sites endangered and beaches were closed heading into a Memorial Day holiday on one of the most scenic stretches of coast in the world.

More than three months later, recent Executive Leaders Program graduate Ryan Rockabrand continues wading through the muck of bureaucracy left by the Refugio Oil Spill while ever-shadowed by the 1969 oil spill off the county's petroleum-rich shores that is often cited as the birth of the modern environmental movement in the United States and the creation of Earth Day.

"Santa Barbara County is home to more than 500 philanthropic and environmental organizations," said Rockabrand, the County's Director of the Office of Emergency Management. "The area where the spill entered the ocean is a sensitive one in terms of tribal, archeological and cultural issues and arguably one of the most active natural seep locations on the planet. You probably couldn't pick a more troublesome location in the world for an oil spill."

The privately owned pipeline near Refugio State Beach leaked what was estimated to be about 143,000 gallons, or 3,400 barrels, of oil. The line received oil from onshore processing facilities

"The area where the spill entered the ocean is a sensitive one in terms of tribal, archeological and cultural issues and arguably the most active natural seep locations on the planet. You probably couldn't pick a more troublesome location in the world for an oil spill."

Ryan Rockabrand
ELP 1402

Director of Emergency Management
County of Santa Barbara, Santa Barbara, California

that had received oil from offshore platforms; the line where the spill occurred transported oil from those onshore facilities to refineries further inland.

Tar balls were found as far away as Los Angeles and neighboring Ventura County and the area's fervent conservation community was demanding answers and at times taking action into its own hands.

The initial response was a matter of following plans and modifying as needed. One improvisation was establishing the Incident Command Post (ICP) at the County's Emergency Operations Center (EOC) rather than closer to the actual incident site as is customary.

"We train to use the EOC in response to incidents, but not as a command post," Rockabrand said. "The EOC traditionally handles facilitation and coordination of information and support resources; typically we are dealing with matters at the policy level."

What the EOC did have was state-of-the-art technology and enough capacity to facilitate up to 350 people on any given day. The well-equipped site proved fortuitous, even if out of the ordinary, as it can sometimes take days just setting up an ICP environment.

“It was one of those command decisions necessary to make early on to ensure an effective and efficient response to an incident. It may not be popular with all stakeholders but it ensures the principles we abide by in emergency management – life, safety, incident stabilization and property preservation.”

As the response was underway, officials also grappled with competing policies and bureaucratic frameworks. Oil spill cleanup is typically driven by the U.S. Coast Guard under the National Contingency Plan while state and local governments train to standards set forth by the Federal Emergency Management Agency which outlines the National Response Framework.

In this particular incident, the County of Santa Barbara has a memorandum of understanding with the State of California which provides authority to the Office of Emergency Management to serve as Local On-Scene Coordinator (LOSC) in Unified Command when responding to spills. Additional assorted agencies from the Environmental Protection Agency to the Department of California Fish and Wildlife were also included. The mission involved coordinating 62 different government agencies and 54 contract agencies while about 1,500 people were working in the field conducting pipeline repair and investigations, water skimming operations and most significantly 96 miles of shoreline cleanup efforts.

“What makes this response effort unique is that, by law local government has an active seat at the table in Unified Command. This was one of the most difficult issues faced during the Deepwater Horizon incident and although our efforts included new challenges, there has certainly been some tremendous hurdles bypassed by having a voice,” Rockabrand said.

To understand the magnitude of such an event, a look at Santa Barbara history and milieu is helpful. The 1969 spill galvanized a fledgling environmental movement and even set into motion a decades-long effort to establish to the north the Monterey Bay National Marine Sanctuary, where drilling is prohibited. Compounding the environmental ethos is sensitivity to tribal residents and archeological areas as well as politicians from local on up to federal who want up-to-date and reliable information.

“We had a challenging task in the sense of dealing with a variety of stakeholders,” said Robert Troy, Deputy Director of the Santa Barbara County OEM. “One person serving as a LOSC would not have been able to effectively engage with Unified



Ryan Rockabrand

the cleanup saw concerned residents flocking to help. The problem was the potential impact those sometimes untrained volunteers would have on tribal and archeological sites, and what they would do with the contaminated sand once they removed it from the beach.

“I can’t articulate enough the political interests with this incident,” Rockabrand noted. “We had to augment our Joint Information Center with an Intergovernmental Affairs Group to ensure elected officials at all levels of government, from the locals to the D.C. beltway, were getting a consistent message.”

The relationships formed in the ELP course proved invaluable during the response.

“I had a Coast Guard captain who I was able to lean on and ask questions, and there were a number of law enforcement and intelligence representatives I tapped into to deal with protesters and death threats against the responsible party,” Rockabrand said. “I was able to learn of best practices from experts on pipeline operations, investigation methods and working within the political landscape.”

Moreover, the incident encompassed many of the key concepts discussed and debated during the ELP.

“This incident embodied complexity theory as financial ramifications, business, cultural, environmental, political and public safety issues all converged. Debating and discussing strategies with students from varied disciplines was greatly appreciated and building a network of confidants who can all rely on one another in the future,” he added.



Location of the leak and its path to the ocean. Photo: John Wiley

Class Notes

Alumni



MA 0302/0303

Michael Petrie, left, has been named Director of Monterey County (California) EMS.

MA 0403/0404

Don Reed has been conferred the Doctor of Philosophy (Ph.D.) in Public Policy and Administration by Walden University.

MA 0501/0502

Linda Scott, right, is Director for the Division of Emergency Preparedness & Response within the Michigan Department of Health and Human Services' Bureau of EMS, Trauma, and Preparedness.



MA 0601/0602

Colonel **Timothy Alben**, a CHDS master's degree graduate, retired in July as Superintendent of the Massachusetts State Police following a 32-year career with the agency.

MA 0701/0702

Deputy Chief **Randy Hopkins** retired from the Kansas City, Missouri, Police Department Professional Development and Research Bureau after 30 years with the department. He is now Chief of Campus Police at Rockhurst University in Kansas City.

MA 0703/0704

Jonathan Yavneh has been promoted to Captain and assigned to the Office of Deputy Chief with the Miami Police Department.

MA 0803/0804

Captain **Bonnie Regan**, right, OEM Deputy Director, has retired after 33 years of service to Arlington County, Virginia.



MA 0805/0806

Nick Campasano has been named Fire Services Director in Wake County, North Carolina. Campasano was previously Deputy Fire Chief in Manchester, New Hampshire.

MA 0901/0902

Dr. **Matthew Blackwood** has been named Deputy Director, Homeland Security State Administrative Agency, West Virginia Department of Military Affairs and Public Safety. He was previously Homeland Security Coordinator with the West Virginia Department of Agriculture.

MA 0903/0904

U.S. Customs and Border Protection (CBP) El Paso Port Director **Beverly Good** was sworn into office during a CBP Field Operations change of command ceremony. Good previously served as the CBP port director for the George Bush Intercontinental Airport in Houston, Texas.

MA 1001/1002

William F. Sweeney Jr. has been appointed FBI Special Agent in Charge of the Philadelphia Field Office. Sweeney was most recently in charge of the Counterterrorism Division at the New York Field Office.

Laura Thompson, right, has been promoted to Captain in the U.S. Coast Guard (USCG) and is Deputy Director, N-NC Interagency Directorate (J-9) at NORAD-USNORTHCOM.



Judd Freed was elected President of Region 5 International Association of Emergency Managers, USA Council, and reappointed as Vice Chair of the Homeland Security and Emergency Management subcommittee of the National Association of Counties.

ELP 1001

Michael Reese has retired from the District of Columbia Metropolitan Police Department after 30 years of service. Reese is now Deputy Chief with the D.C. Housing Authority.

MA 1003/1004

Sandra Keefe is now Director of the Mitigation Division for FEMA Region VI. She was previously the division's Deputy Director.

MA 1101/1102

Kimberly (Spill) Cristiano has been elected Area 7 Alternate Governor with the Florida Emergency Preparedness Association (FEPA). She works as the Emergency Manager for Pompano Beach, Florida, Fire Rescue.

Michael Larrañaga received the 2015 Board of Certified Safety Professionals Award of Excellence on June 10 in Dallas.

MA 1103/1104

Samantha Phillips, right, Director of Emergency Management of the city of Philadelphia, earned the 2015 Colonel Robert E. Williams Leadership Award at the National Homeland Security Association annual conference in San Antonio.



Gary Settle has been promoted to Major with the Virginia State Police and will serve as Deputy Director of the Bureau of Criminal Investigation (BCI).

MA 1105/1106

Jennifer Martin is now Director, Office of Public Health Preparedness and Response at Baltimore City Health Department.



James Schwartz, left, was named Deputy County Manager in Arlington County, Virginia, effective September 8. Schwartz was previously the county's Fire Chief. Schwartz is also an alumnus of ELP 0801.

ELP 1101

Michael Steinbach, Assistant Director in the FBI's Counterterrorism Division, was honored with the Anti-Defamation League's William and Naomi Gorowitz Institute Service Award in recognition of his "career on the front lines in the fight against terrorism and extremism."

Pacific ELP 1101

Joanna Nunan, also an alum of ELP 1201, was promoted to the rank of Rear Admiral (Lower Half) in the Coast Guard and is now serving as the Military Advisor to the Secretary of Homeland Security.

ELP 1102

M. Jay Farr has been appointed as the Arlington County, Virginia, Police Department's Chief of Police.

Gary Kelley was appointed as Inspector General for the Georgia Department of Agriculture in July. Kelley had served for more than seven years as a Deputy Director at the Georgia Emergency Management Agency/Homeland Security.

MA 1105/1106

William Wickers was promoted to Lieutenant with Phoenix Police Department on September 14.

MA 1201/1202

Guam Police Chief **Fred Bordallo** retired from his post May 22 after 29 years of service. He is also an alum of ELP 1402.

Jeff Nelson, right, has retired from the Contra Costa, California, County Sheriff's Office and is now Law Enforcement Consultant to the California Commission on Peace Officers Standards and Training.



Los Angeles Fire Department (LAFD) Captain **Stacy Gerlich** has been assigned

to the LAFD Community Risk Reduction Unit, Bureau of Fire Prevention & Public Safety, after an 18-month detail to Los Angeles International Airport as lead instructor for Emergency Preparedness Teams.

MA 1205/1206

Eileen Decker was confirmed by the U.S. Senate on June 10 as the U.S. Attorney for the Central District of California.



ELP 1301

Patricia Dukes, left, also an alumnae of Pacific ELP 1101, has been named EMS Deputy Chief with Kuwait Base Operations and Security Support Services (K-BOSS) in Kuwait. She is retiring as Chief of EMS in Honolulu after a more than 30-year career.

ELP 1302

Jill Benson Ramaker has been named Executive Director of the Northeastern Illinois Public Safety Training Academy. Most recently, Ramaker served as NIPSTA's Director of Training.

MA 1303/1304

Doug Lee has been appointed Director of the California State Threat Assessment Center, the state's primary fusion center.

Angi English, also of ELP 1201, has been named Division Chief of Strategic Programs with the Texas State Office on Risk Management. She was formerly Executive Director Texas Governor's Committee on People with Disabilities.

MA 1305/1306

As of August 23, **Tim Mulvihill** is Management & Program Analyst at the Office of Intake and Document Production within US Citizenship & Immigration Services.

ELP 1401

L.J. Fusaro, also of Fusion Center Leaders Program 1301, is now Chief of the Groton, Connecticut, Police Department. He was previously a Major with the Connecticut State Police.



Kelly Gottschalk, left, has taken the position of Executive Director for the Dallas Police & Fire Pension System. She was formerly Deputy City Manager in Tucson, Arizona.

David Hall, Fire Chief, Springfield, Missouri, Fire Department, has been appointed as a member of the International Association of Fire Chief's Terrorism and Homeland Security Committee.

Class Notes continued next page >>>

Pacific ELP 1401

U.S. Coast Guard Rear Adm. **Cari B. Thomas**, 14th District Commander since May 2013, has assumed duties as Assistant Commandant for Human Resources at Coast Guard headquarters in Washington, D.C. She was cited for outstanding service at the 14th District and awarded the Coast Guard Legion of Merit medal.

MA 1401/1402

Randall DeGering was selected to become a NORAD air defense radar analyst, moving from J5 Strategy, Policy and Plans Directorate to the NORAD J3 Operations Directorate.

ELP 1402

U.S. Coast Guard Captain **Tim Tobiasz**, right, assumed duties and responsibilities as Commanding Officer of Coast Guard Air Station Cape Cod, Massachusetts in June.



Pacific ELP 1402

Commander **Karen Jones** has retired from the U.S. Coast Guard after a 24-year career.

Current Students

MA 1403/1404

Patrice Hubbard was promoted from Sergeant to Lieutenant at the St. Petersburg (Florida) Police Department.

Michael Thomas was promoted to Lieutenant Colonel & named Deputy Director of Florida Highway Patrol.

ELP 1501

Andrew Lombardo of the New York City Police Department was promoted from Captain to Deputy Inspector, Operations Commander, on June 26.

It is with great sadness we mark the passing of three members of our CHDS community

IN MEMORIUM
REMEMBERED BY YOUR CHDS FAMILY

RAFE SAGARIN
CHDS INSTRUCTOR

JOHN CLINE
MA 0302/0303

MARK CARR
MA 1105/1106

**Pilkington Expands Master’s
Research, Presents Analytical
Allocation Approach in UK**



“As we went through our coursework at CHDS I began to think about how much money we spend and how little we know about results.”

“The most surprising to me is, at all levels of government, how little strategic analysis goes into making decisions about how money will be allocated. We should look at reliable metrics.”

*William Pilkington
MA1303/1304
Public Health Officer
Public Health Authority
Cabarrus County, North Carolina*



Dr. William Pilkington was interested in developing a more analytical approach to allocating resources as he wrote his CHDS master's degree thesis, "Risk, Politics, and Money: Need for A Value-Based Model for Financing Public Health Preparedness," and it remains a question he continues pursuing in post-graduation life.

Pilkington presented a continuation of his thesis research in September at the 9th Dealing with Disasters International Conference at Northumbria University in Newcastle, United Kingdom, with a presentation titled, "Estimating the Likelihood of Unlikely Events."

In an age of analytics he found homeland security budgeting more of a political and reactive exercise than one that measures costs and benefits, and thus enabling sustainability of a program.

"In this era of economic uncertainty, one of the biggest challenges in designing and funding emergency preparedness and recovery is deciding exactly how much to invest and determining the impact of those investments," wrote Pilkington, who is the Public Health Officer with the Public Health Authority of Cabarrus County, North Carolina.

The aftermath of 9/11 resulted in an influx of public funding across the homeland security enterprise. By the end of the decade, the largesse had waned as funding shortfalls and a weak economy led states and the federal government to cut costs. That raised the question of just what was the exact benefit of spending about \$1 trillion over 13 years.

"As we went through our coursework at CHDS I began to think about how much money we spend and how little we know about results," Pilkington said.

His thesis focuses on public health and analyzes the worth of Value-Based Decision Making, rather than politically driven decisions. Pilkington explores the political components and players and how their concerns drive funding.

Value-Based Decision Making for the purpose of the research is identified by components: a risk assessment (RA), cost benefit analysis (CBA), cost effectiveness analysis (CEA), return on investment (ROI), and hazard vulnerability analysis (HVA).

In the thesis, Pilkington describes the way this concept develops: "The VBDM model starts with a public health preparedness issue or initiative. Next, the LHD (Local Health District) analyzes the issue/initiative using RA, HVA and one or more of the value-based tools such as CBA. The model requires a RA and HVA in every analytical process because knowing risk is essential to calculating benefits, effectiveness, and ROI. The completed analysis results in a value-based decision grounded in objective measures of success."

"These tools are "value based" because they provide a rational basis for evaluating the cost, consequence, and utility of specific funding decisions," Pilkington wrote.

Pilkington found that his research illustrated how ingrained the political approach to funding is for governments. Allocation decisions are made more on a survey level in which a plan calls for x amount of actionable steps with y amount of money, which determines how many actions may be taken.

"The most surprising to me is, at all levels of government, how little strategic analysis goes into making decisions about how money will be allocated," he said. "We should look at reliable metrics."

A value-based approach could ensure greater reliability in funding expectations as it focuses more on sustainability and outcomes rather than capacity, he believes.

"It's a 180-degree shift," he said.

The topic has gained traction nationally and internationally. After graduating from CHDS, Pilkington discussed his research in Washington, D.C., at a Department of Homeland Security monthly Brown Bag Lunch lecture.

Organizers of the event in Newcastle approached him and he expanded his research to include emergency preparedness in the United Kingdom and other nations. And he wants to expand the approach to look at other components of the homeland security enterprise.

"Can we take the same kind of approach to critical infrastructure, crisis communications or cyber protection?" he said. "Are there things we can do that show reliability beyond simply measuring performance?"

Pilkington credits a CHDS education with the opportunity to expand his research after graduation and with adding a different approach to his job.

"A CHDS education makes you think about these kinds of things from an analytical perspective," he said. "If you have a question, you have contacts within the program with somebody who knows something about almost any aspect of homeland security."

In the case of his current research, Pilkington was able to gather information at the UK's Home Office through a contact introduced to him by CHDS instructor Paul Jonathon Smith.

"I wouldn't have had that contact without CHDS," he said.

*Pilkington's thesis, Risk, Politics, and Money: The Need for A Value-Based Model for Financing Public Health Preparedness and Response, is available at the HSDL:
<http://bit.ly/1PDaMEs>*

UAPI Conference Examines Changing Threat Landscape

Just like homeland security itself, educators in the field see a constant stream of threats and must decide which essential issues require future learning and which are temporary and passing.

“That is one of the hardest things to contend with; the field is so dynamic it’s challenging to stay abreast of current curriculum,” said UAPI Co-Director Stan Supinski. “That’s the great thing about this conference. This is great place for people to get updated so they can modify courses to meet current needs and trends.”

The 9th annual Homeland Defense and Security Education Summit on September 25-26, hosted by the Center for Homeland Defense and Security University and Agency Partnership Initiative, Valencia College and FEMA/DHS addressed that conundrum with the theme “Evolving Homeland Security to meet Future Threats/Hazards.”

“The annual UAPI conference is critical to helping CHDS spread its homeland security educational expertise with other institutions,” CHDS Director Glen Woodbury said. “These instructors will in turn add to our alumni in forming a cadre of professionals helping to keep the U.S. safe.”

Post-conference surveys show the gathering succeeds at doing just that as seven in 10 respondents said they plan to modify their curriculum based on presentations.

A constant theme in the history of homeland security education has, of course, been terrorism. John Tien, former Senior Director

for Afghanistan and Pakistan with the President’s National Security Council provided an inside glimpse of the Obama administration’s policy in those two nations.

Conversely, the still-emerging issue of unmanned aerial systems was among the newer topics discussed. David Morton, former Federal Aviation Administration Safety Inspector, discussed drones as a resource for public safety and the threat they can pose.

In addition to emerging issues, the conference addressed the mechanizations of teaching the subject with sessions such as “The Human Aspect of Homeland Security Education” and “Beyond the Discussion Board: Integrating Interactive Online Delivery Methods.”

As with past events, the workshop took advantage of the expertise of CHDS alumni. Recent master’s degree graduate Ryan Fields-Spack of the Aurora Colorado Office of Emergency Management delivered a presentation based on his CHDS thesis, “Airmanship on the Ground: How the Aviation Industry can Fundamentally Change the Way First Responders Manage Complex Emergencies,” while 2010 alumnus John Comiskey, who teaches at Monmouth University, presented “The Graphic Novel: A Cool Format for Teaching Homeland Security to Generation Y.”

Next year will mark a decade of holding the annual conference and CHDS/UAPI will partner with the Federal Emergency Management Agency, Department of Homeland Security, and George Mason University, with the event to be held in the Washington D.C. area.

“We’ve been doing this for 10 years and the interest continues growing,” Supinski said.

Inaugural Mark Carr Award Unveiled

James Robinson, graduate of Master’s Cohort 1401/1402, received the inaugural Mark Carr Esprit De Corps Award, named in honor of Mark Carr, a former CHDS student who died in August 2014. This award honors students, who through their own actions instilled, sustained and created a spirit of unity and pride within the cohort and who provided valuable insight to members of the cohort.

Each member of the cohort nominated one classmate, who not only established an esprit de corps within the cohort, but also went out of his or her way to quietly steer individual members of the cohort toward success.

Mark Carr was a CHDS MA graduate of Cohort 1105/1106. He graduated in the spring of 2013. Mark was a recognized leader of the fire services and became a Senior Executive Service Officer in the federal government.

“When I first met Mark, I knew immediately he was a person that would become a good friend,” classmate Richard Giusti said. “He was exceptional at looking at a problem, giving you a unique perspective while at the same time motivating you to improve yourself and bring the people around you up as well.”



The Mark Carr Esprit de Corps Award plaque will be displayed prominently in the halls of CHDS

Upon hearing of Mark’s death, members of his cohort chose to memorialize Mark’s impact on their cohort. With the creation of this memorial, Mark’s personality and dedication will be honored in all future cohorts of the CHDS program.

“The establishment of this award allows Mark’s bright smile to shine continually in the halls of CHDS,” classmate Jerry Monier said. “I would like to thank Cohort 1105/1106, the CHDS staff, and the CHDS Association for supporting the creation of this award.”

Instructor Spotlight:

Lauren Fernandez

A flyer hanging in the hallowed halls of the University of Virginia grabbed the attention of systems engineering student Lauren Fernandez.

The Blue Ridge Mountain Rescue Group sought volunteers and a meeting was scheduled that Saturday.

“I thought it would be an hour-long meeting and it was actually a day-long training,” Fernandez recalled. “It poured down rain in the middle of the day. Instead of people saying ‘let’s go inside’ we kept working. I thought, ‘this is cool. I like it.’”

She found herself getting calls in the middle of the night to organize searches for everything from missing toddlers to downed aircraft.

That may well have been the first marker on her trail to the Center for Homeland Defense and Security where, since August 2007, she has taught basic cornerstones of the master’s degree curriculum - Introduction to Homeland Security, Policy Analysis and Research Methodology, and Research Colloquium.*

Upon graduating from Thomas Jefferson’s university, Fernandez’s volunteer experience stayed with her as she entered the workforce. With a bachelor’s and master’s degree in hand, she worked several years in the private sector and then migrated to the Department of Homeland Security National Preparedness Directorate where she progressed to the position of Branch Chief.

DHS offered multi-pronged opportunities and saw Fernandez managing information systems as well as leading preparedness assessments for the Homeland Security Grant Program and others as well as chairing a working group developing the Pilot Capabilities Assessment. This task involved convening local, state, federal and private-sector representatives from across the country and the tools were subsequently utilized by many states.

“I really enjoyed the work and the people in the office,” Fernandez recalled. “There was a lot of freedom to propose new ideas and work on common problems.”

The solution lay in education. Fernandez went back to school to pursue a doctorate at The George Washington University and found the intersection of academia and real-world interest. Her dissertation topic was on design and analysis of a disaster volunteer management system for disaster response and recovery enabling the fusion of engineering and crisis/emergency management.

“I focused on spontaneous volunteers,” she recalled. “People who converge at the scene can be an incredible asset but they can be ineffectively used and cause problems. The key is to anticipate this and integrate them into response.”

“Writing can be a hurdle for participants who have been out of academic environment. As an engineer that doesn’t enjoy writing, I understand that. But I think it is just as important, if not more, to appreciate the opportunities. How often are you given the intellectual freedom, research resources, a cohort of experienced colleagues, and engaged faculty and staff to attack important problems? It is pretty special.”



*Lauren Fernandez
CHDS Instructor*

Upon completing her Doctor of Science, she was planning to move from the D.C. area and was encouraged by members of the working group to apply for a teaching job at CHDS.

“I’m very glad I applied for the job,” she said. “I love the mix. I love the intellectual aspect and academic focus. The problems at CHDS are applied in the world, and the work we do is not done in an ivory tower.”

One asset for Fernandez is that she can relate to professionals who may have a deep professional background but are uneasy re-entering higher education and the daunting writing demands that come with it.

“Writing can be a hurdle for participants who have been out of academic environment,” she said. “As an engineer who doesn’t enjoy writing, I understand that. But I think it is just as important, if not more, to appreciate the opportunities. How often are you given the intellectual freedom, research resources, a cohort of experienced colleagues, and engaged faculty and staff to attack important problems? It is pretty special.”

CHDS courses focus on inquiry and problem solving. In the research course, the goal is developing a skill-set to develop a research question and to hone a participant’s ability to locate and analyze material. The Introduction to Homeland Security course is aimed at instilling a critical thinking approach that will serve the participants throughout the curriculum.

Fernandez plans to continue infusing her interests and background into her teaching.

“I think it’s important to keep CHDS a dynamic organization,” she said. “I am interested in applying systems and design thinking approaches to homeland security problems.”

Dr. Fernandez’s instructional services are proudly provided to CHDS by MAC Consulting Inc.

CHDS Founder Leaves Lasting Legacy

CHDS founder Andy Mitchell enjoyed the challenge of creation, innovation and implementing his vision. And as he departs the federal government after 28 years of service that is a legacy he leaves behind at the Center for Homeland Defense and Security.

Mitchell moved to Washington, D.C., in 1979 and has spent the past 28 of those years employed by the federal government. He retired from FEMA in July after holding an array of positions, most recently the Director of the Technical Hazards Division.

That's six presidents, seven Speakers of the House, eight majority leaders in the Senate and a vortex of swirling political ethos to traverse in executing missions for, first, the Department of Justice and later the Federal Emergency Management Agency.

Along the way he was part of a visionary team that took a loose concept applying academic rigor to emergency planning and emphasizing doing response better through federal, tribal, territorial, state and local partners. Galvanized by the 9/11 attacks with a new sense of urgency, the team envisioned an advanced degree that would somehow further critical policy development in a new age where public professionals suddenly found themselves tasked with a vague new challenge called homeland security.

With his southern drawl and demeanor he is quick to deflect any credit for his role in establishing the Center, pointing to what he called a "serendipitous coalescing of people with a variety of perspectives." Among them, former NPS Associate Provost Paul Stockton, nationally renowned emergency management guru Lacy Suiter, deceased, Bill Kelley, now a DHS Senior Advisor and Darrell Darnell, currently Senior Associate Vice President for Safety and Security at George Washington University.

From that melding of minds came the Center for Homeland Defense and Security housed at the Naval Postgraduate School.

"The most exciting thing was to start something that didn't exist," Mitchell said. "That has always been the most interesting and challenging role I've tried to play. I'm not very good at just maintaining something or coming in and running something from 9-5 that's already there."

When he arrived in Washington, Mitchell was worked several years for one of the cities many professional trade organizations with an eye towards one day landing a job at the Department of Justice Office of Justice Programs on the drug war that gripped the public and media during the mid-1980s to mid-1990s.

"Andy had a very common sense and classic approach to things," said Kelley, who met Mitchell when the two worked in government in Georgia in the '70s. "His style is deliberate and determined. He was there every day going after it, going after it."

A couple of things happened which would prove fruitful in later years when the Center was still in the idea phase. Those years provided Mitchell a valuable glimpse into the workings of diverse state and local government as he met with mayors, prosecutors, judges and law enforcement officials at various levels across the southeastern United States. And, the position also provided a basis for terrorism and emergency response.

"I think the Center can be proud of the fact a large number of senior executives at the state and local level, and the federal level, have all been our alumni. That's probably the biggest recognition of the value of the program."

*Andy Mitchell
CHDS Founder*



"Andy definitely taught me the importance of building strong relationships with groups and individuals that can make the greatest positive impact on the big challenges in your professional career," said Stan McKinney, CHDS Director of Executive Programs who has known Mitchell since the late 1970s. "Another lesson learned was that compassion for people, especially employees and associates, always establishes an environment for success."

Following the 1993 World Trade Center bombing and the foiling of a plot to bomb other New York City landmarks around the same time, Congress took notice. By 1995, the Anti-Terrorism Death Penalty Act set aside all of \$12 million for a pilot program training metropolitan areas on responding to weapons of mass destruction, along with \$2 million apiece for training facilities in New Mexico and at Fort McClellan. A separate Department of Defense program was aimed at the same goal.

Mike Walker, a former interim Secretary of the Army who serves as a CHDS subject matter expert, worked with Mitchell as the Army transferred the Fort McClellan facilities to DOJ. In early 2001, months before the 9/11 attacks, Mitchell and others would meet to discuss a vague educational program that would eventually become the Center.

"Andy's greatest contribution is that he had the foresight, long before 9/11, to understand the growing terrorist threat and the need to build capacity in state and local governments," Walker noted. "Andy is a no-nonsense leader who never took 'no' for an answer. He never let bureaucracy or inertia get in the way of accomplishing the mission. Along the way, he broke some china. He had to. I also think he enjoyed it."

When September 11 happened, a newfound sense of beltway cooperation sprouted and an influx of funding came with it. For the CHDS founders the goal was an educational program that moved beyond tactical training and, instead, fostered critical thinking and strategic policy development.

But at the time, the Department of Homeland Security had yet to be established. Stockton, reacting quickly to the attacks, pursued a partnership with the Department of Justice, where Mitchell was still employed in the Office of Domestic Preparedness.

"We were trying to come up with a full complement of education which included the master's degree for new leaders and the

Executive Leaders Program for leaders who inherited DHS,” Mitchell observed. The challenge was to get the right group of people and the right ideas to think differently and to be very strategic and outside the box thinkers.”

And even with the vision solidified, there was still the monumental task of persuading government leaders to send their best and brightest to Monterey, California, to study what was then vague terminology at a place called the Naval Postgraduate School, a place they may or may not have heard of.

“We explained that this was a great place to have it and that we were working under congressional direction, so I can’t take credit for it because when we were asked to do it I didn’t even know the Naval Postgraduate School existed,” Mitchell said. “I found out pretty quickly it was a marvelous institution that had a great reputation.”

With the master’s degree in place since 2003, the program has been fine-tuned and expanded. NPS faculty initially taught courses, but leaders quickly realized that adjuncts possessing both academic credentials along with practitioner experience were crucial to achieving the teaching goals. When the program was shifted

from DOJ to FEMA, the Center began including more federal participants in what had been an endeavor devoted to state and local professionals.

“I will miss Andy’s vision to help us enhance our programs at CHDS,” said Ellen Gordon, the Center’s Associate Director for Executive Programs. “His leadership certainly provided the Center with many opportunities we would not have otherwise been involved in.”

Mitchell said he fully realized the master’s degree program was effective after speaking with the first couple of graduating cohorts and realizing they were enthusiastically groomed to do the work of homeland security, instead of still figuring out what the concepts meant.

“I’m proud and I’m impressed when I travel around the country or read where our graduates are right now,” Mitchell said. “I think the Center can be proud of the fact a large number of senior executives at the state and local level, and the federal level, have all been our alumni. That’s probably the biggest recognition of the value of the program.”

Two Monterey Based Members of the CHDS Team Are Moving On

Kathie Buaya

This past August, the Center said a reluctant good-bye to Kathie Buaya, one of its original staff members. Kathie served the Center for 13 years and was one of the first staff on the ground in 2002 when the pilot CHDS programs were being organized.



Kathie’s contributions during her tenure at CHDS were far reaching ranging from student recruitment, special event planning, conferences, marketing, as well as providing MET and classroom logistics. Her willingness to always jump in and get things done made her a reliable go-to person. Kathie is the one everyone called when they needed a room in a pinch and she always found a place for them to stay, nobody ever slept under a bridge on her watch.

What made Kathie such a special colleague was her passion for and belief in the CHDS mission and the impact Center programs have every day on people’s lives. One of her greatest gifts was her ability to fearlessly throw herself into throngs of strangers and convince them to pursue their education. Her love of people, especially students and alumni, always inspired her co-workers. We will really miss her sense of humor, infectious laugh and her constant reminder that what we do makes a difference.

We thank Kathie for her extensive service to the Center and wish her all the best in her future endeavors which include spending time with her incredibly intelligent and gifted granddaughter, Cali.

Deborah Rantz

Photographer, graphic artist, #TwitterQueen, friend. Deborah Rantz came to us from Shop.com where she was merchandising manager. She jumped into her job at the Center creating graphics, doing layouts and designing all CHDS program and resource outreach materials. Many of the country’s first responders’ introduction to the Center came through her brochures, flyers, reports and her signature project, Watermark.



Her creativity and eye for detail was a tremendous asset. Her artwork was so attractive, some questioned how a government program could produce such high quality material. She consistently produced graphics that visually demonstrated one of the most important aspects of the Center, relationships.

She loved her job at the CHDS, working with the students, alumni, staff and instructors to tell the story of why education for first responders matters. She cared for them, inquired about their careers and families, made soup for staff when they were sick and genuinely provided support to everyone in her path. It was not unusual to find a note or flowers from her garden as a surprise to start the day. Deborah always went above and beyond, adding a special touch to everything she did.

She leaves us to focus on having time to be with her beloved granddaughter, Ava, to pursue her personal creativity in photography, printmaking and writing, enjoy traveling, and hopes for rain so she can work on expanding her garden.

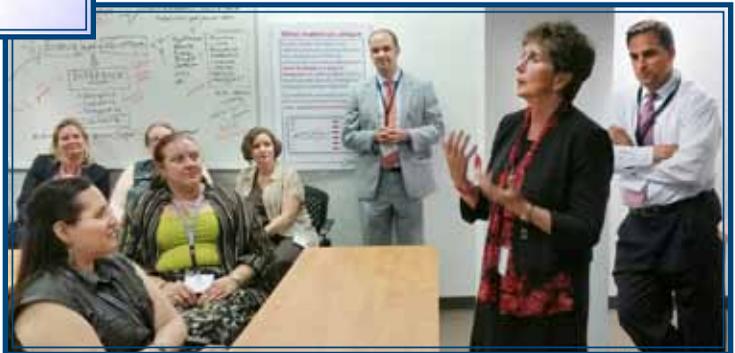
CHDS Photo Album



Above: A lunch meeting brought North American Aerospace Defense Command and US Northern Command (NORAD-USNORTHCOM) alumni, their education administrators and Heather Issvoran together for lunch. Below, first get together of the Rocky Mountain alumni chapter.



Above: Washington, D.C., area alumni toured the Pentagon for their most recent event.



Above: Dr. Kathleen Kiernan, center, CHDS instructor and CEO, Kiernan Group Holdings, Inc., hosted an alumni get together at her offices in Washington, D.C., with Seth Jones, far right as the featured speaker.



CHDS alumni Jerry Monier, Joshua Dennis, Mike Mealer, Matt Rush and Malcolm Kemp pose together while attending or providing instruction at Chicago PD.



Left: The ladies of NCR Cohort 1403/1404. L to R, Patrice Hubbard, Maggie DeBoard, Abila Barbarty, Karrie Jefferson, Vicky Furnish, Gloria Chavez and Michele Caliva.



Sacramento area alumni got together for a regional recruitment event hosted by Walt White, Sacramento Fire Chief, third from the left, and a talk by MA graduate Rick Braziel, right, on contemporary issues and leadership.



You never know where fellow alumni will appear. Jill McElwee, MA1005/1006, attended an instructor development workshop in Gainesville, Florida and heard presentations by Rob Allen, left, and Mac Kemp, right, both of MA 1105/1106. In Jill's words: "I didn't know they were graduates of CHDS until Rob gave his presentation and included Zimbardo references, and then we all collectively sighed when Bloom's Taxonomy was described. I verified my suspicions.... all alumni."



The camera doesn't lie, even Greg Brunelle took off his tie and got dirty for the Wounded Warriors Tough Mudder. CHDS Master's Program graduates who slogged it out are, from the left, Vinny Mata, Brunelle, Kevin Ettrich and Andrew Natoli on the far right.



Marking the anniversary of 9/11 at the NPS memorial, NPS President Retired Vice Admiral Ronald Route related his experience of being in the Pentagon when it was attacked. The NPS memorial includes a piece of steel from the debris of the World Trade Center.



Preparing for the visit of the Pope, Kelly Wolslayer and Walt Smith of MA 1003/1004 worked at the Delaware Valley Intelligence Center in Philadelphia where Walt is Commander. Smith is also a graduate of FCLP 1002.

Wild Cards

Sharon Watson catches up with two other MA 1005/1006 cohort members (l to r) Aaron Nelson and Chas Eby. She taught a strategic communication session at EMI in Emmitsburg, MD. in on behalf of CHDS.



Master's grad Jeffrey Cole shaped up for charity to pose for the Colorado Firefighter's Calendar to benefit the burn treatment unit at Children's Hospital and their camp program. Order the calendars through Jeffrey, AKA Mr. December - first chief EVER in the calendar - and he will pay the postage anywhere in the world.



KUDOS AND CONNECTIONS



Down in front! CHDS staff and faculty jump into the photo to help Executive Leaders Program cohort 1402 celebrate the completion of their ELP program.

Congratulations to
our newest
CHDS graduates
and welcome to
the ranks of CHDS
Alumni!

Master's 1401/1402
Executive Leaders 1402
Fusion Center Leaders 1502
Radiological Emergency
Preparedness 1502



Master's cohort 1401/1402 commemorates their graduation day with their official class photo in front of Herrmann Hall.



FEMA

Educational Resources

Don't forget you still have access to these valuable research and information resources:

Homeland Security Digital Library

The Homeland Security Digital Library (HSDL) is the nation's premier collection of documents related to homeland security policy, strategy, and organizational management. Visit this online resource at www.hsdl.org.

Self-study Courses

Non-credit, online self-study courses, derived from the NPS CHDS Master's degree curriculum, are available to homeland defense and security professionals who wish to enhance their understanding of key homeland security concepts and who require the flexibility of self-paced instruction. Find self-study courses on the CHDS website home page at www.chds.us.

Homeland Security Affairs Journal

Homeland Security Affairs is the peer-reviewed online journal of the CHDS, providing a forum to propose and debate strategies, policies, and organizational arrangements to strengthen U.S. homeland security. CHDS instructors, participants, alumni, and partners represent the leading subject matter experts and practitioners in the field of homeland security. Read the Journal at www.HSAJ.org.

Why is this magazine titled Watermark?

The word watermark suggests a distinguishing mark, visible when held up to the light. Watermarks are used for authentication, have security applications, and indicate a high point of achievement. They are also used to make a permanent mark to create a lasting impression. A watermark is an appropriate symbol and title for this magazine, which is designed to recognize the collaborative efforts, successes, and achievements of both alumni, instructors and faculty.

What Students Say About CHDS' Master's Program

Mark Mac Donnell, Master's Cohort 1303/1304
Sergeant/Supervisor Detective Squad, NYPD

"It has truly been an eyeopening experience and something I am extremely fortunate to have been a part of. It has broadened my horizons and is something I share my experiences with to my co-workers. Employers should take the opportunity to send their employees to the program as the return on investment is well worth it. The critical thinking skills, academic achievements and networking opportunities opens up avenues to both employers and employees to benefit from and something the next generation of homeland security practitioners can advance and learn from."

CHDS Alumni Directory:

Stay Connected with Your Alumni Association and Your Cohort

Update your profile.
Meet others in your region.
Contact classmates.
Start a Regional Alumni Chapter.

Contact CHDS:

Your Latest News, Feedback and Story Ideas:

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Flag in the Center for Homeland Defense and Security classroom.

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The Carmel Mission is constructed of limestone quarried from the Santa Lucia Mountains, the coastal range south of Carmel in Big Sur. Originally the walls were covered with plaster made from burnt seashells.



Watermark
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Defense and Security