

WATERMARK

WINTER 2017

THE ALUMNI MAGAZINE OF THE CENTER FOR HOMELAND DEFENSE AND SECURITY



MESSAGE FROM CHDS DIRECTOR

Dear Alumni and Friends,

As we settle in for the winter the homeland security world around us continues to change.

Center for Homeland Defense and Security alumni have proved the value of our education in numerous ways, but one that stands out is how they transport their education with them to ever new career heights. In this issue, we speak with master's degree graduates Cathy Lanier and Vincent Collins who are overseeing security in two major sports leagues. Their work touches on an array of issues relatable to the homeland security community. James Madia talks about his transition from law enforcement to emergency management in a journey grounded in CHDS education.

Collaboration has been a goal of the Center's educational programs, both for students and in our internal operations. We speak with CHDS Operations Manager Mark Fish to learn how teamwork helps ease the anxiety of students and guests by taking on the minutest of details.

Master's graduates Serge Potapov and Matthew Hudren discuss how they work in tandem at the Transportation Security Administration to keep Americans safe. Alumnus Jerry Monier discusses how he enlists fellow CHDS graduates in designing and delivering courses for Louisiana State University's Center for Biomedical Research and Training. Master's degree participant Jason Reardon and alumnus Patrick Hensley talk about the critical importance of collaboration in a large Bay Area auto and drugs ring.

In addition, we'll take a look at the U.S. southern border where master's alumna Beverly Good has few slow work days and talk to master's participant Eric Pederson about lessons learned from a protest in North Dakota that grabbed national headlines. We also share how graduate Frank Leeb shared his education in London and Rodney Andreasen's recognition for hurricane preparedness work.

Finally, as we approach the end of the year we would like to thank our alumni and students for the work they do and for sharing their stories with the Center.

Truly yours,



Glen Woodbury
Director, Center for Homeland Defense and Security

CHDS HAS ALWAYS ATTEMPTED TO
INNOVATE EDUCATION BEYOND
TRADITIONAL CLASSROOM
APPROACHES, AND 2017 IS
SHOWING BOTH ACCOMPLISHMENT
AND PROMISE ON THAT FRONT.

IN THIS ISSUE OF WATERMARK

02	Regional Alumni Chapters		at London conference
04	Lanier makes second-half career change	19	Hurricane Governors Association honors Andreassen
05	Collins transitions to NBA security	21	Master’s alumnus draws on CHDS thesis as part of toxic inhalation study
07	Technology historian, procurement expert joins CHDS instruction staff	23	Huston stays cool during California fires
08	Collaboration was crucial in record-setting Bay Area drugs, theft sting	25	White used CHDS network during Albuquerque arson investigation
10	Master’s alum team up at TSA for better security	26	Planes, trains and automobiles: all in a day’s work for CHDS Operations Team
12	Narcotics, migrants, cartels – all in a Good day’s work at El Paso Port of Entry	28	Class Notes
14	LSU-NCBRT utilizes CHDS alumni to strengthen first responder training curriculum	32	Alumni Photo Album
16	Education fuels master’s alumnus’ career shift to emergency management	34	Kudos and Connections
18	Leeb talks tall buildings	35	Educational Resources
		35	Contact Us
		36	What is Watermark?



On the Cover: Christmas Reef hanging in quarterdeck of Herrmann Hall. Photo by Guadalupe Javier Baltazar, CHDS

Watermark The Alumni Magazine is published semi-annually for the alumni of the Center for Homeland Defense and Security (CHDS). Views expressed in this publication do not necessarily represent the official policy or position of the Naval Postgraduate School, the Department of Homeland Security, the Department of Defense, FEMA, CHDS, CHDS alumni or faculty, or the U.S. Government.

REGIONAL ALUMNI CHAPTERS

CENTER FOR HOMELAND DEFENSE AND SECURITY ALUMNI NETWORK

CHDS education programs promote collaboration, communication and information sharing among leaders both during and after their CHDS programs. In order to keep in touch and create a national network of homeland security professionals, 20 regional chapters have been established by alumni throughout the United States.



**1 OREGON
PORTLAND**

Chris Voss

**2 NORTHERN CALIFORNIA
GREAT BAY AREA**

Sara Kay

**3 CALIFORNIA
LOS ANGELES**

Frank Forman

**4 CALIFORNIA
SAN BERNARDINO**

David Green

5 ARIZONA

Sylvia Moir

**6 COLORADO
ROCKY MOUNTAIN**

Donald Reed
Ryan Fields-Spack

**7 TEXAS
DALLAS/FT. WORTH**

Roger Stokes

**8 ILLINOIS
CHICAGO**

Michael Crane

9 OHIO

Darren Price
Bruce Robertson
Jeff Payne

10 ALABAMA

Jonathan Gaddy

**11 GEORGIA
ATLANTA**

Kelly Nadeau
Wendy Smith

**12 FLORIDA
NORTHERN**

Ronald Lendvay
Thomas Guglielmo

**13 FLORIDA
SOUTHERN**

Romeo B. Lavarias
Deanna Kralick

**14 MASSACHUSETTS
NEW ENGLAND**

Phil McGovern

**15 NEW YORK
WESTERN**

D. Jeremy DeMar
Patrick O'Flynn

**16 NEW YORK
NORTHEAST**

Richard Blatus
Thomas Richardson

**17 NEW JERSEY
MID-ATLANTIC**

Walt Smith
Robert Giorgio

**18 WASHINGTON D.C.
NATIONAL CAPITAL**

Karen Sims
Dominique Tarpey

**19 GUAM
WESTERN PACIFIC**

Frank Ishizaki

**20 CANADA
ONTARIO**

John Dehooge

Learn more about the nationwide network of CHDS Alumni Chapters. Contact chapter coordinators, listed above, or e-mail Heather Issvoran about starting a new chapter.

Heather Issvoran
hissvora@nps.edu

STAY CONNECTED WITH YOUR ALUMNI ASSOCIATION AND COHORT

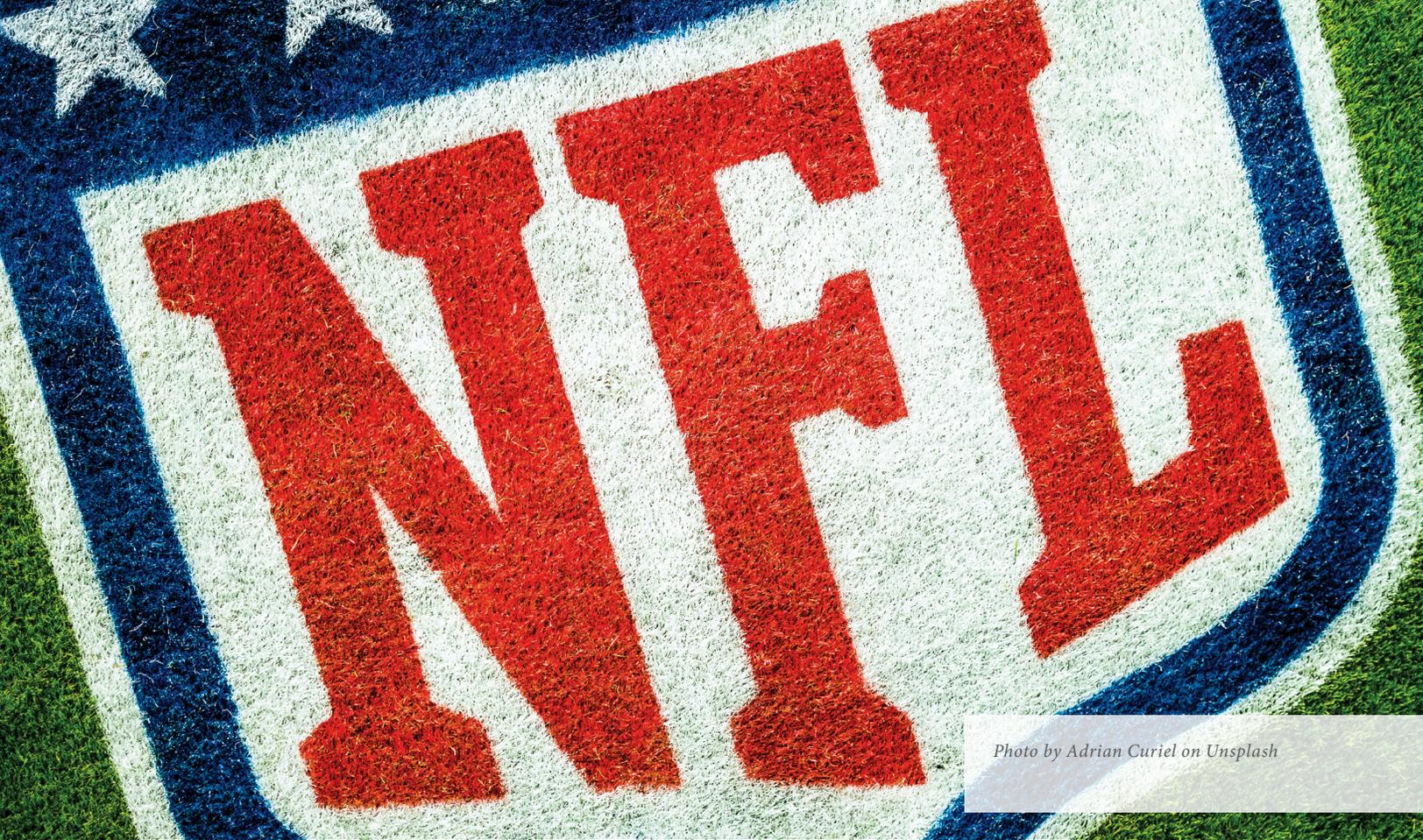


Photo by Adrian Curiel on Unsplash

LANIER MAKES SECOND-HALF CAREER CHANGE

“Every stadium is different. We have influence on things stadiums can do to improve fan conduct and we all have a responsibility to make sure people can go to games and not feel intimidated. There is a lot of stuff that we have to rely on partners to accomplish.”

Cathy Lanier
Senior Vice President and Chief Security Officer
National Football League (NFL)
MA 0401/0402

One of the same concerns that kept NPS-CHDS alumna Cathy Lanier up at night as police chief of the District of Columbia keeps her anxious in her current role as Chief Security Officer of the National Football League.

“The thing that results in the biggest incidents is what you haven’t thought about,” Lanier said.

And there is a plethora of unknowns to consider in heading security for a 32-team league, each with its own nuances and security structure. The job includes the obvious, stadium and fan security, as well as some less visible responsibilities – investigating player behavior, teaching young players how to avoid criminal exploitation by hangers-on or

unfair competition allegations.

“This game is so symbolically American,” Lanier said. “Football is something everybody can identify with. That makes it important to keep everything safe so it can be part of the American brand.”

In 2016, Lanier had marked 26 years on the DC Metropolitan police, nine as Chief, when she received a letter from the league asking about her interest in applying for the position. Though she had planned to stay another four years, a colleague urged her to at least suffer the exactitudes of the modern-day interviewing process for job applicants. After pouring through a nine-page job description her interest was piqued.

Most sports fans are aware of the security office's role in investigating players who have run afoul of the law or league conduct rules, but the job is more multifaceted than those high-profile cases passionately debated ad nauseam on sports talk radio. Ensuring the safety of players outside the lines is a major piece of Lanier's role. A young rookie with a fat paycheck is a lucrative target.

"The vast majority is trying to protect players from being victims," Lanier said. "We try to educate them and provide opportunities for young players to keep themselves safe from fraud, extortion, and things of that nature."

Another highly visible responsibility is fan misconduct. Just as Lanier was accustomed to working with an array of law enforcement partners in the nation's capital as Washington D.C. police chief, she works with varied stadium officials and local partners in providing a safe experience. Those relationships can take different forms as some stadiums are team owned, some municipally owned and others governed by quasi-government authorities.

"Every stadium is different," Lanier noted. "We have influence on things stadiums can do to improve fan conduct and we all have a responsibility to make sure people can go to games and not feel intimidated. There is a lot of stuff that we have to rely on partners to accomplish."

The same intelligence and analysis tools that have become essential to policing and counterterrorism are also helpful in keeping tabs

on stadiums and fans. More than 17 million people attend NFL games each season, and the league has the highest average per game attendance of any sports league in the U.S. at 69,000.

"That's one area I wanted to improve," she said. "In my prior life you couldn't be strategic unless you have intelligence. We are in the process now of building a global operations command center that will significantly improve our



Cathy Lanier, former Washington, D.C., Police Chief takes over as head of security for the NFL. Courtesy Photo

ability to detect threats we may face."

Lanier brings education and ground-up experience to the job, not to mention a track record of success. Her law enforcement career began in 1990 working on foot patrol, the same year the District recorded 474 homicides; the number would peak in 1991 with 479. Lanier advanced rapidly through the ranks, becoming

ing a commander in 2000, the position she was in on 9/11. Upon accepting the chief's job in 2007, one of her stated goals was driving down murders to below 100. Despite doubts from some observers, the number of murders dipped to 88 by 2012.

During her tenure, the city witnessed numerous high-profile shootings that illustrated the importance of interagency collaboration, including three Active Shooters in three years: the Washington Navy Yard, the Holocaust Museum and at the office of the Family Resource Council.

"There is no doubt that the extensive training received as a result of our post-9/11 efforts prepared us to respond quickly and as effectively as possible, and resulted in lives being saved," she wrote in the CHDS Journal of Homeland Security Affairs upon taking the new job.

With the breadth of responsibilities, grounding in CHDS education has been invaluable. The Critical Infrastructure Protection course and especially the portion on risk assessment has been helpful and something she uses daily. And, the alumni network is continually beneficial as is the strong bonds formed after grueling studies as part of a cohort for 18 months.

"I think I learned a lot in terms of interaction," she said. "Not only did we sit in class with people from fire, public health and emergency management, but we lived with them for quite a bit of time. You learn a lot that you can't fit into a classroom."

COLLINS TRANSITIONS TO NBA SECURITY

"I do not want to get too detailed about specific threat matrix or processes, but I will say the critical thinking skills that are enhanced at NPS do help devise protection strategies in the markets we do business."

Vincent Collins

Director of Intelligence and Analysis
National Basketball Association (Retired NYPD)
MA 1203/1204

Naval Postgraduate School Center for Homeland Defense and Security master's degree alumnus Vincent Collins is using the same security intelligence skills honed during a career with the New York Police Department to keep basketball players and fans across

the country safe.

Collins oversees security operations for the National Basketball Association's Gatorade League, an association of 26 teams and the

league's official minor league system, which drew 1.5 million fans to games last season. CHDS alumnus and NBA Vice President of Global Intelligence, Mike Donaghey, enticed Collins into the sports world with an opportunity to continue in the homeland security enterprise while moving to the private sector.

"I know the important role the private sector plays in site protection in the post 9/11 era. I have spent almost a quarter of my life protecting people and what was most appealing about this job was protecting an American brand in a global market," Collins noted. "We like to think of basketball as an American game, but it is played in more than 200 countries and one of the most popular sports in the world."

The primary goal of his police work and his new job are the same – keep people safe. This entails working with security representatives from all team and league venues as well ensuring security for special events.

"The main objective was probably the easiest transition from my old job to my new one," Collins said. "It is all about maintaining a safe environment for fans, players and league and team staff so all can enjoy the game."

Collins uses the same kinds of intelligence-led policing measures as would be found in law enforcement. He joined the NYPD in 1995 and rose to the rank of lieutenant before departing for the private sector. Along the way he served in a series of leadership, counterterrorism and intelligence positions.

The NBA's calling- "compete with intensity, lead with integrity and inspire play" – mirrors the mission of law enforcement, making this a natural transition for Collins.

"I was lucky enough in my police career to work alongside some great people in some great places. I was on the ground floor of many innovative projects and in some high profile operational roles. I also like to think

.....



Vincent Collins

.....

law enforcement would be very happy with supervisors that were attentive to the NBA's calling."

The threat matrix for the NBA is always a variable and we are constantly monitoring global events to ensure all of our employees'

safety," he noted. His main mission is monitoring, analyzing and reporting on open source security information to aid development of security strategy while also assisting with protective intelligence investigations.

"I do not want to get too detailed about specific threat matrix or processes, but I will say the critical thinking skills that are enhanced at NPS do help devise protection strategies in the markets we do business," he said.

Coursework that included intelligence, technology, comparative government and critical infrastructure protection all played a role in fine-tuning the critical thinking skills that are crucial to devising strategies for security protection.

Even more than the courses, the NPS family is always available for a "Monterey rules" strategy session if necessary.

The job has also provided an opportunity for travel to emerging markets – Collins visited Uruguay and Argentina in September – and has reinforced his commitment to homeland security.

"Each day seems to be a new and emerging Opportunity," he said. "When I was with the police department we used to say we had a front row seat to the greatest show on earth. I like to think I kept my front row seat but the greatest show is now played on a hardwood floor."

APEX 2017 AGENDA

The Alumni Professional Exchange (APEX) Continuing Education Workshop provides alumni the opportunity to learn about and reflect on critical homeland security issues from different perspectives while visiting with classmates, expanding networks with professionals from other cohorts, and catching up with instructors.

DRAFT AGENDA:

- Plenary Session 1: Opportunities for New Approaches to Disaster Response and Recovery
- Plenary Session 2: Fake News: A Challenge for Decision-makers
- Plenary Session 3: The Opioid Crisis
- Plenary Session 4 Cyber Security & Cyber Currencies – What's New?
- Plenary Session 5: Artificial Intelligence and Homeland Security (Driverless Cars, weapons, data collection, facial recognition, etc.)
- Plenary Session 6: Town Hall Discussion of Emerging Homeland Security Issues
- Plenary Session 7: ISIS 2.0 – Where Does the Terrorist Group Go from Here?



INSTRUCTOR FEATURE:

TECHNOLOGY HISTORIAN, PROCUREMENT EXPERT JOINS CHDS INSTRUCTION STAFF

“The private sector really has an important role to play in just about every homeland security and emergency management activity; the extent of that involvement is the subject of much debate. I think our students would benefit from understanding companies that operate in that space and the capabilities of those companies.”

Shannon Brown
Instructor, Thesis Advisor
Center for Homeland Defense and Security

For Shannon Brown, one of the best ways to peer into the future use of technology is to examine its past.

Brown joined the Naval Postgraduate School Center for Homeland Defense and Security instructional staff this past fall and brings expertise into intersections of technology, society and homeland security.

“Shannon is a true and rare polymath: his areas of knowledge run both wide and deep,” said Lauren Wollman, CHDS Managing Director of Academic Programs. “His first months at the Center have already proven him to be a fantastic asset as a colleague and a mentor to students.”

Just as the disciplines of medicine and science history have evolved to academic prominence, the history of technology is an equally important story.

“It’s a niche field but it is also very broad,” Brown said. “We look at how technology is developed: the story of the development of technological objects and artifacts, and how societies come to adopt and use technology.”

In an age in which homeland security practitioners and their adversaries embrace the latest drone, self-driving vehicle, or smart pill, there are innumerable implications for national safety. It also behooves students to consider how technology affects their duties.

“There have been innovations that have come into widespread use all over the world that have really changed the way information is distributed and processed,” Brown said. “I think people who work in public policy feel a lot of pressure to be responsive or reactive to technology like social media. We’re living in interesting times right now because the rules for social media are still being written. I think social media raises questions about where knowledge comes from, in other words ‘how do you know your information is verified or verifiable?’”

His interest is a natural extension of his affinity to history; he earned his doctoral degree in that field the University of California-Santa Cruz in 2000. His studies included modern world history but also allowed him to examine technology history, leading to his dissertation, “Annihilating Time and Space: The Electrification of the U.S.

Army, 1875-1920.”

He joined the faculty of the Industrial College of the Armed Forces, now known as the Dwight D. Eisenhower School for National Security and Resource Strategy, in 2004 and would eventually serve as the Dean of Faculty and Academic Programs. That school has a special mission among joint professional military education programs to promote students’ understanding of strategic resource management.

During his tenure there, he branched out into national security studies and public-private sector partnerships, especially within the context of arms and defense. Public-private partnerships have long been a topic in the emergency management profession. Brown sees emerging issues in that area to be addressed, such as accountability and what activities are inherently governmental or best left to private enterprise.

“I think that is an area where I can really make a contribution,” Brown said. “The private sector really has an important role to play in just about every homeland security and emergency management activity; the extent of that involvement is the subject of much debate. I think our students would benefit from understanding companies that operate in that space and the capabilities of those companies.”

For the past couple of months Brown has been observing CHDS courses and has jumped in as a thesis advisor, guiding a student who is researching crypto-currencies and another who is looking into how to maximize the social media narrative.

“Anything related to technology and society, that’s where I’m actively listening to everything and learning as much as I can about the program, the students, and I’m getting a feel for what the program’s academic demands are,” he said. “I would say in the past couple of months since coming on board, I’ve been struck by the number of students interested in these technology and society questions, and I’m excited to make my own contribution to each CHDS cohort’s education.”



Shannon Brown



Bay Bridge and San Francisco, CA night skyline. Photo by Aniket Deole on Unsplash

COLLABORATION WAS CRUCIAL IN RECORD-SETTING BAY AREA DRUGS, THEFT STING

“These controlled purchases were very dangerous and considered high-risk operations for the undercover operatives and the support personnel. Many of the targets had prior convictions for violent crimes and some were documented gang members.”

Patrick Hensley
Captain
Daly City Police Department
MA 1503/1504

Frustrated with the lack of initial interagency willingness for an investigation into auto thefts and burglaries in the Bay Area, California Highway Patrol Lt. Jason Reardon told a district attorney, “It will be a cold day in hell before we get all these agencies working together.”

Reardon, a current master’s degree candidate in the Naval Postgraduate School Center for Homeland Defense and Security, was half right. “Operation Cold Day,” as it was called, eventually involved about 1,000 law enforcement officers. The operation resulted in more than 100 arrests, the recovery of 48 stolen vehicles, and the seizure of more

than 100 guns, large amounts of narcotics, along with stolen property, according to media reports.

Reardon worked with the San Francisco District Attorney’s Office in launching the investigation. Despite early roadblocks, the investigation would eventually include the CHP, San Francisco District Attorney’s Office, San Mateo County District Attorney’s Office, U.S. Attorney’s Office/Northern District, the Bureau of Alcohol, Tobacco, Firearms, and Explosives, the San Francisco Police Department, and the Daly City Police Department. The ATF said the sting represented the largest number of single-day arrests in the Bureau’s history.

Moreover, the historic operation featured storied CHDS-style collaboration.

“Operation Cold Day could not have occurred without the full cooperation and collaboration of our federal, state, and local agencies,” said Daly City Police Captain Patrick Hensley, an NPS-CHDS master’s degree alumnus. “None of these partners had the resources to accomplish an operation of this magnitude alone.”

Given the scope of the operation, Reardon knew funding would be crucial, and the idea emerged that a federal agency partnership would be most feasible. That led to ATF participation and eventually local agencies followed. The operation reflected a new investigative strategy to address a shift in how street gangs finance themselves. Gangs are moving away from the potentially harsh prison sentences of drug dealing to the less punitive and still lucrative modes of auto theft and burglaries.

“They know those crimes aren’t considered serious anymore,” Reardon said. “They have a saying, ‘property crime – do no time.’”

That doesn’t make the gangsters any less deadly or violent: Guns are still tools of the trade. Undercover operatives lured would-be defendant by buying weapons and vehicles.

“These controlled purchases were very dangerous and considered high-risk operations for the undercover operatives and the support personnel,” Hensley noted. “Many of the targets had prior convictions for violent crimes and some were documented gang members.”

Hensley is a Captain in his department and serves as Field Operations Bureau Captain responsible for motor and Daly City Police Captain Patrick Hensley patrol divisions. The



The program gives you more comfort to reach out and work with people from other agencies who have similar goals. You can multiply your effectiveness by working together. That’s the biggest takeaway I’ve had from CHDS.

Jason Reardon
Lieutenant,
Commander of the Investigative Services Unit
California Highway Patrol
MA 1603/1604

tives, task force agents and members of its street crimes team to the task force, Hensley said. Undercover operatives began making controlled purchases of firearms, narcotics, and stolen vehicles in Daly City and surrounding cities over an 18-month period.

Hensley credits the CHDS master’s degree program with broadening his perspective on the value of “diversity in thought” and what it takes to work in an effective, collaborative team environment. His thesis, “Shades of Gray: Releasing the Cognitive Binds that Blind Us,” examined how to mitigate cognitive bias in the intelligence community and was illustrative of the teamwork necessary to Operation Cold Day.

nological tools while the Critical Infrastructure Protection course provided a foundation as the task force built in redundancies as risk mitigation measures during operations.

“CHDS taught me the value of a maintaining a global perspective,” Hensley said. “Just as the war on terrorism cannot be won by a single government, our ability at the local level to combat violence involving firearms cannot be won without assistance from our federal and state partners who bring additional resources to the table.”

Reardon is the Commander of the Investigative Services Unit for CHP’s Golden Gate Division, overseeing about 40 sergeants and detectives who investigate cases in the nine-county San Francisco Bay Area. He is also a Terrorism Liaison Officer, and conducts Critical Infrastructure Threat Analysis in the Bay Area. As he heads toward completion of the CHDS master’s program, courses such as Unconventional Threats to Homeland Security and Critical Infrastructure Protection have been especially applicable to his job responsibilities. The CHDS the experience has expanded his comfort level in working across disciplines, he said.

“The program gives you more comfort to reach out and work with people from other agencies who have similar goals,” he said. “You can multiply your effectiveness by working together. That’s the biggest takeaway I’ve had from CHDS.”

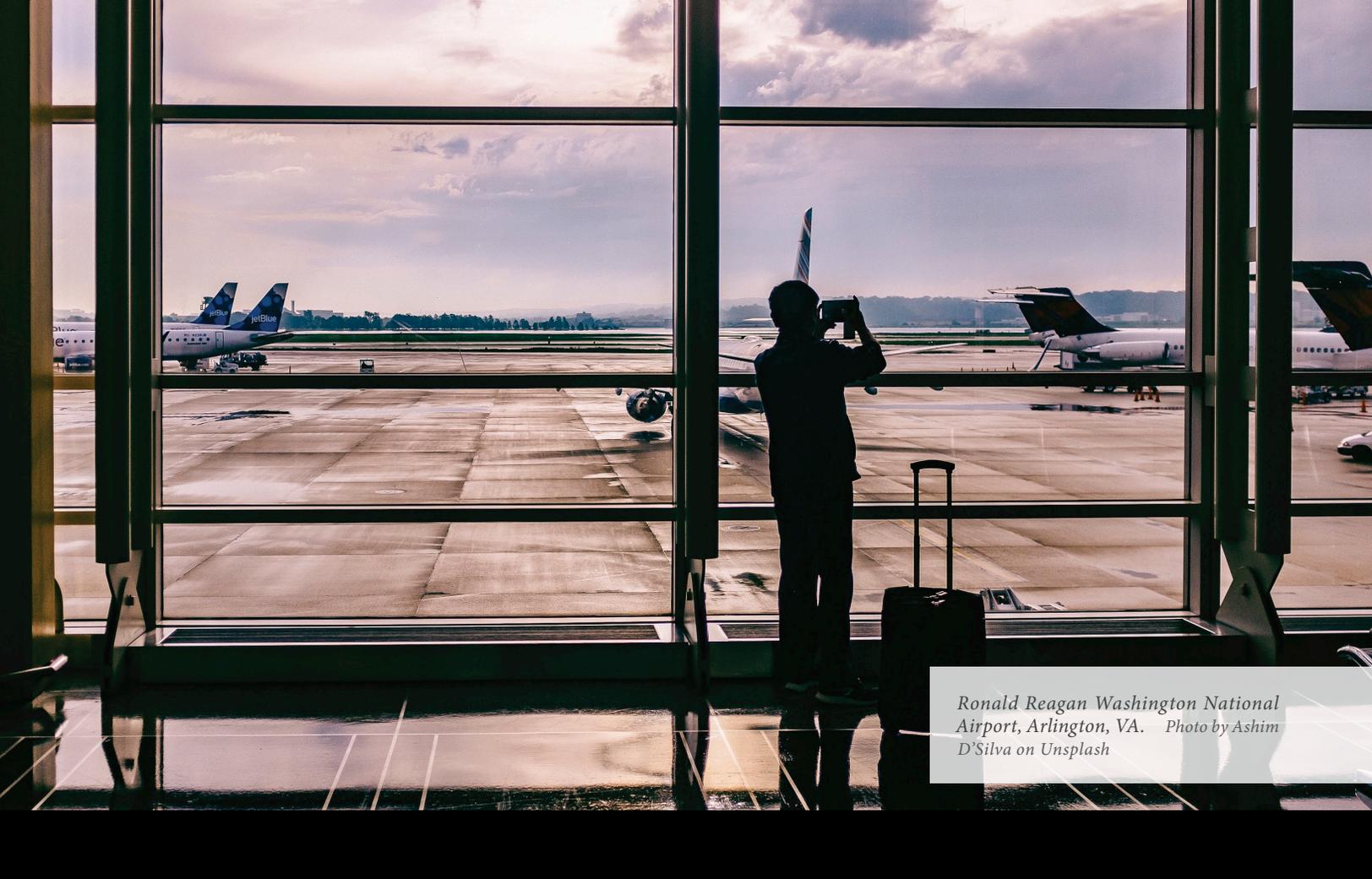


CHDS taught me the value of a maintaining a global perspective. Just as the war on terrorism cannot be won by a single government, our ability at the local level to combat violence involving firearms cannot be won without assistance from our federal and state partners who bring additional resources to the table.

Patrick Hensley

Daly City Police Department, which has 110 sworn employees, dedicated a full-time officer to the task force, provided additional detec-

CHDS coursework was also beneficial. The Technology for Homeland Security class was helpful as the task force employed advanced tech-



Ronald Reagan Washington National Airport, Arlington, VA. Photo by Ashim D'Silva on Unsplash

MASTER'S ALUM TEAM UP AT TSA FOR BETTER SECURITY

“We help departments and agencies develop a government-wide insider threat program for deterring, detecting, and mitigating insider threats, including the safeguarding of classified information from exploitation, compromise, or other unauthorized disclosure, taking into account risk levels, as well as the distinct needs, missions, and systems.”

Matthew Hudren

Senior Aviation Security Advisor (Supervisory Federal Air Marshal)
Office of the Director of National Intelligence (ODNI), National Counterintelligence and Security Center,
National Insider Threat Task Force (NITTF)
MA 1401/1402

Two Naval Postgraduate School Center for Homeland Defense and Security master's degree graduates employed by the Transportation Security Administration (TSA) are working in tandem to strengthen protection of the nation's classified information and transportation systems.

Matthew Hudren, normally a Supervisory Federal Air Marshal, is on detail to the National Insider Threat Task Force (NITTF) operating under a co-directorate of the Department of Justice (DOJ) and the Office of the Director of National Intelligence (ODNI). His TSA

supervisor is fellow alumnus Serge Potapov, Supervisory Air Marshal in Charge of the Security Assessments Section and Insider Threat Program at TSA headquarters.

Both positions require the ability to appreciate the vantage point of other professions, similar to studying with varied disciplines in the NPS-CHDS master's program. Potapov's task is to oversee TSA's efforts to mitigate insider threats at transportation hubs, such as major airports, that may stem from government and non-government personnel employed at transportation facilities, commercial compa-

nies providing transportation services, and other transportations stakeholders, who have privileged access to restricted areas and/or sensitive information. In serving on the Task Force, Hudren shares TSA expertise in an effort to create insider threat mitigation programs in disparate federal departments and agencies.

“Matt provides aviation law enforcement and security expertise to the Task Force and serves as a conduit to make sure we stay true to the national standards for our own program at TSA,” Potapov noted. “The Task Force’s focus is on classified systems and information. The TSA looks at a broader threat matrix. It’s a complementary relationship.”

Presidential Executive Order 13587 was issued in response to intelligence leaks in 2010 by then Army Pvt. Chelsea Manning and became even more urgent following the classified leaks of former federal contractor Edward Snowden. The directive established the multi-agency task force to assist all Executive Branch departments and to assist agencies in developing and implementing their insider threat programs. As a Senior Aviation/Homeland Security Advisor on the task force, Hudren interacts with numerous government agencies and private sector stakeholders, skills he refined in the CHDS classroom.

“We help departments and agencies develop a government-wide insider threat program for deterring, detecting, and mitigating insider threats, including the safeguarding of classified information from exploitation, compromise, or other unauthorized disclosure, taking into account risk levels, as well as the distinct needs, missions, and systems.” Hudren noted. “To accomplish these requirements under the executive order, we assess each program based on three maturity levels, compromising of 26 minimum standards. Our independent assessment identifies a department or agency’s level of compliance with the national requirements, and highlights best practices each has incorporated and identifies progress made and deficiencies in program implementation.”

A typical day at the task force may include collaborating with the commercial aviation community to departments that work within the Aviation Ecosystem, such as the Department of Homeland Security, Federal Bureau of Investigation, Federal Aviation Administration, National Aviation Intelligence Integration Office or the National Geospatial Intelligence Agency. Also, Hudren is responsible for other task force interactions with other government entities, such as the Department of Treasury and other members of the Intelligence Community based on his law enforcement

and critical infrastructure insight.

Currently, the task force is incorporating a maturity model to enhance the current minimum standards baseline through a collaboration of interagency partners working in their Insider Threat Maturity Working Group.

“As a department or agency meets the minimum standards, this does not necessarily mean they have a robust program,” Hudren said. “We don’t want them to simply check the box in regards to meeting the minimum standards, we want their insider threat programs to be robust, adaptive, and effective.”

Hudren’s CHDS thesis studied three significant issues with aviation employees that could lead to an insider threat event. His research built off upon his longtime colleague Potapov’s thesis and their current work complements one another. In fact, some of their key thesis recommendations were adopted at the Federal Air Marshal Service and are directly support-



NPS-CHDS master’s degree alumni Matthew Hudren, left, and Serge Potapov. Courtesy Photo

ing TSA’s broader efforts to reduce several key risks to the Aviation Ecosystem.

In response to multiple airport criminal smuggling cases, and the attacks on Metrojet Flight 9268 and Daallo Flight 159, TSA has embarked on an enterprise-wide effort to deter, detect, and mitigate insider threats to transportation sector personnel, operations, information, and critical infrastructure.

Potapov’s role is overseeing and evolving the Insider Threat Program for the TSA. Battling insider threats in this setting is aimed at any individual with access and/or insider knowledge that allows them to exploit vulnerabilities of the nation’s transportation systems. This involves enrolling stakeholder partners, who have the best visibility on their workers, as well as engaging academia to conduct research on behavioral risk indicators. This holistic mission requires educating field personnel across the country and working with international partners at last point of departure locations.

“For us the biggest thing has been pushing education and outreach to our stakeholders on what is a potential risk and ways to mitigate it before any damage is done,” Potapov said. “We’re really trying to adopt a preventative health model approach, which is the overarching philosophy of the National Insider Threat Task Force.”

Both said CHDS coursework was helpful in broadening understanding of their roles and agencies. The Critical Infrastructure Protection class gave Hudren a holistic view on unique intricacies of the multiple critical infrastructure sectors whose assets, systems, and networks are vital to the United States.

“The potential of them being compromised through a potential insider threat would have a devastating effect on the security and safety of our nation’s interests,” he said.

The Critical Infrastructure Protection class was not necessarily Potapov’s favorite at the time, but it has subsequently been invaluable in understanding the interconnected nature of the Aviation Ecosystem and how to assess the systemic vulnerabilities at U.S. airports, he said. The Unconventional Threats to Homeland Security class helped him understand the deeper complexities of the many drivers of radicalization and how to use Social Identity Theory as an analytical framework in his current work.

The Federal Air Marshal Service conducts a wide-range of unique TSA law enforcement activities, in addition to its core in-flight global counterterrorism mission, Potapov noted. This includes active participation in numerous national-level interagency investigative task forces, conducting a variety of threat and vulnerability assessment at U.S. airports, and providing training assistance to our local and international law enforcement, intelligence, and security partners.

“CHDS was totally transformational for me,” Potapov said. “It has really called me to think differently about everything we do at TSA and how it is all interconnected to the broader homeland security and law enforcement communities.”



Overlooking downtown night skyline of El Paso, TX. Photo by BBlanck on Pixabay

NARCOTICS, MIGRANTS, CARTELS – ALL IN A GOOD DAY’S WORK AT EL PASO PORT OF ENTRY

“Multiple technologies are used daily such as x-ray and targeting systems to get the job done. CBP Officers are the first impression for many and we have a robust professionalism campaign to continue to remind our officers that we are law enforcement and have a very critical mission of protecting this great nation while maintaining efficient flow of legitimate trade and travel. It is a fine balance.”

Beverly Good
Port Director
U.S. Customs and Border Protection
MA 0903/0904

Master’s degree alumna Beverly Good’s job as Customs and Border Protection Port Director at the El Paso Port of Entry calls for a dash of expertise in the array of the homeland security enterprise – law enforcement, transnational criminal cartels, asylum seekers and migrants, business logistics and even as a sort of test lab for a pilot project earlier this year dubbed Ready Lanes.

Years of experience coupled with exposure to a CHDS education

primed her for this leadership role and the threats facing the port.

“It’s not just terrorism,” Good noted. “While Terrorism is the major threat we are combating it certainly isn’t the only one. Ask anyone on the southwest border and they will tell you, narcotics and illegal immigration are also major threats that face us in our national security mission.”

There are no slow days at work. Every day at the El Paso Port of Entry, more than 30,000 vehicles, over 20,000 pedestrians and over 3,200 commercial trucks are processed Good said, adding that on average there is one to five narcotic loads intercepted and over 40 immigration cases processed.

“Multiple technologies are used daily such as x-ray and targeting systems to get the job done,” she said. “CBP Officers are the first impression for many and we have a robust professionalism campaign to continue to remind our officers that we are law enforcement and have a very critical mission of protecting this great nation while maintaining efficient flow of legitimate trade and travel. It is a fine balance.”

Striking a balance is important as the port is economically vital to the U.S. economy, with an estimated \$47 billion worth of commodities and people passing through it during 2016. The faster the inspection, the faster the car’s passengers can get through and on their way to get gas, shop, visit and generally spend money. At the same time, with the use of the technology for the ready lanes, RFID readers, the officers are able to get data faster, and focus more on the people and vehicle and not inputting data into the computer.



It’s not just terrorism. While terrorism is the major threat we are combating it certainly isn’t the only one. Ask anyone on the southwest border and they will tell you, narcotics and illegal immigration are also major threats that face us in our national security mission.

Beverly Good

The results are moving traffic faster without compromising the security of the United States. Enforcement actions went up over all of the lanes.

Beverly Good

In an effort to better maintain its security posture while accommodating the flow of travelers, goods and labor, Customs and Border Protection conducted the Ready Lane assessment this past spring. The program employed radio-frequency identification

(RFID) enabled travel documents to expedite travelers. In order to be eligible to use a Ready Lane, travelers in the vehicle over the age of 14 must be carrying an RFID-enabled travel document, Good noted. Ready Lane compliant documents include a passport card, enhanced driver’s license or Enhanced Tribal Card, Trusted Traveler documents or

the RFID enabled Border Crossing Card or Permanent Resident Card. The Ready Lanes were determined to be 20 percent faster than the non-Ready Lanes or general lanes

“For the pilot there was an education campaign for the traveling public to make them aware of the ready lanes and what documents are required to travel in those lanes,” Good said. “We also reached out to our stakeholders for buyin and they have been and continue to be very supportive of the Ready Lanes because they see the benefit to getting more people into the United States faster.”

The technology provides another security layer as officers working ready lanes were faster at processing and could focus on the interview process. That led to enforcement actions in those lanes increasing slightly during the pilot.

“The results are moving traffic faster without compromising the security of the United States,” Good said.

“Enforcement actions went up over all of the lanes.

The stakes are high at the border. Mexican cartels pose threats to the ports of entry all

across the United States but especially on the southwest border. And, immigration violations are also a significant threat in El Paso with the majority of the cases being processed today as Credible Fear cases. The nationalities of those claiming credible fear are from all over the world with the most being from Central and South America.

Robust targeting and interviews are conducted to determine if there is any intelligence that can be gleaned to smuggling routes, smugglers, and any ties to criminal or terrorist organizations.

Good graduated from CHDS in December 2010 and analyzed threats facing the southern U.S. border in her thesis, “Preventing Bulk Cash and Weapons Smuggling into Mexico: Establishing an Outbound Policy for the Southwest Border for Customs and Border Protection.” She credits the diverse

professional backgrounds of classmates as broadening her perspective.

“The class members and the different backgrounds contributed significantly to me becoming more well-rounded as a leader,” Good said. “The instructors and their perspective was critical in opening my mind and seeing more than just what was right in front of me or what I had always seen. It made me be more open minded to question things and research them. The CHDS program made me more innovative in approaches to homeland security.”



Louisiana State University Courtesy Photo

LSU-NCBRT UTILIZES CHDS ALUMNI TO STRENGTHEN FIRST RESPONDER TRAINING CURRICULUM

“The CHDS course work in intelligence, comparative government, social identity, critical infrastructure, psychology and technology are foundational in my course development and teaching. CHDS has a tremendous and well-earned reputation for being academically rigorous which includes the student vetting of instructional sources. This is a CHDS legacy that is carried on by each master’s degree graduate.”

William Wickers
Lieutenant
Phoenix Police Department
MA 1105/1106

As he seeks instructors and developers for training courses at Louisiana State University’s National Center for Biomedical Research and Training, Jerry Monier has found fertile ground among his fellow alumni from the Naval Postgraduate School’s Center for Homeland Defense and Security.

As Assistant Director of Research and Development, Monier has enlisted at least a dozen CHDS peers to develop or teach an array of

training courses since he began working at NCBRT in 2013. His idea is to transform the academic and professional experiences of CHDS alum into hands-on training opportunities for first responders to keep the nation safe.

“By integrating CHDS alum we can demonstrate a true return on investment that benefits our students and their communities in building response capabilities and capacities,” Monier said. “We have

folks from CHDS who have done excellent graduate-level research and have been able to apply their research into curriculum development or classroom instruction.”

NCBRT has been based on LSU’s Main Campus in Baton Rouge since 1998. The center provides 23 training courses at no direct cost to state, local, and tribal communities, funded by the Department of Homeland Security, Federal Emergency Management Agency’s National Training and Education Division. Similar to CHDS, it was initially funded by the former Office of Preparedness Programs under the Department of Justice.

“We’re programmatic cousins to the CHDS program,” Monier said. “A number of DOJ staff who supported the development of NCBRT in 1998 were also instrumental in creating the CHDS program.”

The most recently developed course offering at NCBRT, “Critical Decision Making for Complex Coordinated Attacks,” illustrated the research contributions of CHDS alumni. Tom Monahan, a retired Las Vegas Metro Police Lieutenant, and Joel Justice, Police Chief of the Ventura Community College District whose master’s degree thesis, “Active Shooters: Is Law Enforcement Ready for a Mumbai Attack,” gauged the preparedness for an orchestrated multilocation assault, each contributed to developing the course. Other CHDS

alumni, such as Rich Giusti, Robert Allen, and Malcolm Kemp, were members of the course’s development team and worked alongside existing NCBRT instructors and subject matter experts to author the course curriculum. In addition, two instructors also have CHDS ties – Executive Leaders Program graduate Phil Parr, Federal Coordinating Officer with FEMA, and master’s graduate John Delorio.

Studying with a diverse mix of professions and disciplines at CHDS is an asset to instructing groups that also have varied backgrounds in courses in which interagency integration is critical, Delorio noted.

“The process used at CHDS, the fact there were so many different agencies represented, was very eye opening and a good experience because it shows from a homeland security and emergency management perspective that you cannot do everything on your own when

there is a significant event,” Delorio said. “The point I really harp on as an instructor is the integration and coordination that is needed. That comes from my experience, but it was also the way the courses were modeled at CHDS and in its student makeup.”

NCBRT offers an array of topics encompassing the homeland security enterprise, including weapons of mass destruction/CBRNE training, active shooter, law enforcement, criminal intelligence, as well as food-borne and agricultural threats. The diverse professional backgrounds of CHDS graduates corresponds with the wide scope of NCBRT’s course catalog. Master’s alumni Nick Davidson, Mac Kemp and Jennifer Martin assisted with the Community Health Care Planning and Response for Disasters course, for example, and two other alumni, Delorio and Tom Russo, were selected to serve as part of this course’s instructor cadre.



From a training perspective we are trying to build capability and capacity. Cynthia’s research confirms the existence of a chaotic period of time during the early stages of an incident or event. This is an important acknowledgement to our class participants.

Jerry Monier
Associate Director of Research and Development
The National Center for Biomedical
Research and Training at LSU
MA 1105/1106

Another example of leveraging the experiences of CHDS alum with their practical experience is Phoenix Police Lt. William Wickers, who is lending his expertise in assisting with the development of a course titled “Fundamentals of Criminal Intelligence.”

When taken together, the CHDS courses are foundational, Wickers noted, and the program as a whole requires a substantial amount of academic effort that the CHDS graduate can rely upon later for course development and instruction.

“The CHDS course work in intelligence, comparative government, social identity, critical infrastructure, psychology and technology are foundational in my course development and teaching,” Wickers said. “CHDS has a tremendous and well-earned reputation in for being academically rigorous which includes the student vetting of instructional sources.

This is a CHDS legacy that is carried on by each master’s degree graduate.”

Monier has also employed NPS-CHDS research, especially documents housed in the Homeland Security Digital Library. One of the first steps in course development is to conduct a literature review, and the HSDL contains research from practitioners, a wealth of policy documents and all theses from the NPS. He often refers to his own master’s degree thesis, “Clarifying Resilience in the Context of Homeland Security.”

Monier has even used a thesis written by Folsom (California) Police Chief Cynthia Renaud, “Making Sense in the Edge of Chaos: A Framework for Effective Initial Response Efforts to Large-Scale Incidents,” in developing courses even though the two have never met.

“We probably use that thesis more than any other,” Monier said. “From a training perspective we are trying to build capability and capacity. Cynthia’s research confirms the existence of a chaotic period of time during the early stages of an incident or event. This is an important acknowledgement to our class participants. How a responder recognizes this and prepares themselves to operate in this period of chaos is an important element to training local, state, and tribal responders.”

In addition to academics, CHDS graduates are practitioners in their fields, giving them credibility with students.

NCBRT has a roster of about 200 part-time instructors and subject matter experts offering classes categorized as Awareness Level, Performance Level and Management and Planning Level as set forth in FEMA’s National Training and Education Division. “NCBRT is known for having strong and relevant training curriculum as well as a highly experienced instructor and subject matter expert cadre of professionals who are recognized in their areas of practice,” Monier said. “The inclusion of CHDS alum into our curriculum development processes and classroom delivery partners well with our existing cadre of experienced instructors. The synergy created by this process enhances our ability to better train and prepare local, state, and tribal responders attending our courses.”



EDUCATION FUELS MASTER'S ALUMNUS' CAREER SHIFT TO EMERGENCY MANAGEMENT

"The emphasis at CHDS on the usefulness of intelligence is something that we use every day here. Understanding complexities and interdependencies is a core value at CHDS that is woven throughout the curriculum. Edison relies in large part on natural gas for power generation and electricity is needed for water systems, so there are many interdependencies among the CIP sectors."

James Madia
Emergency Operations Manager
Southern California Edison
MA 1001/1002

After 30 years in law enforcement Center for Homeland Defense and Security master's degree graduate James Madia added a second chapter to his career, using his homeland security education as the Emergency Operations Center Manager for Southern California Edison.

Madia retired as a Captain with the Inglewood (California) Police Department in 2014 and his police work collaborating with outside agencies and businesses, including overseeing the transport opera-

tion of the decommissioned NASA space shuttle Endeavour in 2012, led to interacting with utility personnel. With retirement from law enforcement looming, Madia made a career move at age 52 and is happy he did.

One common goal of both professions is keeping Southern Californians safe. In the case of Southern California Edison, Madia's job is ensuring the region's infrastructure keeps humming come fire, heat or

What you learn at CHDS about emergency response is the importance of working with other agencies and relationship building before large events. That was something that was stressed in our education. It sets a strong tone for interworking relationships. Today, I live on that idea.

James Madia

Pacific-blown storms. His first post with the company was in the Watch Office working on an intelligence team.

“The office works very similar to a fusion center,” he said. “It is a combination of analyzing internal and external information and we put out a daily intel report to decision makers across the company.”

After about 18 months on the intelligence team the opportunity arose to join the emergency management program and run the center in the role of Emergency Operations Center Manager. In this role he writes the company’s emergency response communication plans, incident management program procedures, and

interested in staying on as an intelligence analyst for the long haul but wanted to help SCE develop something that wasn’t in existence prior to my arrival. We accomplished that. Now I focus on the response mission. We’re still building sophistication into our response program.”

Among the biggest threats facing the system is heat. Aside from straining the grid during Southern California summers, the heat frequently corresponds with wildfires that can disrupt service. Last year, Madia participated in a flyover of the Sierra to inspect tree mortality stemming from a prolonged California drought that depleted the water supply. The company also sends liaisons to firefighter camps during wildfires to provide technical and hazard information.

“Heat is something we worry about a lot, not just the immediate problems associated with a hot day or week but also over the long term,” said Madia, who in his spare time is a doctoral student at the University of Southern California, said. “We’ve done a lot of work to plan for the issue of climate change.”

CHDS course discussions about the intelligence cycle and producing reliable intelligence products were exceptionally salient as he joined the utility. The course on critical infrastructure protection was also key to success in his new role.

“The emphasis at CHDS on the usefulness of intelligence is something that we use every day here,” Madia said.

oversees the newly renovated 4,500 square foot Emergency Operations Center. The EOC features state-of-the-art monitors and radios along with pods designed for each component of emergency response. For major events, the utility has trained more than 500 responders, divided into 24 teams.

“I serve as a coach for the teams,” Madia said. “These are folks that work for Edison in different roles, have learned the world of emergency management and fused it with their experience in the electric utility world.

I wasn’t necessarily inter-



Master’s degree alumnus James Madia is using his homeland security education as the Emergency Operations Center Manager for Southern California Edison. Courtesy Photo

“Understanding complexities and interdependencies is a core value at CHDS that is woven throughout the curriculum. Edison relies in large part on natural gas for power generation and electricity is needed for water systems, so there are many interdependencies among the CIP sectors.”

Equally important is the class composition of master’s degree cohorts that entail varied professions of the homeland security enterprise. Collaboration is critical and building relationships ahead of the next catastrophe is essential to a sound response.

“What you learn at CHDS about emergency response is the importance of working with other agencies and relationship building before large events,” Madia said. “That was something that was stressed in our education. It sets a strong tone for interworking relationships. Today, I live on that idea.”



Courtesy Photo



Westminster Bridge and Big Ben, London, United Kingdom Courtesy Photo

LEEB TALKS TALL BUILDINGS AT LONDON CONFERENCE

“During the study period (2007–2012), there was a less than 1-percent survival rate for patients above the 16th floor and zero survivors above the 25th floor. The study revealed a 20-percent increase in the annual rate of cardiac arrests in private residences during the study period.”

Frank Leeb
(cited from TA study in Tortonto)
Battalion Chief
Fire Department City of New York
MA 1405/1406

Naval Postgraduate School Center for Homeland Defense and Security master’s degree alumnus Frank Leeb has discovered his thesis research on high-rise buildings and cardiac arrest survival has unintended relevance beyond the fire service.

Leeb, Battalion Chief with the FDNY, presented elements of his CHDS research at the International Tall Building Fire Safety Conference held in London, June 19-21. The event gained heightened interest as it was held just days after the Grenfell Tower fire that left at least 80 dead. His presentation on policy considerations for tall residential and commercial buildings incorporated his work on how multi-story

buildings have a proportional impact to surviving cardiac arrest, a topic that entails the fire service, EMS, hospitals, architecture and even the average person on the street.

“I was talking primarily about tactics, but I was also able to speak about construction and design of buildings,” Leeb said. “It’s not only important for firefighters but for the medical community and the public.”

New York is nearly synonymous with the term skyscraper and a burst of construction is fueling building projects not only in packed Manhattan, but in the other boroughs in the city as well. At least 30 are currently under construction, Leeb said. In addition to discussing

smoke control and alternative firefighting tactics, his discussion in London addressed the importance of embedding safety features in the design process and during construction when workers are on site before such safeguards are in place.

To the point of his thesis, structure height is directly proportional to survival rates of cardiac arrest. Leeb cited a study in Toronto that showed alarming results for cardiac patients. “During the study period (2007–2012), there was a less than 1-percent survival rate for patients above the 16th floor and zero survivors above the 25th floor. The study revealed a 20-percent increase in the annual rate of cardiac arrests in private residences during the study period,” he wrote.

Adding to the troubling statistics was Leeb’s own experience of losing a brother to cardiac arrest, before medical personnel could treat him, 20 years ago.

“When I ran into this data that there is a gap where responders can’t get to everybody, you need the public to be the first responders if you really want to save lives,” he said. “This issue very quickly became near and dear to my heart.”

The thrust of his thesis’ recommendations center on spreading knowledge about how to perform Cardiopulmonary resuscitation

(CPR), for first responders and civilians alike. Leeb suggests agencies develop a baseline survey identifying the portion of residents in their jurisdictions who know CPR (saturation survey) and then crafting training programs based on the results. He also cites a wealth of apps, some that can be used to teach CPR and others that use GPS technology to notify

“It really comes to training citizens and them willing to get involved,” he said. “The old adage of when you assign anybody to do job no one does it is true.”

A quartet of CHDS courses were exceptionally beneficial as he pursued his research. Leeb credits the Intro to Homeland Security as setting the tone for critical thinking skills that are necessary to succeed in the program. The Technology for Homeland Security class helped identify useful and emerging technologies and the course on critical infrastructure protection redefined his view of essential public and private services.

More recently, he has used lessons learned from the Comparative Government in Homeland Security course to analyze building standards in various nations and provide recommendations to his own agency. One key lesson from his CHDS study was the ability let the research progress without bias.

“You really let your research guide where you go,” Leeb said. “Any research you do along the way is not wasted because you never know when it will become extremely valuable. I have seen that happen several times since I graduated where there have been implications outside of the issue you’re studying.”



M.A. alumnus Frank Leeb shared his CHDS thesis research at the International Tall Building Safety Conference in London. Courtesy photo

trained civilians when someone nearby needs CPR. Coupled with the knowledge, it’s important that bystanders take action rather than waiting for another person to act, he said.

will become extremely valuable. I have seen that happen several times since I graduated where there have been implications outside of the issue you’re studying.”

HURRICANE GOVERNORS ASSOCIATION HONORS ANDREASEN

“A challenge is getting people to take actions themselves. We try to impress upon people that the first 72 hours is on them. First responder personnel will be working to get the injured taken care of first and everything else comes after that.”

Rodney Andraesen
Director

Jackson County Emergency Management
MA 1003/1004

Naval Postgraduate School for Homeland Defense and Security master’s degree alumnus Rodney Andraesen received the 2017 Lifetime Achievement Award at the 32nd Annual Hurricane Governors Conference held May 13-18, in Palm Beach, Florida.

For the past 16 years in his position, Andraesen has preached a preparedness message when it comes to hurricanes. He has seen firsthand some of the most destructive, that being Hurricane Ivan in 2004 and the threat of 2016’s Hurricane Hermine.

“The most memorable one for me was Hurricane Ivan in 2004,” Andraesen recalled. “Nobody believed we were going to be impacted by the storm and felt it was going to swing past us and move over toward Pensacola, Florida. The track did eventually take that direction but we caught the worst portion of the storm on the upper right quadrant, where the severe storms, heavy rain bands and tornadoes were located.”

Fortunately for some residents, through experienced intuition and

excellent relationships with the National Weather Service in Tallahassee, Andreasen knew his department wasn't overhyping the danger. Although the county had no certified shelters, Andreasen weathered intense criticism and requested an evacuation of all trailer parks, manufactured homes and home subdivisions because of the threat and for people to move out of the area to safer locations. There was a push to use a building that was not certified for a hurricane sheltering as a shelter, but Andreasen held his ground and requested the evacuation.

About 36 hours later, one, and possibly two, EF 2 tornadoes touched down in the county destroying two trailer parks, heavily damaging several housing subdivisions and causing more than \$20 million damage to the federal prison located there.

"The facility that everybody felt should have been used as a shelter took a direct hit" Andreasen said. "Most in the shelter would have been killed and many severely injured from flying debris. Several counties near us did not evacuate personnel and one county lost four people in the ensuing tornadoes. We sustain more damage than the other counties total and lost no one because of the actions we took."

For Andreasen, Ivan reinforced his belief in preparedness as well as his concern about short



Master's alumnus Rodney Andreasen was honored by the Hurricane Governors Association. Courtesy Photo

recall among the population, a phenomenon he calls "hurricane amnesia." Over time, the event fades into memory and people become complacent until the next catastrophe strikes.

"A challenge is getting people to take actions themselves," Andreasen said. "We try to impress upon people that the first 72 hours is on them. First responder personnel will be working to get the injured taken care of first and everything else comes after that."

Andreasen was exposed to the emergency

management profession while in the U.S. Air Force, where he served for 21 years. One of his last assignments included serving as a unit emergency manager for his school located at Keesler Air Force Base. He was tasked with preserving a set of historical artifacts for the school at the base. Not only did that set him on an emergency management path, he would later find out after leaving the service that those artifacts had survived Hurricane Katrina despite the building being underwater.

His career credentials were complemented by his CHDS degree, which he credits for teaching him to examine problems from varied perspectives and to think innovatively and critically. Among the most useful benefits of the degree has been his thesis which led him into researching active shooters and how to survive them, a topic he has gone on to lead workshops about.

"The professionalism and knowledge that is exhibited by the school, the teachers and the support staff is second to none," Andreasen noted. "It is an academic package of instruction that cannot be duplicated anywhere else. To attend and graduate from NPS-CHDS is a privilege and an honor. It has established a network of people working together to solve common and complex problems we find at every level of government and at every level of the community."

PIPELINE PROTESTS A REAL-WORLD CLASSROOM FOR MASTER'S PARTICIPANT

Ten days after Captain Eric Pederson was accepted into the Naval Postgraduate School Center for Homeland Defense and Security master's degree program a real-world lesson began developing for the North Dakota State Trooper.

Native American tribes in the state were pushing back against the planned construction of the more than 2,000 mile-long Dakota Access Pipeline, intended to transport hundreds of thousands of gallons of crude oil daily to a storage facility in Illinois. The tribes, Standing Rock Sioux and Cheyenne River Sioux, feared a pipe malfunction could pollute their water supply.

The protests had greatly expanded by November 2016, as groups as varied as Hollywood celebrities to grass-roots environmental activists joined. What began as a local situation – officers in North Dakota like Pederson have worked with tribes most of their careers – ballooned into a national, emotionally charged issue heightened against the backdrop of a divisive presidential election. While ostensibly about water, the protest also raised issues of private property rights, U.S. treaties with Native Americans, and historical inequities.

"This happening in rural North Dakota proves that it can happen

anywhere," Pederson said. "It shows me the curriculum at CHDS applies to anybody in the U.S. regardless of whether they work in a rural area or a big metropolitan agency. It's the same game."

A standoff of sorts ensued over 233 days. During that time Pederson worked everything from crowd control donned in riot gear to the Planning Chief at the State Emergency Operations Center. The State Patrol's goal, he said, was ensuring safety on all sides of the debate as the crowds grew. The original protesters were joined by outside groups with varying agendas, and in some cases counter-protesters were an additional safety concern. Much of the discord stemmed from long-time tensions between Native Americans and the federal government, which the state could not remedy. The protest camps were successfully cleared in February 2017.

"A lot of people like to frame it as law enforcement against the protester's, it wasn't" Pederson said. "We were concerned about safety across the board."

The saga holds homeland security lessons for practitioners:

A multi-agency response is critical. Newly elected Governor Doug Burgum

employed an “All of Government” approach that enlisted multiple departments, which allowed for better coordination and resource utilization.

Social media can be a double-edged tool. It allowed for fake news that heightened tensions in the protest camps. On the other hand, the state was able to utilize social intelligence, allocating resources, and ensuring accurate information was distributed.

Modern crowdfunding can increase a protest’s longevity. A group of pipeline opponents raised an estimated \$20 million. “You’re competing against well-financed groups of people,” Pederson said. “It makes it very challenging because they had a level of resources that required us to ramp up ours. That was an eye-opener for us.”

Communication is key. During the entire time, state officials maintained communication with members of local tribes and camp



Master’s degree participant Eric Pederson, a North Dakota highway patrolman, offers Dale American Horse Jr. a drink of water during the Dakota Access Pipeline protests. Photo by Tom Stromme/Blismark Tribune

leaders. “Our unified command did a good job of keeping those lines of communication open,” Pederson said.

Using the Emergency Management Assistance

Compact (EMAC) also proved critical. Crowd size was estimated at 8,000 in the protest camps, a significant number of people for a state of North Dakota’s population.

“Our EMAC partners were critical. We couldn’t have done it without them,” Pederson said.

His role enabled Pederson to put into practice his CHDS studies in near real-time. He cited the Intelligence for Homeland Security and Unconventional Threats to Homeland Security as being especially helpful. And the techniques used during the operation mirrored those in the Technology for Homeland Security class, specifically the use of drones and streaming webcam.

“It was all absolutely applicable to what I have been learning,” said Pederson, who is scheduled to graduate in September of 2018. “Some of the information I picked up at CHDS I could bring back to our unified command, and we could incorporate it into our planning.”

MASTER’S ALUMNUS DRAWS ON CHDS THESIS AS PART OF TOXIC INHALATION STUDY

“The Jack Rabbit II program offered the opportunity to put theory into to practice, as it relates to my NPS thesis. My experience at CHDS from 2005-2007 evolved my perspective on the value of planning and preparedness and engrained how to achieve multiagency, multidiscipline teamwork.”

David Matthew

Educator/Consultant, Fire Service Professional
South San Francisco Fire Department (previously)
MA 0503/0504

NPS-CHDS master’s degree alumnus David Matthew found a way to apply his thesis research deep in the desert of Utah.

Mathew, a 2007 graduate, was a participant and co-author of a report on a years-long study on emergency planning and response during a release of toxics, particularly chlorine and ammonia, which can harm people nearby.

The Jack Rabbit Project, as it was called, was conducted in collaboration the Department of Homeland Security and its Transportation Security Administration along with the Chemical Security Analysis Center and Utah Valley University. Matthew was one of six subject matter experts co-authoring the recently released final report, Jack Rabbit II.

“The Jack Rabbit II program offered the opportunity to put theory into to practice, as it relates to my NPS thesis.” He noted. “My experience at CHDS from 2005-2007 evolved my perspective on the value of planning and preparedness and engrained how to achieve multiagency, multidiscipline teamwork.”

The project required collaborating with various agencies, institutions, and experts from across the nation. The aim was to gauge effects of so-called Toxic Inhalation Hazard (TIH) materials when released into the atmosphere and assess the safest approaches for an emergency response whether such an agent is leaking from a train car or intentionally released as a weapon.

In 2010, 2015 and 2018 scientists released controlled amounts of TIH at the Dugway Proving Ground.

Matthew's participation began in February 2013 when he attended a meeting on the project at the U.S. Fire Academy, another participating agency, to review results of the 2010 experiment. This five-day meeting with more than 15 participants resulted in a Training and Analysis report offering the group's findings, and more importantly, listed emergency response objectives to be included in any future testing.

During 2015, the experts conducted five test designed to achieve the Emergency Response Objectives and another round in 2016 that focused on additional goals that included aerial footage of the toxic release.



David Matthew

The results provide practical information for emergency response planners. Researchers found sheltering in place is the best survival option when an emergency evacuation isn't possible. The study found vehicles remained operational even when exposed to high concentrations of chlorine and common urban surfaces were not significantly affected even from liquid exposure to chlorine.

"From my experience, the threat of TIH materials in an urban environment is largely misunder-

stood. I have observed that this lack of understanding negatively impacting strategy execution and ultimately the outcomes of the incidents," Matthew said. "The JR program offers scientifically validated operational guidance that positively influences public safety planning and preparedness efforts."

In addition, collaborating the collaborative process provided some leadership lessons similar to a CHDS classroom:

- Show-up, listen, ask questions and be an active participant.
- Document and refine plans/reports/agreements to establish expectations and achieve progress.
- Ascertain areas where gaps exist and/or expertise is needed and provide support.
- Cultivate a collaborative environment (cooperate, coordinate, share resources).
- Provide alternatives to organizational hurdles (resources, motivational, political).
- Comprehend the organizational cultures of decision makers/influencers and adapt strategies that align with their environment.

Matthew explored concepts of teamwork and leadership in his NPS-CHDS thesis, "Measuring the Foundation of Homeland Security," which examined components of teamwork among local agencies and set forth basic elements for successful team building.

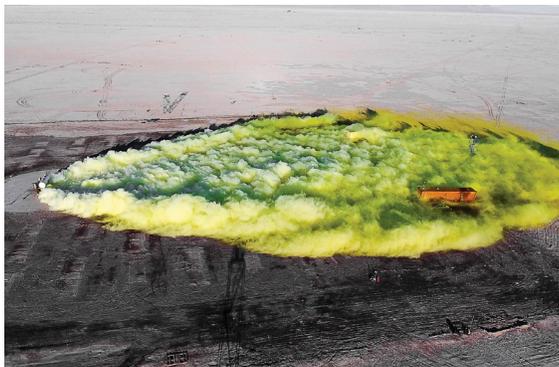
His CHDS education enabled him to broaden his professional network as he has transitioned from a member of the South San Francisco Fire Department to a sough-after expert and

educator.

"Prior to CHDS, I had been fortunate to build a network of professionals that are passionate about emergency response and training of first responders," he said. "Since CHDS, this network has expanded to all disciplines and evolved my perspective on how to effectively influence public safety and thus achieve authentic homeland security. I have delivered many Jack Rabbit presentations at conferences and am involved in integrating its findings into national HazMat/WMD curriculums. The CHDS journey has transformed my thinking and positively influenced my efforts in public safety."



During this 20 ton release trial, the small cone in the extreme bottom center of the photo was 50 meters upwind with a wind speed of 3.55 meters/second. Photo by Utah Valley University



Jack Rabbit II test evaluating the effects of a chlorine gas release to help build toxic inhalation hazard release modeling and emergency response procedures, September 2016. Photo by U.S. Army Dugway Proving Ground



Jack Rabbit Project chlorine test release in progress. Photo by U.S. Department of Homeland Security / Chemical Safety Analysis Center



The Thomas fire burns through Los Padres National Forest near Ojai, CA, on Friday, Dec. 8, 2017. Photo by AP Photo/Noah Berger

HUSTON STAYS COOL DURING CALIFORNIA FIRES

“My CHDS degree has improved my understanding of the homeland security enterprise and created life-long connections to colleagues across the nation.”

Kelly Huston
Director of Crisis Comms
California Governor's Office of Emergency Services
MA 1205/1206

First responders tend to view post-disaster visits from beltway officials as distracting from the real work of response, but for NPS CHDS master's degree alumnus Kelly Huston those stopovers can be critical to successful recovery.

In 2017, California has been experiencing the most destructive fire season on record. “The fire season used to be a few months in the summer, now it's almost year round,” said Jerry Brown, California's 39th and oldest Governor. Fierce Santa Ana winds pushed wildfires across tens-of-thousands of acres in Southern California in December, burning hundreds of homes within a matter of hours. Just two months earlier, California's wine country was ravaged by unprecedented wildfires that made for the deadliest the state has ever seen.

In October as Huston, Deputy Director of the California Governor's Office of Emergency Management, led officials that included FEMA

Administrator Brock Long to view the damage the state's wine country. Part of Huston's job is deciding where, when and how to brief state and federal officials at the State's Emergency Operations Center or the actual disaster site.

“There's often a natural aversion by incident commanders to have high profile executives or elected officials at incident sites because of potential distraction and heavy media attention,” Huston noted. “From my experience, a well-planned visit can have a beneficial and transformative effect on policy and decision makers, as well as reinforcing public messaging and rebuilding the public's trust in emergency management officials.”

Long, a graduate of the NPS-CHDS Executive Leaders Program, visited the state October 17 to meet with state and local officials while getting a first-hand view of the devastation -- more than 8,800 struc-

tures burned, 44 people killed and damage estimates range in the billions of dollars so far. Huston accompanied Long as he was flown to Santa Rosa via a California National Guard Blackhawk Helicopter, joined by Cal OES Director Mark Ghilarducci, FEMA Region IX Administrator Bob Fenton, Cal Fire Director Ken Pimlott and other involved leaders.

The damage that caught national media attention in the October wildfires stemmed from three different blazes in Napa and Sonoma counties – the Atlas, Nuns and Tubbs fires.

Among the sites they visited was Santa Rosa’s Coffey Park neighborhood, which lies within the city limits and where fires left entire subdivisions of homes decimated. They also spoke with Santa Rosa and Sonoma County leaders to discuss long-term recovery challenges and participated in a round-table discussion where about two dozen officials discussed matters such as short- and long-term housing, debris removal, economic development and federal assistance that may be available.

“It proved very helpful for him to meet with local, state and other federal agency leaders

block after block of ashes and rubble. It was clear that the presence of Administrator Long alongside the state’s top emergency managers was reassuring to otherwise fatigued local leaders facing an uncertain and long road to recovery.”

California’s recent spate of wildfires have been among the most demanding and challenging of Huston’s more than 20 years in public safety, he said, but working in a state well known for its frequency of disasters; earthquakes,

and compassion in trust building, focusing specifically on crisis communication best practices for leadership, emphasizing the importance of building pre-event partnerships, and differentiating the tactics from the strategic. He has since used that research to build executive level training courses on crisis communication and trust building.

“The work I put into my thesis helped legitimize some of the work we already do and differentiated it as a key component of emergency management,” he said. “Although many leaders pay lip service to the importance of communication and public information, it’s not until you define it and understand it that you can have an impact on an unfolding incident. This isn’t just reporting facts and figures in traditional news releases, but focusing on using the key principles of crisis communication to maintain public trust and motivate life-saving actions by the public as a disaster is unfolding.”

Studying in the CHDS master’s degree program fulfilled a professional and personal goal while also bolstering his professional skills.

“My CHDS degree has improved my understanding of the homeland security enterprise and created life-long connections to colleagues across the nation.”



From my experience, a well-planned visit can have a beneficial and transformative effect on policy and decision makers, as well as reinforcing public messaging and rebuilding the public’s trust in emergency management officials.

Kelly Huston

wildfires, floods and freezes means very few slow days on the job.

As one of five Deputy Director’s at the Cal OES, his primary areas of responsibility are crisis communications and public affairs while also sharing lead operational duties at the State Operations Center in Sacramento during disasters and other significant events. He has worked on a multitude of events, from terrorist attacks in San Bernardino to the tallest dam in the United States in Oroville, California, experiencing a potential emergency spillway failure that resulted in an unprecedented and immediate evacuation of 180,000 residents north of Sacramento.

Along the way Huston has found valuable his master’s degree thesis, “It Is Not Just a Press Conference: The Consequences of Crisis

Communication While the World Watches.” The research examined best practices in crisis communications and set forth four important factors: recognizing the importance of empathy



Kelly Huston(right) with FEMA admin Brock Long (middle). Courtesy Photo

face to face and then take an aerial tour to see the vast landscapes of destruction,” Huston noted. “It’s one thing to see news video and pictures; it’s an entirely different experience to fly over the devastation and then walk through

WHITE USED CHDS NETWORK DURING ALBUQUERQUE ARSON INVESTIGATION

The biggest missing piece I see is the time it takes, to get somebody on the scene. We are trying to bridge that gap by teaching people what to do until we can get to them.

Jackie White

DHS Liaison, Captain of Fire Investigations (former Captain of Special Operations Division)
Albuquerque Fire Department
MA 1601/1602

Investigating a complex series of arsons and stretched for staffing, Naval Postgraduate School Center for Homeland Defense and Security master's degree participant Jackie White utilized her class network and some interagency collaboration resulting in successful prosecution of a high-profile case.

White, Captain with Albuquerque Fire Department overseeing its Fire Investigation Division, played a leading role in a case that included her staff, the Albuquerque Police Department and federal partners such as the Alcohol Tobacco and Firearms Bureau, the Federal Bureau of Investigation and the U.S. Attorney's Office.

Albuquerque Fire Department Captain Jackie White

"It was a complex case with a lot of moving parts," White said. "We had several incidents last fall that at the time we weren't sure if they were related."

The blazes had investigators questioning whether the fires were common arsons or politically motivated as sites included four Starbucks, Old Navy, Barnes and Noble, and a development of 34 high-end condominiums with damage totally nearly \$14 million. The trend prompted the Albuquerque investigators to seek federal assistance.

"We leveraged our ATF partners, and that offered national response team of 30 investigators and the FBI emergency response team," White said. "Fire investigations consist of long hours digging and sorting through soot looking for clues of ignition. The large size of condominiums, let alone the other larger commercial structures, was a tall order for only a dozen of our investigators to tackle and the ATF helped to expedite the process by helping AFD complete the investigation in 10 days. With over 90 leads the entire team worked diligently to close the case."

With the assistance came challenges and White was able to call upon her classmates on insight into working with federal agencies.



Jackie White

"Among the challenges we faced was jurisdictional boundaries; that was challenging for me to navigate," she recalled. "Where did we fall in the pecking order?"

In October, David A. Hickman of Albuquerque pleaded guilty in federal court to five counts of damaging and destroying buildings used in interstate commerce by fire or explosive. As part of the plea agreement, Hickman acknowledged ignit-

ing arson fires that damaged or destroyed nine businesses engaged in interstate commerce in Albuquerque between Nov. 16 and Nov. 26 of 2016, according to the U.S. Attorney's Office.

Early in the process all the parties involved met to set the parameters of the investigation. The benefits of studying in the multi-disciplinary CHDS environment became quickly apparent. Her federal classmates said their agencies focus on customer service. In this case, Albuquerque Fire Department was the customer with the ATF and FBI are meant to support the local efforts.

"You learn to understand why people think the way they do (by studying at CHDS)," she said. "The frame from which your partners work is important to understand. If you can understand that frame, you can more effectively communicate with people. We are all practitioners, and we all have the same mission. How to get to that goal isn't always done the same way."

During her studies, White has applied her CHDS education beyond the daily tasks of her job. During the recent New Mexico state legislative session, she helped develop an advocate for a bill that would have altered state law to allow for state arson charges for wildland fires that do not occur cover certain properties. In addition, it would expand the how estimated loss is calculated and enacted penalties for when first responders are harmed while fighting a blaze. The bill had broad support, but did not complete the state Senate's committee review process before the end of the term, and White said it would likely be re-filed.

She also led efforts to establish protocols for her department during active shooter situations. That required leveraging buy-in from her chief, management and other stakeholders. The result is that 650 members of the fire department are now trained on their roles during an active shooter event, more than 800 police officers have been trained in first aid and fire trucks are equipped with bulletproof vests and tourniquets. White has also taken the training to elementary schools and private sector stakeholders.

"The biggest missing piece I see is the time it takes, to get somebody on the scene," she said. "We are trying to bridge that gap by teaching people what to do until we can get to them."

Courses that have been helpful to her work include the Unconventional Threats to Homeland Security class and its discussion of social identity theory. The Strategic Planning and Budgeting course has been useful as White oversees a pilot Fire Liaison Officer program.

"I truly love learning and I want to help fix things," White said. "I enjoy the challenge of problem solving, whether it is on an emergency scene, in the firehouse or bridging gaps through policy. Furthering my skill sets to accomplish these tasks by way of my CHDS education is proving to be extremely beneficial."

STAFF FEATURE FOCUS ON: PLANES, TRAINS AND AUTOMOBILES: ALL IN A DAY'S WORK FOR CHDS OPERATIONS TEAM

“There is no job that is too small. An operations coordinator needs to have the mentality that they are here to help. They must pay attention to detail at a fast pace, know the preferences of their students and maintain grace under pressure.”

Mark Fish
Program Manager of Operations
Center for Homeland Defense and Security

Do your homework. Leave the flying to us.

For students facing hundreds of pages to read, virtual discussions to participate in and the demands of a daily job, the Center for Homeland Defense and Security's Operations Team can be a participant's best friend.

Housed in a basement office at Hermann Hall on the Naval Postgraduate School campus, the team ensures students can focus on the rigorous curriculum studied in the Center's master's degree and Executive Education programs. The coordinators make flight arrangements, buy books, reserve hotel rooms and rental cars, coordinate with instructors and guest speakers and serve as a kind of concierge for participants.

“We're here for support so the students can concentrate on the real work,” said Operations Manager Mark Fish, who has led the team since 2009. “We don't want them to worry about arranging their own airfare and hotels. We want to give them the whole travel package and make their experience as smooth as possible.”

The numbers show a Herculean effort. The Center hosts about 30 to 35 in-residence sessions and workshops annually for classes in the National Capital Region, at the Naval Postgraduate School and in Hilo, Hawaii for the Pacific Executive Leaders Program (PELP). That adds up to more than 1,200 airline tickets purchased each year, 600 rental cars and 70 book titles in the curriculum totaling more than 2,500 bought annually. Not to mention,



Mark Fish is the Program Manager of Operations. He has been employed at CHDS for fourteen years. Mark loves two things (besides CHDS): his family and golf.

they must manage constantly shifting daily course agendas, some 270 last year alone.

“And wherever else the mission may take us,” Fish quipped.

Certainly, going beyond the call of duty is common as operations coordinators have been known to find a dentist or solve other crises du jour.

In addition, the coordinators are team members who work with people as they transition from applicant to student to graduate. The Operations Team helps shepherd would-be participants through what can be a grueling applications process, ensuring all the essays

are completed, transcripts processed and checking application accuracy. The team works the NPS Registrar to document enrollment and assists students as they complete a program by sending graduation invitations on students' behalf and producing completion

certificates for various events.

There are five operations coordinators for master's and executive courses: Chloe Pica, Erinn Blaz, Scott Martis, Russell Stearns, Carli Seaver. In addition, Zoe Carter supports the HSx program while Nashelle Tombe supports the PELP, University and Agency Partnership Initiative and Mobile Education Team programs. A trio works on finance and reimbursements: Abigail Hoffman, Velvet Piini, and Megan Cicchillo. Craig Coon, the Center's IT guru, ensures laptops and other technologies operate smoothly.

The person who may be the most valuable player, Fish says, is Janneen Wolf. As the purchasing agent and longtime employee at the Center, Wolf makes sure there are always ample supplies available while also ensuring anything else in the purchasing realm meets regulatory muster.

“Our unsung hero of the team is Janneen Wolf, who is our supply fairy,” Fish said. “She is unseen to the students but with her institutional knowledge she is one of our most valuable assets.”

The Team is also responsible for ensuring guest speakers are accommodated and can get on campus. For executive programs and special events, operations coordinators work with the audio visual team as well as working with caterers when lunches and coffee are provided.

“There is no job that is too small,” Fish said. “An operations coordinator needs to have the mentality that they are here to help. They must pay attention to detail at a fast pace, know the preferences of their students and maintain grace under pressure. We're like ducks on the water. It looks smooth on the surface but we are paddling hard underneath.”

“We're here for support so the students can concentrate on the real work. We don't want them to worry about arranging their own airfare and hotels. We want to give them the whole travel package and make their experience as smooth as possible.”

Mark Fish



Scott Martis has been with CHDS for over 11 years. He initially coordinated special projects, and in 2008, migrated to manage the NCR program. Scott is an avid sports fan, a graduate of Kansas State University, a former U.S. Army Officer, and the proud father of three sons.



Janneen Wolf is the Executive Program Support/Purchaser and has been with CHDS for nearly fifteen years. In her spare time, she enjoys relaxing on the beach and spending time with her family and friends.



Craig Coon provides technical support to students, staff and faculty. He has been with CHDS for thirteen years.



Erinn Blaz has been with the Center for Homeland Defense and Security for over two years, and works as an Operations Coordinator with the Master's Program. On her off time she enjoys photography and spending time with her family and friends.



Chloe Pica is the Operations Coordinator for the Executive Leaders Program. She has been with CHDS for nearly four years now, and has been in event planning for over eight years. Aside from work, Chloe is currently pursuing her Master's Degree in Organizational Leadership with Brandman University. She is set to graduate in August of 2018.



Nashelle Tombe has been with CHDS going on four years. She coordinates most special events including; PELP, UAPI, and CHDS IAEM Symposium. She is also part of the CHDS mobile education team.



Russell Stearns has been with CHDS for almost a year and is an Operations Coordinator for the Master's Program. Russell is a California native and a California history aficionado. In his spare time, he enjoys hiking and enjoying Monterey County's amazing outdoor life.



Zoë Carter has been with the Center for Homeland Defense & Security for a short six months and serves as the Operations Coordinator for the HSx program. In her free time you can find her watching sunsets at the beach, traveling and looking for tasty gluten-free treats.



Carli Seaver is an Operations Coordinator and a recent addition to the CHDS team. Carli started with CHDS at the end of October, after several years of experience in logistics and events in Washington D.C. and the California wine industry. In her free time Carli enjoys traveling with friends and family.



Velvet Piini has been with CHDS for a year and a half as a member of the support staff. She is involved in all manner of administrative tasks including expense report processing, invoicing, employee onboarding, shipping, and event support. In her free time, Velvet is a singer and actress in the local theater community.



Abby Hoffman has been with CHDS for two years as a financial analyst. She develops program budgets and cost projections, monitors expenditure rates and uses historical data to answer any analysis-driven questions about CHDS' programs. When she is not playing with spreadsheets, she enjoys rock climbing or hiking.



Megan Cicchillo has been with CHDS for six months processing expense reports for both travel and other direct costs.

Operations Support to CHDS is proudly provided by VRC, Inc. and Creek Technologies.

MASTER'S DEGREE PROGRAM (MA)

MA0401/0402

Master's degree alumnus **Kevin Saupp** received a "40 Under 40" award from the International Association of Police Chiefs.

Department of Homeland Security Intelligence & Analysis received the 2017 LEIU General Chairman's Award from the group Law Enforcement Intelligence Units. Master's degree alumnus **Kevin Saupp** (FCLP 1202), Director of State & Local Partner Engagement for DHS/I & A, and Rick Kopel, Director of Homeland Threat Analysis for DHS/I & A accepted the honor on the agency's behalf.

MA0501/0502

Phil McGovern and the NPS NE Alumni Coordinator held a Northeast Regional event When Terror Strikes: Maximizing Survival During Multi-Site Attacks Lessons Learned from the November 2015 Paris Attacks Seminar on 03 MAR 16. The event was well attended and alumni adjourned to the PJ O'Connor Pub afterward to discuss at length.

Master's degree alumnus **Daniel Pennington** is now Administrative Services Officer at San Antonio Police Department.

MA 0601/0602

Master's degree alumnus **Jeffrey Westling** is Team Lead, Financial Management and Procurement Systems Business Process Re-engineering, U.S. Coast Guard.

MA 0701/0702

Master's degree alumni at FDNY **Rich Blatus** was promoted to Deputy Chief.

Master's alumnus **Ryan Burchnell** has joined AT&T FirstNet as Lead Market Development Manager.

Master's degree alumnus **David Carabin** (FCLP 1001) was promoted to Assistant Chief of the Boston Police Department's Bureau of Intelligence and Analysis.

MA 0703/0704

U.S. Coast Guard Lt. Cmdr. **Matthew Dooris**, Marine Safety Unit Chicago who is a master's degree graduate, was named an honorable mention for the Coast Guard Capt. John G. Witherspoon Award for Inspirational Leadership.

Master's degree alumnus **Gregg Golden** is now Desk Officer, supporting DIA at DAWSON LLC.

Master's degree alumnus **Tony Russell** has been named Acting Superintendent of FEMA's Center for Domestic Preparedness in Anniston, Alabama.

On October 13, **Tony Russell** and **Lee Smithson** (MA 1303/1304) officiated the inaugural graduation of the Emergency Management Basic Academy in Pearl, Mississippi.

MA 0705/0706

Master's degree alumni at FDNY **John Esposito** was promoted to Deputy Assistant Chief.

MA 0805/0806

Los Angeles Fire Department Assistant Chief **Pat Butler**, a master's degree alumnus, earned a Doctor of Public Policy at the University of Southern California.

MA0901/0902

Master's degree alumni at FDNY **Thomas Richardson** was promoted to Deputy Assistant Chief.

MA 0903/0904

Master's alumnus **Daniel Florent**, a former Federal Air Marshal now in the private sector, was a guest speaker of the Beverly Police Department the future leaders of Homeland Security at Camp Paradise.

MA 0905/0906

Master's alumnus **Michael A. Brown** (HSx 1701) has joined the Department of Homeland Security Office for Community Partnerships, working on countering violent extremism issues (CVE)

MA 1001/1002

Master's degree alumnus **Michael Biasotti** has been named to the National Advisory Council for the Center for Mental Health Services.

Master's alumnus **William Sweeney**, FBI Assistant Director in Charge, New York Field Office, testified before the House Committee on Homeland Security on Tuesday, June 20, speaking on efforts to combat the MS-13 street gang.

MA 1003/1004

Jackson County Emergency Management Director **Rodney Andreasen**, a master's degree alumnus, was one of two earning the 2017 Lifetime Achievement Award at the 2017 Governor's Hurricane Conference May 18 in Palm Beach, Florida. The honor is awarded to an individual that has made outstanding or substantial contributions and accomplishments in the field of hurricane preparedness, response, recovery or mitigation at local, state or national level over an entire career

Master's degree alumna **Cynthia Atwood** has been named U.S. Citizenship and Immigration Services Occupant Emergency Planning Program Manager.

David Jackson starting a new position with the Texas Division of Emergency Management as the new Mitigation Section Administrator / State Hazard Mitigation Officer.

MA 1005/1006

Colonel **Robert Hehemann**, a master's degree alumnus, retired from the U.S. Air Force June 9. He was most recently the Reserve Advisor to the NORAD Director of Operations and Deputy N-NC Command Center Director, North American Aerospace Defense Command (NORAD)

Master's degree alumnus **Samuel Johnson** has been named Mass Care and Emergency Assistance Section Chief in FEMA's Office of Recovery.

MA 1101/1102

Master's degree alumnus **Edward Baldini** has retired from the Philadelphia Police Department after serving 28 years. He has accepted a position with Rockville, Maryland, based MELE Associates as a CBRN subject matter expert.

Los Angeles Fire Department Chief Deputy **Alfred Poirier**, a master's degree alumnus, has been named Emergency Operations Commander with the department.

Master's degree alumnus **Eric Powell** (Selfstudy, UAPI) has been named Assistant Professor and Associate Program Chair, Security and Emergency Services, at Embry-Riddle

MA1105/1106

Master's degree alumna **Michèle Samarya-Timm**, Health Educator with the Somerset County, New Jersey, Health Department, produced an abstract titled "Getting the Message across: Foodborne Outbreak Communications between Federal, State, and Local Agencies" that has been selected for presentation during the National Conference on Health Communication, Marketing and Media to be held August 15-17 in Atlanta.

MA 1203/1204

Master's degree alumnus **Vincent Collins** has been named Director of Security for the NBA's G League.

MA 1205/1206

Dallas Police Major **Max Geron**, a master's degree alumnus, was named best tweeter in the city by D Magazine

Master's degree alumnus **Tim Wendt** is U.S. Coast Guard Ninth Coast Guard District Chief of Response.

Master's degree alumnus **Trevor Womack**, Deputy Police Chief in Stockton, California, was a panelist the National Network for Safe Communities Conference at John Jay College in New York. The discussion topic for Womack's panel was "Reducing Harm: Shifting Police Culture and Practice."

MA 1301/1302

Master's degree alumna **Abigail J. Sanford** is now Deputy Patient Experience Officer at U.S. Department of Veterans Affairs.

MA 1303/1304

Master's degree alumnus **Doug Lee** (FLCP 1601), Police Chief in Lincoln California, is the California Police Chiefs Association's Northern California Representative.

On October 13, **Tony Russell** (MA 0703/0704) and **Lee Smithson** officiated the inaugural graduation of the Emergency Management Basic Academy in Pearl, Mississippi.

MA 1305/1306

Master's degree alumnus **Ryan Fields-Spack** has joined FirstNet/AT&T as Market Development Manager.

Master's degree alumnus **Lori Hodges** (ELP 1201) was a speaker during breakout sessions at the International Association of Emergency Managers conference in Long Beach, California. Hodges was honored with a Certificate of Special Congressional Recognition for outstanding and invaluable service to the community from U.S. Rep. Jared Polis.

MA 1403/1404

Masters alumnus **Josh Davies**, County Executive for Emergency Services with Travis County, Texas, in Austin, made a presentation titled "Drones to Self-driving Cars: What the Future Holds for Fire/EMS Responders in the Age of Autonomous Systems" at the International Fire Chiefs Association Conference in Las Vegas on May 23.

Master's degree alumnus **John Payne** of the Bremerton (Washington) Fire Department was promoted to Battalion Chief, overseeing the department's Training Division.

An academic article authored by master's degree alumnus **Steven Polunsky** (HSx1701), "Homeland Security and Texas' High-Speed Rail," has been accepted for publication in the peer-reviewed Journal of Transportation Security.

Stockton Police Captain **Antonio Sajor**, a master's degree alumnus, led an effort to upgrade and replace the department's Computer Aided Dispatch and Report Management System, earning Sajor and the city's Information Technology Department a "Best of California" award from the Center for Digital Government.

MA 1405/1406

Master's degree alumnus **Frank Leeb**, Battalion Chief with the Fire Department of New York, was a speaker at the International Tall Building Fire Safety Conference in London, June 20-22.

Master's degree alumnus **Darren Price**, Regional Operations Supervisor with the Ohio Emergency Management Agency, made a presentation at NATO on the use of unmanned aircraft systems for emergency management, which is based on his NPS/CHDS thesis, "Unmanned Aircraft Systems for Emergency Management: A Guide for Policy Makers and Practitioners."

Indianapolis Metro Police Sgt. **Josh Shaughnessy**, a master's degree alumnus, has accepted a one-year fellowship at the Office of the Director of National Intelligence/National Counter Terrorism Center.

MA 1505/1506

Master's degree alumnus **D. Jeremy DeMar** was elected to the Board of the Next Generation 911 Institute.

Yale University Police Chief **Ronnell Higgins**, a master's degree alumnus, was named to the 2017 Most Influential People in Security by Security Magazine.

Master's degree alumna **Deanna Kralick** was promoted to Chief of Staff for the Office of the Director, Field Operations in the Miami and Tampa Field Offices of U.S. Customs and Border Protection.

El Dorado County District Attorney **Vernon Pierson**, a master's degree alumnus, presented at the 2017 International Terrorism and Organized Crime Conference held June 12-16 in Anaheim, California. His topic will mirror his CHDS thesis, "Western Radicalization: Rethinking the Psychology of Terrorism."

Master's degree alumna **Anna Schermerhorn-Collins** was scheduled to present her NPS-CHDS thesis research at the Fire Service Women of Ontario annual conference in London, Ontario on November 3.

MA 1601/1602

Master's degree participant **Jessica Bress**, Policy Advisor with the District of Columbia Department of Behavioral Health, had authored an article, "Bridging Homeland Security and Population Health," scheduled to be published in the Berkeley Public Policy Journal this summer.

MA 1603/1604

Master's degree participant **Tara Matthews** has been named Section Chief for Social Media Policy and Development with the U.S. Citizenship and Immigration Services.

MA 1605/1606

Master's participant **Gabe Rhodes** was recently selected to be the Commander for the 322nd MP Detachment (CID) located in Owings Mills, Maryland. The unit will support Active Duty CID offices with felony level investigations, and the Army's Protective Services Battalion located at Fort Belvoir.

MA 1701/1702*

Dallas Police Officer, **Paul Junger** received an award for his bravery during the 7/7 Dallas Police Shooting. This is a unique award—a small number of officers have received it in the history of Dallas PD.

* Masters degree still in Progress

EXECUTIVE LEADERS PROGRAM (ELP)

ELP 0601

Executive Leaders Program alumnus **Richard Serino** was a featured plenary speaker at the International Association of Emergency Managers conference in Long Beach, California.

ELP 0801

Executive Leadership Program graduate **Andrew Velasquez III** (REP 1501), a former Chicago Police officer who has held top security jobs at the city, state and federal levels, has been chosen to replace the security chief at O'Hare and Midway Airports.

ELP 0802

Executive Leaders Program alumnus **Michael Downing** is now Executive Vice President at Oak View Group/Prevent Advisors.

ELP 0901

Executive Leadership Program graduate **David Emond** was named the Homeland Security Investigations (HSI) Regional Attaché for the Southern Cone of the Americas at U.S. Embassy Buenos Aires. He previously served as the Assistant Special Agent in Charge for the HSI National Security Division in Dallas, Texas.

ELP 0902

Executive Leaders Program alumnus **Christopher Logan** was a scheduled speaker during breakout sessions at the International Association of Emergency Managers conference in Long Beach, California.

ELP 1001

Executive Leaders Program alumna **Leslee Stein-Spencer** retired June 30 as Manager-Acting Assistant Commissioner at the Chicago Fire Department. She was further honored by the department as it named a new EMS laboratory and a new EMS award, the "Leslee Stein-Spencer Chazon Award of Visionary Excellence," in her honor.

ELP 1102

Executive Leaders Program alumnus **Nicholas Crossley** was a scheduled speaker during breakout sessions at the International Association of Emergency Managers conference in Long Beach, California.

Executive Leaders Program alumnus **Charley Diaz** has been named Corporate Director of Coast Guard Programs at Huntington Ingalls Industries, the largest shipbuilder in America.

ELP 1201

U.S. Coast Guard Admiral **Joanna Nunan** (PELP 1101), an alumna of the Executive Leaders Program and the Pacific Executive Leaders Program, has been assigned to oversee the Coast Guard Ninth District, covering the Great Lakes region, at the end of June.

ELP 1301

Executive Leaders Program alumnus **Edmond Rodriguez** has been named Fire Chief in Alameda, California.

ELP 1302

Executive Leaders and Pacific Executive Leaders Program alumna **Kristen Oleyte** (PELP 1301) has been named Legislative Affairs Specialist at U.S. Pacific Command.

REMEMBERING THOSE WHO SERVED

It is with great sadness we mark the passing of one member of our CHDS community. Remembered by Your CHDS Family. In Memoriam

DON NEUERT
COHORT 1505/1506
MCM COORDINATOR | 2017

ELP 1401

Executive Leaders Program graduate **Julie Kay Roberts** has been named Communications Director for the National Oceanic Atmospheric Administration (NOAA).

ELP 1402

Executive Leaders Program alumnus **Christopher Cote** has joined the firm Gartner as Executive Partner.

ELP 1502

Frisco (Texas) Fire Chief **Mark Piland**, an Executive Leaders Program alumnus, received a three-year scholarship from the National Fire Protection Association (NFPA) to participate in the organization's Responder Forum with fire service leaders from more than 30 states, Canada and the United Kingdom.

ELP 1601

Executive Leaders Program alumnus **Jeff Maher** is Acting Deputy Assistant Commissioner, International Affairs at U.S. Customs and Border Protection.

ELP 1602

Executive Leaders Program participant **Maureen Powers** was promoted to Deputy Chief, Mid-Atlantic Division, with the Amtrak Police Department.

EMERGENCY

Emergence 1701

Emergence Program alumnus **Samantha Brear**, Mass Notification Program Manager with Iowa Homeland Security and Emergency Management, was appointed to the FEMA National Advisory Council: IPAWS Subcommittee.

CHDS Emergence Program participant **Thomas Polacik** was promoted to Detective with the New York City Police Department.

INSTRUCTORS/STAFF

CHDS Director of Pacific Area Executive Education **David Fukutomi** was a scheduled speaker during breakout sessions at the International Association of Emergency Managers conference in Long Beach, California.

Dr. Seth Jones, a CHDS instructor and Director of the International Security and Defense Policy Center at RAND Corp., the House Committee on Homeland Security on Thursday, July 13.

CHDS Director **Glen Woodbury** received the Lieutenant Commander David L. Williams Outstanding Instructor Award for summer 2017. Woodbury received the Lacy Suiter Distinguished Service Award at the National Emergency Management Association conference (NEMA) in Arizona.

ALUMNI PHOTO ALBUM



Captain II Jared B. Goff (MA 1603/1604), Fairfax County, VA Fire and Rescue and Executive Officer to Assistant Fire Chief Charles Ryan, speaks at Indianapolis.



FDNY Lt. Anna Schermerhorn-Collins (MA 1505/1506) speaks to integration in Gendered Workplaces.



Executive Director Ruben D. Almaguer (MA 0501/0502) (left) announced Gracia Szczech (ELP 1102) as the first recipient of the Major Phil May Distinguished Service in Emergency Management Award at the 2017 Hurricane Season Symposium on December 1st at FIU's Student Academic Success Center.



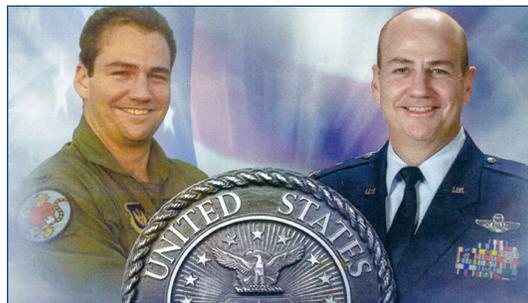
Mark Landahl (MA 0501/0502), Ph.D., CEM teaching at FIU on Disaster Sociology and Disaster Research: Lesson for Practice.



Sergeant Blake Higley (Emergence 1701), escorts the Blue Angels as they visit Idaho Falls.



Shawn Harwood (MA 1505/1506), Assistant Attache, addressed a large group of INTERPOL reps and Chinese Ministry of Public Security Investigators in Nanning, China.



Colonel Bob "Gigs" Hehemann (MA 1005/1006) retires, his personal retirement ceremony was held quietly in a hangar at Peterson Air Force Base in Colorado Springs.



Glen Woodbury (Director, CHDS) received the Lacy Suiter Distinguished Service Award at the National Emergency Management Association conference (NEMA) in Arizona.



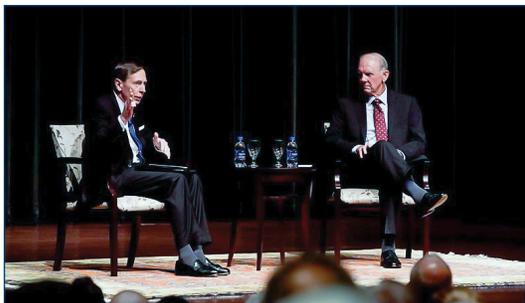
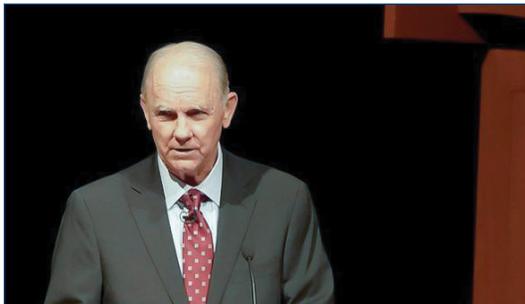
L-R: Greta Marlatt, Wendy Walsh (EMI, Selfstudy, and UAPI Participant), and Jodi Stiles take a short break for a group selfie.



Bryan Koon (ELP 0801) speaks at the 2017 Hurricane Season Symposium on December 1st at FIU's Student Academic Success Center.



Deanna Kralick (MA 1505/1506) (top-R) worked as part of the Region IV Emergency Operations Center for both Irma and Maria storms where, she prepared the Lead Field Commander's (Diane J. Sabatino) report to CBP's Commissioner and also lead coordination of emergency evacuation of employees and their dependents from the island of Puerto Rico.



Gen. David Petraeus (left) speaks with Aurora University Assistant Professor and chair of criminal justice David Dial (top) (MA 0403/0404) at Aurora University in Aurora on Oct. 24.



D. Jeremy DeMar (MA 1505/1506) has been hired as the city's new Director of Dispatch for Springfield, Massachusetts.



John Esposito (MA 0705/0706) and Thomas Richardson (MA 0301/0302) were promoted to Deputy Assistant Chief in the FDNY on June 1st and are now part of the Executive Staff. John will be the Chief of Special Operations and Tom will be Chief of the FDNY Fire Academy.

KUDOS AND CONNECTIONS

CONGRATULATIONS TO OUR MOST RECENTLY COMPLETED CHDS COHORTS. WELCOME TO THE RANKS OF CHDS ALUMNI!

MASTER'S DEGREE PROGRAM



RADIOLOGICAL EMERGENCY PREPAREDNESS (REP) EXECUTIVE EDUCATION PROGRAM



EXECUTIVE LEADERS PROGRAM (ELP)



ELP 1601



ELP 1602



REP 1702

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.

CONTACT US

LATEST NEWS, FEEDBACK, AND STORY IDEAS:

HEATHER ISSVORAN

Director, Strategic Communications

Contract Support for the Center for Homeland Defense and Security

hissvora@nps.edu

831.402.4672 (c)

TECHNICAL SUPPORT/WEBMASTER/LOGIN:

techsupport@chds.us

831.272.2437 (PST)

WHAT STUDENTS SAY ABOUT CHDS' MASTER'S PROGRAM

"Some of my favorite memories at CHDS are the in-depth discussions on emerging issues. Those discussions often started in the classroom but continued after class and then when we were all at home. Finding a group of homeland security experts who could give various insights into very difficult problems is priceless. Those discussions have continued even after graduation."

— MICHELLE TONELLI

Attorney

U.S. Department of Homeland Security

Master's Cohort 1501/1502

FOLLOW US:



npsCHDS



Center for Homeland Defense and Security



npsCHDS

WATERMARK

THE ALUMNI MAGAZINE OF THE CENTER FOR HOMELAND DEFENSE AND SECURITY

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 alumni, staff, instructors, and faculty.



www.chds.us



*Aerial shot of NPS Herrmann Hall,
Monterey, CA. Photos by Javier Chagoya/
NPS-PAO*



CENTER FOR HOMELAND
DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL



FEMA