

Watermark

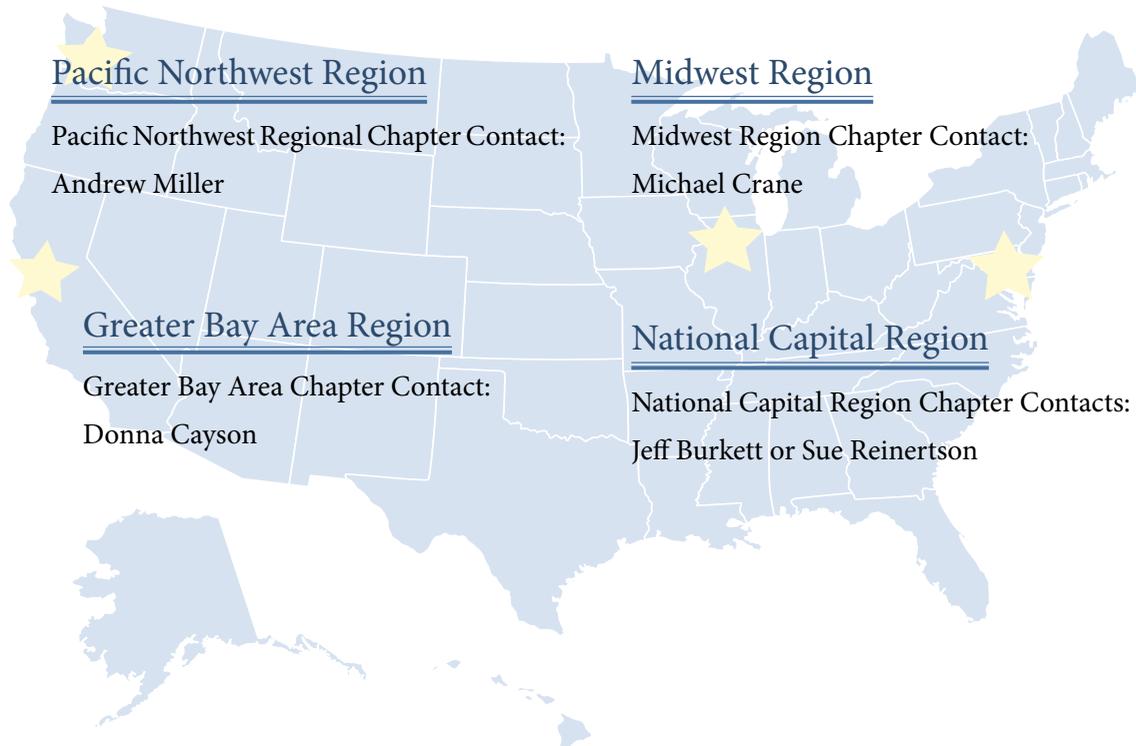
The Alumni Magazine of the Center for Homeland Defense and Security



Alumni Conference 2011 • Fellows in the News • Fusion Center Program • Kluckhuhn Tracks Gulf Spill
Bell at USEUCOM • CHDS Women in Law Enforcement • Seth Jones on Afghanistan

Regional Alumni Chapters

Over the last year, CHDS Regional Alumni Chapters have been started throughout the United States. Chapters have formed in the National Capital Region, the Pacific Northwest, the Midwest, and the greater San Francisco Bay Area. Current chapters and contact information for alumni leading their respective organizational efforts are provided below. Alumni interested in starting a regional chapter in their area may contact Dee Walker for more information.



Fellow Alumni,

The CHDS/NPS Alumni Network has continued to grow and advance over the past 4 years. Every effort has been made to ensure that your Alumni Network develops in the most optimal way to best serve all Alumni. As part of our evolution, the Alumni Assembly has decided to take the next step in the Association's progression by adding a yearly fundraising component to our goals.

Your tax deductible donation will be used to remember alumni who have passed, elevate the overall experience at the annual conference, and create a continuing endowment for alumni sponsored initiatives.

Our goal is big and our expectations are high but our request is simple; "\$100 from 100" alumni and a little something from all the rest. You are not limited to the \$100 target. If you would like to donate more, we will certainly be honored to accept it.

Thank you,
The Alumni Assembly

\$100 From 100

Donation Instructions:

There are two ways to make your tax deductible donation. You may pay online by credit card or by check.

If you prefer to pay by credit card, please follow these instructions:

Go to www.npsfoundation.org and click on "Donate Online". There is a drop-down box at "Contribution Amount," where you can find "CHDS Alumni" listed. The Foundation will receive your donation information and will issue you a tax letter.

If you would like to pay by check please make your check payable to the "NPS Foundation, Inc." In the memo line of your check write the following: "Donation to CHDS Alumni." The mailing address is: Naval Postgraduate School Foundation, Inc., P.O. Box 8626, Monterey, CA 93943.

Message from CHDS Director

Glen Woodbury

Dear Fellow Alumni,

Recently, NPS developed a process for the measurement and communication of student engagement. The study was designed to determine current levels of student engagement and identify gaps for improvement for the education and overall academic experience across all schools within the university. Among the more notable findings:

"SIGS students (includes CHDS) -- preparing to be national security professionals -- score their academic programs highest with respect to relevance to national security/defense needs (G4). Students in the Homeland Defense and Security curriculum, in particular, stand out." -NPS Student Engagement Measurement-Initiative and Findings, 2010

Throughout the study, CHDS leads or is at the high end of most every category. I believe the findings of the study confirm that your engagement is directly related to the relevancy of the curriculum and the quality of instruction that we offer, and vice versa. Which is nice, since that has been the intent of this educational "experiment" since its inception - hmm, imagine that.

One aspect the study didn't cover is alumni engagement. For CHDS, an average of 60% of our alumni continue to participate in different activities and research with the Center after they graduate. Our alumni pool is growing-over 600 by the end of this year. We invite you to read about your colleagues and what they are doing in homeland security after they graduate.

More importantly, we invite you to engage with your region and check in with your cohort.

See you in February,

Glen

Register for the 2011 CHDS APEX Conference Now!

Registration is available online at:

chds.us/?special/info&pgm=2011Conference

If you have questions, please contact Mark Fish

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2011 CHDS Alumni Professional ExChange (APEX) Conference

IMAGINING HOMELAND SECURITY 2021 - AND BEYOND

“We must redouble our efforts to better anticipate, analyze, and prepare. We must address what is quickly becoming a daunting and highly challenging crisis. This dangerous reality must be met with better security measures, innovative community outreach, and enhanced information-sharing. Most of all, **we cannot risk another failure of imagination.”**

Opening Remarks, Senator Susan M. Collins
Committee on Homeland Security and Governmental Affairs, September 22, 2010

Imagine the future of homeland security.

That is what attendees of the 2011 Center for Homeland Defense and Security Alumni Continuing Education Conference are asked to do, with an eye toward the 10th anniversary of the Sept. 11 attacks.

The conference, scheduled for Feb. 2-3 at the Naval Postgraduate School's Monterey campus, will explore the question of what the nation's security needs will look like over the next decade. The second day of the conference will address the importance of personal resiliency. The 2011 conference is entitled “Imagining Homeland Security - 2021 and Beyond.”

The conference will feature authors Eric Liu and Laura van Dernoot Lipsky.

“Pundits from around the country will be looking back on the anniversary of Sept. 11,” said Dee Walker, Senior Advisor for Alumni Programs. “We wanted to try to look forward. What can we do to make homeland security better 10 years from now?”

Imagination will be the cornerstone to events.

Enlisted to help stir discussion on the first day is Eric Liu, co-author of the book “Imagination First: Unlocking the Power of Imagination,” which will serve as the foundation for day one of the conference.

Following a keynote address, Liu is scheduled to facilitate an “Imagination Conversation,” a mental drill meant to stimulate creative thinking among alumni. The process is similar to the Open Space exercise conducted at the 2010 Alumni Conference. In this year's version, discussion will hone in on what homeland security might look like by 2021.

“It's a format designed to encourage maximum engagement,” Walker said. “You have a room full of people and these people are a great resource. The idea is to tap into the wealth of knowledge that our alumni have.”

Imagination Conversations, in conjunction with the Lincoln Center Institute, have been conducted around the country since the fall of 2009 and are slated to continue through the spring of 2011, according to the institute. A day prior to the conference, the general Naval Postgraduate School and Monterey area community will engage in a separate Imagination Conversation.

For Liu, unlocking the potential of the imagination is not a touchy-feely exercise. Rather, it is critical to defending the nation against ever-evolving security threats.

“Imagination is important only if you want to know what the next threats are,” Liu said. “It only matters if you want to do homeland security right.”

In fact, the book was a direct response to the 911 Commission's final report which famously stated, “The most important failure was one of imagination. We do not believe leaders understood the gravity of the threat.”

“Pundits from around the country will be looking back on the anniversary of Sept. 11. We wanted to try to look forward. What can we do to make homeland security better 10 years from now?”

Dee Walker, Senior Advisor for Alumni Programs

For Liu, unlocking the imagination is necessary to homeland security agencies meeting their mission: sharing information, stepping outside bureaucratic silo thinking and anticipating what types of threats may be looming.

“From my perspective, unlocking the imagination is not some touchy-feely exercise,” Liu said. “Getting this right is critical as to whether our homeland defense agencies can do their jobs effectively.”

While the first day examines the future of homeland security,

the second day of the conference will be of a more personal tone geared toward practitioners.

Laura van Dernoot Lipsky, co-author of the book "Trauma Stewardship", is tentatively scheduled to lead the second-day session. Her book aims to help people in the emergency and security fields deal with the ordeals they routinely witness as part of their jobs.

"Trauma Stewardship" helps front-line workers, whether they are first responders or social workers, find ways to cope with the harsh realities they face each day without losing passion for their profession or losing zest for life itself. Van Dernoot Lipsky said her work focuses on "trauma exposure."

"In trauma exposure response, we're looking at the cumulative toll of being exposed to suffering of other human beings, living beings or the planet," van Dernoot Lipsky notes.

She gained interest in this topic after years of work with homeless shelters as well as with survivors of abuse, violence and natural disasters. Van Dernoot Lipsky believes more attention is needed on this topic.

"There is still very much this belief that if you're cool enough and tough enough and committed to your cause enough, you're going to suck it up," she notes.

Trauma stewardship should begin not only on the individual level, but on the organizational level and societal level as well, according to van Dernoot Lipsky.

"Our leaders have responded to a lot of things over the years and they have witnessed traumatic events," Walker said. "I don't see us doing a lot of work on our resilience as leaders. This workshop is designed to enhance our personal resilience. The first day is more of a view from the 30,000-foot level. The second day is more of a personal enterprise."

Q & A With Eric Liu

Q) What inspired you and your co-author (Scott Noppe-Brandon) to write "Imagination First"?

A) "At the heart of any successful organization is how leaders within that organization crack open the sense of imagination," Liu said.

Liu noted that he and Noppe-Brandon have worked in an array of sectors – government, business, and education.

They came to realize that society relishes, and in some cases demands innovation and innovative thinking. more >>>>>

Agenda 2011 APEX Conference

February 2

0800-0830 Registration and Continental Breakfast

0830-0900 Welcome and Opening Remarks

0900-1000 Morning Keynotes -Hon. Janet Napolitano (Invited)

1000-1030 Break

1030-1200 Prelude to Imagination Conversation-facilitated by Eric Liu, Guiding Lights Network

1200-1300 Working Lunch and Imagination Conversation Group Activities

1300-1430 Imagination Conversation continues

1430-1500 Break

1500-1700 Imagination Conversation Wrap-up and report-out

1700-1730 Break

1730-1900 Reception and Book Signing

February 3

0800-0830 Networking and Continental Breakfast

0830-1100 Plenary Workshop: Personal Resiliency and Stewardship,-facilitated by Laura van Dernoot Lipsky

1100-1115 Break

1115-1230 Alumni Open forum- report from Alumni Assembly

1230 Adjourn

However, Liu believes innovation does not happen without imagination.

“It’s like waiting for the fruit to appear without the seed,” he said.

Q) Discussing imagination and exercising the imagination sounds touchy-feely. Our alumni are generally hardened first responders; why is unlocking the imagination important? How would it help our nation develop solutions to current issues such as homeland security?

A) “Developing that capacity from the individual level to the organizational level is critically important to getting homeland security right,” Liu said. “Getting this right is critical as to whether our homeland defense agencies can do to their jobs effectively.”

He adds that imagination is like a muscle, the more it is exercised the more fit it becomes.

Q) During Imagination Conversations, what methods do you use to stir discussion and creativity?

A) “We get people to come together across their silos,” Liu said. “The first thing we do is deliberately mix people together.”

Similar to the CHDS program itself, the Conversation prompts people to look beyond their professional and bureaucratic boundaries. Artists, business professionals, elected leaders and sports stars, for example, come together to share insights and ideas.

“They all learn from each other in very rich ways,” Liu said.

Q) What is the most memorable thing you have witnessed in previous Imagination Conversations you have attended?

A) “One involved a fellow in cancer research Mark Ross. His work is on how to suspend animation.”

Aside from Ross’ sensational field of discovery, his approach to his research unleashed the type of cross-discipline discussion that the Conversation seeks. Ross’ research is on how to slow metabolism and reanimate. He has approached this by researching everything from people who survived near-death experiences to seed spores that are thousands of years old.

His discussion of his work inspired others at the

workshop that included a Starbuck executive and a well-known astronaut.

“The ‘wow factor’ (of Ross’ research) was enough, but the way other people riffed off what he was doing helped other people open their imaginations,” Liu recalled.

Q) What inspires you?

A) “I try to talk to as diverse of a group of people as I can all the time,” Liu said. “I think it is important to harvest widely and get as many perspectives as you can. To connect all the dots, you have to collect a lot of dots.”

Liu said he interacts with young people, military professionals, teachers and elected officials on a routine basis.

Eric Liu is a graduate of Yale University and served in the Clinton administration as a speechwriter and deputy domestic policy advisor. He lives in Seattle, where he teaches at the University of Washington and serves on the Washington State Board of Education.

“I think it is important to harvest widely and get as many perspectives as you can. To connect all the dots, you have to collect a lot of dots.”

Eric Liu

i-mag-i-na-tion [i màj j i náysh’ n] (plural i-mag-i-na-tions)

- 1. ability to visualize:** the ability to form images and ideas in the mind, especially of things never seen or experienced directly
- 2. creative part of mind:** the part of the mind where ideas, thoughts, and images are formed
- 3. resourcefulness:** the ability to think of ways of dealing with difficulties or problems
- 4. creative act:** an act of creating a semblance of reality, especially in literature

definiton of imagination from Encarta

CHDS Names Two Alumni for FEMA Fellowships

West Coast residents Fisher and Van Leuven headed to Washington, D.C. for one-year fellowships with Federal Emergency Management Agency

Two alumni from the West Coast have been awarded the 2010 Center for Homeland Defense and Security Alumni Fellowships and will be going to Washington, D.C., to work for one year with the Federal Emergency Management Agency.

Sara Kay Fisher, Emergency Response and Security Manager with the Administrative Office of the Courts in San Francisco, and Laurie Van Leuven, Security and Emergency Management Manager and Strategic Advisor with Seattle Public Utilities, are scheduled to begin their work in the nation's Capitol in September.

The goal of the Alumni Fellowships is to enable participants to share their local expertise while in turn gaining insight into the workings of the upper echelon of the Federal Emergency Management Agency, which sponsors the fellowship. Nine alumni have been awarded the annual fellowships since the program's inception in 2005.

During the one-year appointment, alumni work on an array of projects, but usually develop one major endeavor as the centerpiece of their work.

Van Leuven, a 2009 CHDS graduate, hopes to expound on and implement in some way her thesis research on optimizing the use of Web 2.0 technologies in homeland security and emergency management. When she wrote her thesis, interest in social media was just starting to build. Since then, interest has grown.

"I am excited to work with groups that are already using or looking at the potential of social media for improving citizen engagement and information sharing that will hopefully lead to more efficient resource allocation decisions," Van Leuven said. "I think practitioners in the field understand this is the way of the future but many are not quite sure how to take that first step forward. A national information sharing strategy incorporating social media tools might be a good place to start."

Fisher, a 2008 CHDS graduate, plans to explore projects that help bridge the gap between emergency management/homeland security and government agencies that may not understand how they fit into those efforts.

"This may be an overgeneralization, but I find that judicial branch entities don't generally seem to understand how they can or should be included in emergency management planning or decision-making at the local, state, or federal levels," Fisher noted. "Court leaders often times don't know the right questions to ask or the right doors to knock on to insert themselves into



Laurie Van Leuven, left and Sara Kay Fisher are currently in Washington, D.C. working with FEMA

the emergency management planning process."

She hopes to bring her experience in filling that gap to FEMA. In her role with California state courts, Fisher has worked for much of the past five years to ensure courts throughout the state develop Continuity of Operations Plans. In doing so, Fisher has learned the challenges that faced the court system in preparing to recover and continue operating from a potential catastrophic event.

"My knowledge of the challenges that exist in preparing the judiciary to recover from incidents will be helpful in my work with FEMA about how to overcome those challenges," she said. "This work will, hopefully, be translatable to other jurisdictions in addition to state and local judicial branch operations."

Van Leuven's current job involves securing Seattle Public Utilities' infrastructure, such as drinking water, wastewater and flood control systems, and debris management capabilities. She will take to Washington a wealth of experience in critical infrastructure protection and the hurdles local governments face in recovering from disaster.

"I think an important perspective I can bring to Washington will be a really clear understanding of what hardships citizens face after an emergency or disaster," she said. "I have always worked in critical infrastructure and in providing direct services to customers. When those essential services are disrupted, I have that local knowledge of what kind of impact outages have on citizens and what it takes to get those systems up and running again."

Moreover, both women look forward to learning how federal operations work and the challenges that level of government faces in interacting with state and local agencies.

And, both say the educational foundation received at CHDS will be beneficial in taking on the fellowships.

"I believe the element of my educational experience that will be most helpful during my time at FEMA will include the research and project development process that accompanied the thesis writing enterprise," Fisher noted. "The insight

I gained into the many varied jurisdictions involved in homeland security will also help increase my usefulness to FEMA and to the homeland security sphere, in general.”

Added Van Leuven: “I think the really broad foundations that the CHDS master’s program provides is going to be very helpful in being able to recognize where the core issues lay. It gives me the capability to analyze the problem, to think about creative strategies and to consider available technologies to solve them.”

2009 Fellowships Wrap Up

Welch Launches Ready Responder Program

A Los Angeles Fire Captain for just eight months, Alicia Welch sat in her fire station watching the events of 9/11 unfold.

Recognizing that this unexpected event dramatically reshaped the role of the fire service in preparing for, responding to and recovering from the unthinkable, Welch had to confront the realities of how she would respond and what the Los Angeles Fire Department could do to be better prepared.

Welch, a 19-year veteran with LAFD, went on to ponder these questions while earning a master’s degree at the Naval Postgraduate School Center for Homeland Defense and Security and, subsequently, as a CHDS Fellow at the Federal Emergency Management Agency.

Since Sept. 11, first responders have received the latest technology and equipment as well as participated in training and exercises to plan for and practice how they will respond in a future incident, but Welch realized that a critical component of

individual and family preparedness was missing.

“All of the equipment, training, and exercises contribute to a successful response, if the employees show up ready and able to work, but what if their families’ are impacted by the disaster?” Welch said. “Many organizations have not addressed this issue.”

Welch set out to address this critical gap by developing a preparedness program for the Los Angeles Fire Department.

FEMA is backing this pilot, authored by Welch, to improve first responder family emergency preparedness so that professional responders are physically and mentally capable of coming to work and focusing on the job following a large-scale disaster.

“It just kind of occurred to me that we never took into consideration the work force,” Welch said. “What if we write all these emergency plans and the work force doesn’t show up during a catastrophe? Then the plan won’t work.”

Welch and FEMA have undertaken a multi-layered pilot program in the city of Los Angeles to bolster workplace and household readiness for emergency responders. The first phase focuses on the individual emergency responders by encouraging them to devise a home preparedness plan with their families. The second phase is targeted to the emergency response agencies and pre-planning to feed and shelter employees during long-term disaster operations.

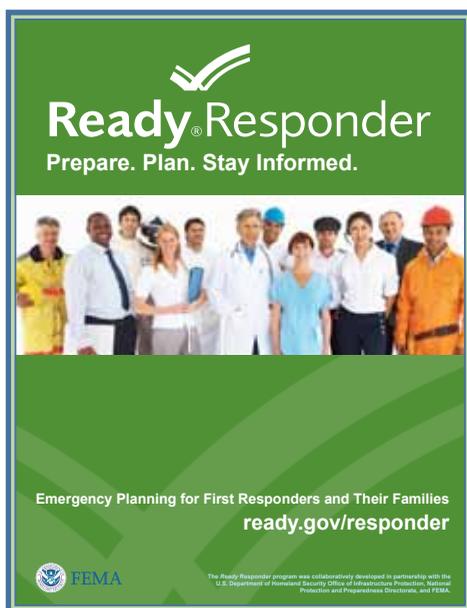
A high priority for FEMA is to encourage preparedness and resilience among citizens. However, research shows that people working in the emergency-response profession have been hindered in carrying out their duties in the face of large-scale disaster. During 2005’s Hurricane Katrina, some 5 percent of the New Orleans Police Department’s forces were stranded at home, according to a U.S. Senate report.

First responders and firefighters in Southern California are well-schooled in preparedness for the seasonal wildland fire or occasional earthquake at home, but the key is to get them talking with their family members to ensure that their families understand and are prepared for the large-scale event.

“I feel the biggest challenge in workforce preparedness is educating employees about the real value in being prepared; for our employees to understand and grasp the concept that the type of event we are preparing for is not something we have ever experienced in the past” said LAFD Assistant Chief Patrick Butler. “The magnitude, scope, duration and, most importantly, the novelty of such a large-scale disaster will catch many of us off guard if we do not prepare ourselves and our families first.”

A recent publication by CHDS alumni Mark Landahl of the Frederick County (Md.) Sheriff’s Department and Cynthia Cox, Assistant Professor at the University of Maryland University College, showed that responder-family preparedness has not been given adequate attention in the overall scheme of disaster planning.

Surveying CHDS students with military, emergency management, law enforcement and fire service backgrounds, their findings concluded that 97 percent of the respondents agreed employee and family preparedness was an essential element to organizational resilience during a large-scale



Cover of the Ready Responder Toolkit

catastrophe. Only 29 percent of the participants reported that their organizations had written plans to support employees and families during a disaster.

“Basically, a large percentage of those surveyed said, ‘if my family is in danger,’” Welch said. “We asked first responders what would help. The overwhelming response has been to have a departmental plan that provides shelter and care to families, if needed, and addresses basic human needs.”

The Los Angeles Fire Department launched its responder preparedness effort earlier this year by distributing preparedness information packets to its 4,000 sworn and civilian staff members. The literature included information on understanding the hazards that affect the local community, crafting a family emergency plan, and building an emergency supply kit. The materials also discuss the importance of designating an out-of-state contact, identifying a meeting location both near the home and outside of one’s neighborhood, and knowing evacuation routes and shelter locations.

“It’s a tool that walks them through how to go through the steps with their family,” Welch said.

The next step is agency-level planning for feeding and sheltering the workforce should fire stations be lost or inaccessible during catastrophic events. The LAFD is currently assessing 12 locations that could be potential shelter locations. LAFD is also investigating the best way to provide meals during those times. Once the assessment phase is concluded, the department will conduct training and exercises to ensure that the plans are feasible.

Surveying CHDS students with military, emergency management, law enforcement and fire service backgrounds, their findings concluded that 97 percent of the respondents agreed employee and family preparedness was an essential element to organizational resilience during a large-scale catastrophe. Only 29 percent of the participants reported that their organizations had written plans to support employees and families during a disaster.

From a survey done by CHDS Alumni Mark Landahl and Cynthia Cox

The LAFD hopes to pass along the preparedness message to all first responders and citizens of Greater Los Angeles.

“We want the citizens to become engaged in preparedness activities, so that during a disaster, the first responders can focus on the greatest needs rather than non-life threatening calls,” Welch said.

Welch and FEMA have packaged the pilot materials into



LAFD Captain Alicia Welch and CHDS Executive Leaders alum, Scott Kelberg (Director, Office of Preparedness Integration and Coordination, Protection and National Preparedness) worked closely to launch the Ready Responder Program

user-friendly templates that are available online at ready.gov, and are applicable to municipalities around the country. Welch plans to continue to attend conferences of professional organizations to tout the pilot program, named Ready Responder. The program was launched in time for National Readiness Month in September.

Welch was working at FEMA as a CHDS fellow, one of three alumni of the Center working as fellows in 2010. Fellowships are awarded annually on a competitive basis and are aimed at enabling local and state professionals to work at the federal level. She is now back in Los Angeles.

“The Fellows program allows state and local officials to bring their expertise and collaborate with DHS officials for a year,” CHDS Director Glen Woodbury said. “Advancing and implementing innovative projects like this is exactly how CHDS provides return on investment for DHS.”

For more information about the Ready Responder Program, visit www.ready.gov.

Cayson Produces Individual and Family Preparedness Campaigns

Preparedness is a shared responsibility - everyone plays a role.

From a city’s government and first responders, to its faith based and community groups and the individual citizen, it must be a collaborative effort.

That’s the point retired Sierra Madre (Calif.) Police Sgt. Donna Cayson seeks to stress with her campaign on individual and family preparedness as she ended her tenure as a 2010 Center for Homeland Defense and Security Fellow with the Federal Emergency Management Agency. As part of the year-long fellowship, Cayson enlisted community and faith-based organizations along with local government and first responders in Sierra Madre to help spur disaster preparedness

at the household level. Sierra Madre, a town of 11,500, sits against the foothills of the San Gabriel Mountains in Southern California and is prone to wildfires, earthquakes and mudslides.

Cayson's Sierra Madre Individual Preparedness Project involved a pre-survey to gauge residents' preparedness levels, then a five-month preparedness education campaign conducted by an array of community groups to encourage readiness, followed by a post-survey to measure the effectiveness of that drive.

A highlight of the project was the Sierra Madre Family Preparedness Festival held Sept. 11 centered on all aspects of preparedness that drew more than 300 people.

The ultimate result of Cayson's fellowship work is a template and toolkit that is being developed in conjunction with FEMA which communities around the nation could use if they wish to duplicate Cayson's project work to bolster individual and family readiness.

“Preparedness is not something that happens overnight; we need to continue to talk about it over and over and over.”

Donna Cayson

The 2009 CHDS graduate received a six-week extension to continue working on her project in order to see her vision to fruition and to complete post-survey work aimed at measuring the effectiveness of her work. While programs currently exist to encourage the preparedness concept, Cayson's differs in that her campaign is built from a true grass-roots level.

“The focus is on individual and family preparedness, but doing it through an all-inclusive, collaborative, community-based approach,” Cayson said. “It's not just police, fire and emergency managers saying what needs to be done. It is that core group collaborating with faith-based, community organizations and any other stakeholder group within the community with a social network, and actually “asking” them for their help and participation.”

In Sierra Madre all the groups were critical in crafting a grassroots preparedness campaign. Rather than telling them what to do, Cayson simply explained the goal of the project and then solicited ideas and suggestions on how to increase preparedness in their social networks through a collaborative effort. “There was a buy-in and ownership from each of these groups,” she noted.

And those organizations were creative in their messaging. A church in town included survey information and preparedness tips in its weekly bulletin and the city library hosted a preparedness event at the library which included the creation of a preparedness trivial pursuit game.

Cayson hopes the post-survey will show improvement over

the spring assessment. The spring survey showed that about 40 percent of respondents did not have a family readiness plan and 80 percent did not know if Sierra Madre had its own emergency or disaster plan.

“Preparedness is not something that happens overnight; we need to continue to talk about it over and over and over,” Cayson said.

Broughton Develops Analysis, Evaluation, and Strategic Planning Measures During FEMA Fellowship

As Pam Broughton returns to her home agency, Hamilton County Emergency Management Agency, she hopes to capitalize on her FEMA experience.

As a CHDS Fellow, Broughton collaborated with FEMA's National Preparedness Directorate to complete the 2010 National Plan Review. The National Plan Review called for the analysis of emergency operations plans for all 50 states, 75 major urban areas and six territories. The 2010 National Plan Review was a follow up to 2006 FEMA study of preparedness plans.

“It was great to see how emergency operation plans are evaluated and to get a better understanding of the components that need to be incorporated,” Broughton said. “This experience will assist my Urban Area with developing a twelve county regional emergency operation plan.”

During her fellowship, Broughton also drafted strategic planning guidance which will assist state, territorial, local and tribal governments with developing and strengthening homeland security strategic plans for the prevention, protection, response and recovery to natural, technological, and human-caused disasters. The goal is to develop holistic and long-term preparedness strategies that encompass the entire community and are independent of a particular funding stream.

“It was great to see how emergency operation plans are evaluated and to get a better understanding of the components that need to be incorporated.”

Pam Broughton

Broughton also assisted FEMA's Grant Programs Directorate with the Fiscal Year 2010 Homeland Security Grant Program Peer Review Process. Her contribution included identifying a cost-effective solution that saved FEMA more than \$220,000 and 2 months of personnel time. Additionally, Broughton assisted with the planning of the 2010 National Urban Area Security Initiative Conference held in New Orleans.

Alumni Profiles

Thesis leads Kluckhuhn to Establish Real-Time Aerial Surveillance Business

Technology and Communication Keeps Tabs on Gulf Oil Spill and Recovery Efforts



Tracking the Gulf oil spill

In the days following the April 20 explosion at the Deepwater Horizon drilling rig in the Gulf of Mexico, incident commanders faced a 10-hour lag time between detecting oil sheen with aircraft and getting the information back to local command centers to act on it.

“We reduced that time lag time to near zero,” said Chris Kluckhuhn, president of a company called Avwatch Inc.

Kluckhuhn, a 2008 graduate of the Naval Postgraduate School Center for Homeland Defense and Security, had just this kind of emergency situation in mind when he transferred from active duty in the U.S. Coast Guard to the reserves and founded the company.

Avwatch Inc. securely provides real-time situational awareness capabilities to government and the private sector by linking aerial surveillance with direct internet communications.

For the past three months, the Cape Cod, Mass.-based company has been flying a pair of fixed-wing aircraft a total of 12-hours a day above the Gulf and providing streaming video to the Coast Guard, BP, and local and state authorities working on the cleanup. The first mission was to detect oil sheens, but more recently the effort has focused on finding cleanup booms that need to be retrieved.

“We have been providing real-time situational awareness over 10,000 square miles,” Kluckhuhn said by phone at an operations base near New Orleans, LA.

Clients, such as the U.S. Coast Guard and the state of Louisiana, are able to immediately review the video and directly control the sensor while talking to the aircraft operator over a Voice Over IP link.

On several occasions Avwatch was re-tasked in flight to respond to emergent events and was the first on scene providing situational awareness directly to the local command centers as well as to anyone else nationally via a direct video feed to NORTHCOM servers. When one of the vessels supporting the oil spill response began taking on water, Avwatch aircraft were first on scene and provided overhead video for 8 hours while efforts were made to stop the leak and recover the vessel. In late July, Avwatch was first on scene and allowed the Venice command center to verify that a tugboat had clipped a well-head 65 miles south of New Orleans. Shortly after that incident a similar report was made to the command center and Avwatch was again first on scene. During that case, the command center was able to verify it was an erroneous report and stood down from deploying helicopters and small boats in response.

“Forming the company was based on things I learned at CHDS and the discussions I had with classmates and other first responders. What they really needed was capability that gave them instantaneous information.”

Chris Kluckhuhn

Aside from a high operations tempo, the Avwatch crew has had to deal with the late summer weather patterns in the region, namely tropical storms. That mission has involved ensuring all the incident vessels were in port prior to a storm and being the first people back in the air to assess damage after a storm.

This kind of modern, high-tech communication was born both out of Kluckhuhn's experience with the Coast Guard during Hurricane Katrina as well as from the concepts learned while a CHDS student.

"Forming the company was based on things I learned at CHDS and the discussions I had with classmates and other first responders," Kluckhuhn said. "What they really needed was capability that gave them instantaneous information."

While serving as a Coast Guard search-and-rescue helicopter pilot, he helped developed tools aimed at providing situational awareness. In the immediate aftermath of Hurricane Katrina he was deployed to help improve situational awareness and command and control. Based on lessons learned from Katrina, Kluckhuhn used his position as a process improvement and innovation officer to advance concepts of communication interoperability and airborne video transmission. Based on his efforts to advance capabilities and technologies, he was named one of ten

information technology leaders in government by Government Computing News in 2007.

As a CHDS student, he further delved into the topic during the Technology for Homeland Security course, in which he wrote a paper titled "Managing Information Across All Levels of the Coast Guard."

In that paper, Kluckhuhn contended that the varied communications systems employed by the Coast Guard could become interoperable by using of a protocol known as Cursor on Target, developed by the MITRE Corp and now interoperable with hundreds of systems.

After completing his CHDS thesis on government innovation, Kluckhuhn realized the best way for him to help implement new ideas and technologies in the government was to iterate rapidly in the private sector and help transition the proven technologies into the government as budgets and processes allowed. Shortly after graduating from CHDS he followed his thesis recommendations by transferring into the Coast Guard reserve and formed Avwatch in 2008. As his thesis helped him predict, Kluckhuhn continues to help the Coast Guard improve processes through his role as a reservist supporting process improvement and innovation.



Monitoring the Gulf Spill on the Command Board

Bell Represents U.S. Customs and Border Protection on Interagency Team

CHDS Graduate Working with U.S. European Command in Germany

Christina Bell's new job tasks will sound familiar to fellow graduates of the Naval Postgraduate School Center for Homeland Defense and Security (CHDS).

Inter-agency collaboration and breaking down organizational and jurisdictional barriers are concepts stressed as part of a CHDS education. Both are part of Bell's task in her new position as the U.S. Customs and Border Protection (CBP) advisor to U.S. European Command (USEUCOM) in Stuttgart, Germany.

In June, Bell began working as part of an effort at USEUCOM to integrate with a string of federal agencies into a synthesized homeland security and defense advisory program within the context of the U.S. Department of Defense's (DoD) combatant command, USEUCOM. Those agencies include DHS, the Departments of Justice, State, Treasury, and Energy, as well as academic representation. Bell represents CBP to see how that agency's expertise could be used.

“The idea is for us to be on the staff and to speak to our equities, let them know what we are experts at and how our agency can realize synergy with USEUCOM.”

Christina Bell

Bell credits her CHDS experience for giving her access to a rich interagency network as well as a deep understanding of how to approach issues that blur organizational lines.

“I'm part of a big interagency team,” Bell said by phone. “The idea is for us to be on the staff and to speak to our equities, let them know what we are experts at and how our agency can realize synergy with USEUCOM.”

Bell seeks ways for CBP to apply its know-how and contribute to defense and security issues in Europe. For example, her agency could be helpful in assisting

growing European nations with their immigration, customs, and border issues.

The goal is, Bell said, to link organizations that have a homeland security function and to determine how CBP could fit into various efforts. “I'm trying to find synergy,” she said. “That's my role.”

Working across organizational bounds is just the kind of endeavor that is encouraged at CHDS, and Bell credits her education at the Center with fostering her ability to view issues from the perspective of other agencies.

“The whole blurring of lines to get the mission done, I knew about that but the Center helped me gain an understanding of those problems we have in government,” Bell said. “Everybody has their bias, but this was an opportunity to look at things critically and see issues from somebody else's vantage point. That is helpful for this position.”

Bell is also a Military Police officer in the U.S. Army Reserve. While in Stuttgart, she is performing her duty with the 202nd MP (CID) Group.

CHDS Women in Law Enforcement

Education Is Key to Advancement

With a degree in criminal justice in hand from Truman State University, Ellen Gordon was looking forward to a career in law enforcement.

But in the early 1970s, women in the police profession were few and agencies willing to hire them were hard to find.

“When I moved to Iowa (after graduation) I could not get a job in law enforcement because I was a woman,” recalls Gordon, who is now on faculty at the Naval Postgraduate School Center for Homeland Defense and Security. “I was literally told over and over that ‘we don't have room in our department for a woman. Women in law enforcement were a new thing.”

The lack of opportunity steered Gordon, toward a career in emergency management that has often put her on the national stage in the profession.

For most women entering the profession, those kinds of tales seem like ancient history.

Women in the policing profession are more common

these days. And, as attested by a string of CHDS graduates, women increasingly climb the ranks to the upper echelons. Women in the profession today are less likely to even think about being precluded from policing and more likely to see a gender-neutral occupation.

One key to capitalizing on the changing work environment: Education.

That's the message from some alumni and faculty who work in policing.

While great strides have been made, women in law enforcement continue to work in a male-dominated profession, their career possibilities are enhanced with education and with the growing field of homeland security that has become part of policing.

There is no substitute for on the ground experiences, or "making your bones," but advanced education can be the key to progressing into the upper levels of law enforcement, says CHDS faculty member Kathleen Kiernan. She is a former special agent with the Bureau of Alcohol, Tobacco, Firearms and Explosives who earned two master's degrees as well as a doctoral degree.

"Because of those degrees, I find myself in positions that as a regular law enforcement officer I would have never found myself -- interacting with very senior levels of our governments, national laboratories and think tanks, witness to and participant in innovation" she said. "I'm quite sure that my ticket of admittance is an advanced degree."

Female officers who have withstood the rigors of CHDS academics are quick to agree on the importance of education.

Washington, D.C., Metro Police Chief Cathy Lanier and Nola Joyce, Chief Administrative Officer of the Philadelphia Police Department, both CHDS graduates, say education is critical for anyone entering the field, but especially so for those who want to progress to management.

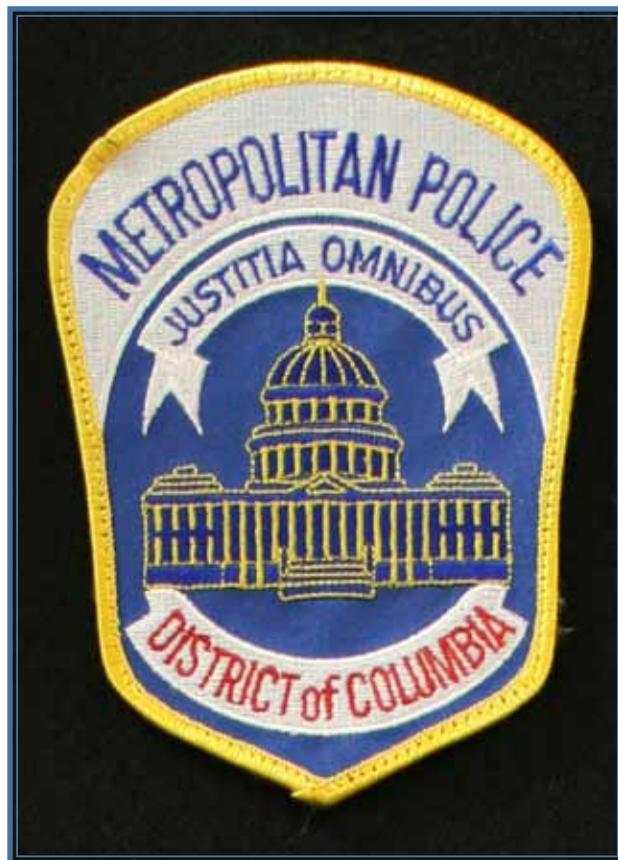
"It (education) is important for the profession, period," said Lanier, who was named D.C. Metro Police Chief in 2007. "If you're looking to move into an executive position, it's even more important. Obviously, your reputation and experience is critical, but you have to have an education behind you for that validity."

Time was when an applicant for the police force need only have a high school diploma. No more.

"In Philadelphia we are requiring 60 college credits before you can even apply for a position," Joyce said. "I would say a master's degree is more important if you want to get a significant job in policing."

For women, especially, that added educational ammunition can reinforce a career path. While opportunities have

"CHDS really introduced me to an environment where I was forced to think policy-level strategy in a new environment -- homeland security," Lanier said. "Second, it provided me with access to all the information I need to make good, solid decisions once I left there. I have a very firm basis with which to make good decisions."



"You have to be a risk-taker in pushing yourself beyond your comfort zone and what you think you can do," she said. "Always, always, always continue to learn. You have to constantly continue your education."

Washington, D.C., Metro Police Chief Cathy Lanier

opened and the “brass ceiling,” as Kiernan calls it, has been broken, statistics show the profession continues to be male-dominated.

A Justice Department report released in June 2010 states that among federal law enforcement agencies, women represent 20 percent of sworn officers.

Statistics compiled by the U.S. Department of Justice show that gains have been made in the number of women in federal law enforcement during as well as at larger metro police departments during the past two decades. A Justice Department report released in June 2010 states that among federal law enforcement agencies, women represent 20 percent of sworn officers. That is up from less than 15 percent 10 years earlier. Among large metro agencies Detroit, Philadelphia, Washington, D.C., and Chicago include 20 percent or greater women officers as of 2007. The percentage of sworn female officers among 12 of the 13 largest local agencies increased from 1997 to 2007, according to the report.

Lanier notes: “Women have come a long way, but when you look at it in the context of executive level and command positions, they haven’t as much. The number of women gets smaller as you move up the career ladder.”

The changing nature of the profession has created more opportunity.

Joyce was not a uniformed officer, but advanced education has enabled her to be a strategic driver at some of the nation’s largest departments. She has worked in the Chicago and Washington, D.C., police departments after getting her start working in the corrections field.

“Both are very male dominated,” Joyce said. “It was not unusual in large meetings that I would be the only female sitting at the table. That has changed.”

Joyce points to her CHDS education as an asset in a post in which she is charged with policy, strategy and looking ahead to emerging issues facing the Philadelphia Police Department.

That work involves not only working with police colleagues, but also city council members, prosecutors, the mayor and other partners.

“I think one of the biggest contributions is the Center’s focus on collaboration; the appreciation of collaborating with people who may have different views, but have a

common future,” Joyce said.

For Lanier, the CHDS experience has helped her tackle a still-new aspect of policing – homeland security. And, she notes, she has the continuing benefit of a cadre of experts she met while at the Center to exchange ideas in challenges with.

“CHDS really introduced me to an environment where I was forced to think policy-level strategy in a new environment – homeland security,” Lanier said. “Second, it provided me with access to all the information I need to make good, solid decisions once I left there. I have a very firm basis with which to make good decisions.”

Lanier advises up-and-coming officers to push their comfort zones and to continue their education.

“You have to be a risk-taker in pushing yourself beyond your comfort zone and what you think you can do,” she said. “Always, always, always continue to learn. You have to constantly continue your education.”

“Because of those degrees, I find myself in positions that as a regular law enforcement officer I would have never found myself interacting with very senior levels of our governments, national laboratories think tank. I’m quite sure that my ticket of admittance is an advanced degree.”



CHDS faculty member Dr. Kathleen Kiernan

CHDS Launches Fusion Center Leaders Program

Fusion center leaders from around the country gathered on campus as CHDS launched its inaugural executive level Fusion Center Leaders Program (FCLP) June 21-25, 2010.

The Fusion Center Leaders Program is the latest educational program from CHDS. Sponsored by the U.S. Department of Homeland Security (DHS), the program was developed based on input from interagency partners, including the Office of the Director of National Intelligence (ODNI), Federal Bureau of Investigation (FBI), and Department of Justice (DOJ), and state and local partners through the Criminal Intelligence Coordinating Council (CICC) and National Fusion Center Association (NFCA).

“The Department is committed to providing the resources and best practices necessary to enhance the national network of fusion centers,” said Bart R. Johnson, principal deputy under secretary of the DHS Office of Intelligence and Analysis. “The Fusion Center Leadership Program represents one of the Department’s on-going initiatives to support fusion centers in achieving the Baseline Capabilities for State and Major Urban Area Fusion Centers.”

By achieving this baseline level of capability, a fusion center will have the necessary structures, processes and tools in place to support the gathering, processing, analysis, and dissemination of terrorism, homeland security, and law enforcement information.

The program materialized after discussions among the nation’s leading experts on fusion center operations, said CHDS faculty member Robert Simeral

“I think we recognize there was truly a void,” said David Pyle, deputy director of the Homeland Security and Law Enforcement division of the Office of the Director of National Intelligence. “We had no other educational program or opportunity out there to support fusion centers. I think it really nests nicely with the NPS CHDS master’s degree program and the Executive Leaders Program. It has a lot of overlap with those programs, but it’s specific to the fusion center leaders.”

Speakers and facilitators during the program included representatives from all levels of government, as well as multi-disciplinary partners, including the Los Angeles County Sheriff’s Department, the New York City Fire Department, the American Civil Liberties Union and the private sector.

“That interaction, I thought, was very important,” said Ron Brooks, director of the Northern California Regional Intelligence Center. “It’s time to educate a cadre of people who can continue to manage fusion centers. We need to make sure the people managing these centers have the best

education and guidance possible.”

“We didn’t want a training course,” Pyle said. “We wanted an executive level educational program that would present learning objectives pertaining to intelligence, fusion centers and operating a complex organization.”

“It’s an opportunity for critical thinking with regard to managing fusion center operations,” said New Jersey State Police Lt. Ray Guidetti, who is the intelligence manager in the Analysis Element of New Jersey’s Regional Operations Intelligence Center. “It allows the opportunity to discuss critical issues such as privacy and civil liberties, management and personnel issues, and sustainability.”

Among the expert facilitators was John Miller, ODNI Assistant Deputy Director of National Intelligence for Analytic Transformation and Technology, who discussed with students the evolving nature of the terrorism threat. One of the most important things that come out of the program is the beginning of a network that shares common challenges.

Since 9/11, Miller said, the threat has shifted from one driven by al-Qaida to a more decentralized movement that capitalizes on globalization and the Internet to lure recruits from U.S. soil to commit violent acts.

He pointed to the foiled Times Square bombing in May 2010 and a plot to build bombs hatched in the suburbs of Denver last fall among examples where planning was conducted far from big-city targets. These kinds of domestically executed attacks heighten the importance of the work fusion centers do, he added.

“.. Just because the biggest targets might not be in your area of operation that doesn’t mean the threat might not be lurking there even if the target is somewhere else.”

John Miller, ODNI Assistant Deputy Director of National Intelligence for Analytic Transformation and Technology

We have been very effective in terms of our strategy in crushing the organizational structure of al-Qaida and keeping its leadership on the run,” Miller said. “The unintended consequence of that is the use of modern communications to generate mass appeals which may result in only a few people coming forward who embrace the terrorist ideology, but a few people are all it takes.

“When you look at the plots, the plotters, the planning, and even the building of the bombs in some cases, it hasn’t happened in New York or Washington,” he added. “That happened in small towns outside of Denver; they’ve happened in small towns in Connecticut and rural parts of Illinois. Just because the biggest targets might not be in your area of operation that doesn’t mean the threat might not be lurking there even if the target is somewhere else.”

Guidetti Takes Fusion Center Expertise to DHS

Lt. Ray Guidetti has been at the forefront of intelligence led policing while working with the New Jersey State Police and as a former student at the Naval Postgraduate School Center for Homeland Defense and Security.

During the coming year, he will lend that expertise to the federal government as a fellow with the Department of Homeland Security's Intelligence and Analysis division.

Guidetti began his one-year stint in Washington, D.C., in September.

As a fellow, he will work with DHS and FBI officials as part of an Inter-Agency Policy Team drafting guidelines on best practices for fusion centers.

"My role is ensuring that state and local positions are understood when the federal government is drafting policy involving fusion centers," Guidetti said.

These policies will guide a national network of fusion centers and how interaction between the federal government and the 72 such centers operate across the United States. The goal is to develop best practices and ensure they are implemented and sustained, he added.

Issues at the forefront of his assignment will include analytical capabilities, resources available to fusion center and how to sustain these operations once they are established. DHS and the FBI want to ensure that state and local fusion centers can share information in a consistent format as well as have the ability to properly analyze and aggregate intelligence they gather and share with federal partners.

And, while sustaining these fusion center operations has always been a goal, the down turn in economic times now impacting state and local budgets has heightened that concern.

"The policy work at DHS in conjunction with FBI is squarely addressing those issues," Guidetti said.

These are the same issues discussed at the DHS-funded Fusion Center Leaders Program at CHDS, Guidetti noted.

Guidetti joined the New Jersey State Police in 1993 and worked a string of assignments with the department. His career path took a turn following the Sept. 11 attacks when he was assigned to a Joint Terrorism Task Force. That, in turn, motivated him to further his academic study in homeland security.

Guidetti, a 2006 CHDS graduate, wrote his thesis on "Policing the Homeland: Choosing the Intelligent Option."

With master's degree in hand, he helped craft the protocols for the New Jersey's Regional Operations Intelligence Center, also known as the ROIC (pronounced ROCK), where he serves as Intelligence Manager of the Analysis Element.

He credits his CHDS education as a boost to his career trajectory with the New Jersey State Police, and with his current fellowship. As well as nurturing critical and strategic thinking skills, CHDS coursework offered the opportunity to work with professionals from varied disciplines, a useful skill when working at a fusion center.

"I feel like I have achieved what the program ambitions are in terms of molding operators into strategic thinkers," he said. "There's not much at work I touch that does not have some kind of connection to the education, experience and relationships I formed at CHDS. I find myself advancing many of the concepts and ideas from the program."



"My role is ensuring that state and local positions are understood when the federal government is drafting policy involving fusion centers."

NJ State Police Lt. Ray Guidetti

New Jersey's Regional Operations Intelligence Center, also known as the ROIC, or "The Rock", left

Class Notes

MA0302/0303

David Longshore has been named Press Secretary for the New York State Assembly.

MA 0403/0404

Darren Chen joined the Domestic Nuclear Detection Office of the U.S. Department of Homeland Security. He had previously been with DHS' Office of Domestic Preparedness.

New Jersey State Police Lt. **Ray Guidetti** has authored a chapter in a new book titled "Strategic Thinking in Criminal Intelligence" (New Federation Press, 2009). Guidetti's chapter is titled "Collaborative Intelligence Production."

Don Reed recently led the planning and execution, for U.S. Northern Command, of the first annual National DSCA Workshop. The event, which was conducted in Henderson, NV, brought together 730 participants from throughout DOD, the National Guard, and Interagency Partners. The purpose was to promote unity of effort in DSCA.

MA 0601/0602

Richard Rosell has been named public safety director in Springfield, N.J, where he will oversee the township's police, fire and emergency management divisions. Rosell is a retired captain and 27-year veteran of the New Jersey State Police.

Nola Joyce, Chief Administrative Officer for the Philadelphia Police Department, has been awarded the Gary P. Hayes Award, a national award given by the Police Executive Research Forum for creativity and innovation in policing. The honor was awarded jointly and recognizes the work of Joyce and Deputy Commissioner Richard J. Ross Jr. in developing and implementing major crime reduction programs in Philadelphia, including work on Compstat, community policing, problem-solving, and foot patrol initiatives, which in just two years resulted in a 23-percent reduction in homicides, an 11-percent reduction in shootings, a 12-percent reduction in robberies, a 6-percent reduction in rapes, as well as reductions in property crimes.

MA 0701/0702

Ryan Burchnell, Chief of the Office of Domestic Security and Intelligence with the Florida Highway Patrol, has been appointed to the U.S. Department of Homeland Security-Domestic Nuclear Detection Office's "State and Local Working Group."

ELP 0701

Eddie L. Washington, Jr. has been appointed director of the Michigan Department of State Police (MSP) effective May 23, 2010. A nearly 26-year veteran of the MSP, Washington will become the 17th director and, as director, will also serve as state director of emergency management and as Michigan's homeland security director.

Steve Pitts of the Reno Police Department in Reno, NV has been named acting Reno police chief, taking over after Chief Michael Poehlman retired on June 25, 2010.

Sgt. Thomas "Tom" L. Breen is retiring from the Missouri State Highway Patrol after 36 years. Prior to being appointed to the Missouri State Highway Patrol, Breen served as a police officer and detective with the University of Missouri Police Department in Columbia, Mo., Breen was appointed to the Patrol on July 1, 1980, was promoted to corporal in 1990, and to sergeant in 1992. In 2004, he was reassigned to the Organized Crime/Anti-Terrorism (OCAT) Unit as a supervisor. It is from this position that Breen retires.

ELP 0702

Ken Murphy was appointed regional administrator of FEMA Region X by President Barack Obama on June 17, 2010. Murphy had been director of the Oregon Office of Emergency Management since 2003 and had worked for that agency since 1999.

Shawn Henry has been named the Federal Bureau of Investigation's executive assistant director of the Criminal, Cyber, Response, and Services Branch. Henry most recently served as assistant director in charge of the FBI's Washington Field Office.

MA0703/0704

Joe Fernandez is now Fire Chief of the City of Dania Beach, Florida. He serves as Fire Chief over Fire and EMS services, and is also serving as City Emergency Manager. He assumed the new position on April 19th, 2010.

MA 0705/0706

Patty A. Fairweather has authored a book titled "Supreme Court Justices' Views: Liberty/Security and the GWOT." Through exhaustive interviews and an analysis of surveys from State Supreme Court Justices nationwide, the book invites the reader to consider that because judicial review offers an alternative to the sword, it is material and relevant to reducing terrorism.

CDR **Dana Hall** (MA0705/0706) was recently selected by the Assistant Secretary for Preparedness and Response

(ASPR) as a Fellow in the Excellence in Government Program. The one-year program strengthens the leadership skills of federal employees through innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and government-wide networking. It prepares the next generation of leaders to be the innovators whose creativity in problem-solving stands up to the complexity of the 21st century challenges.

ELP0801

Federal Emergency Management Agency (FEMA) Administrator Craig Fugate applauded President Obama's appointment of **Andrew Velasquez III** as FEMA Regional Administrator for Region V, which encompasses Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin.

MA 0803/0804

John DeIorio was appointed Deputy Fire Chief for the Ocala (FL) Fire Rescue Department in August 2010. In his position, John will be responsible for the overall Operations, Training and Safety components of the department. He will assist the Fire Chief with leading, planning, budgeting and directing the Ocala Fire Rescue Department, including a component of FL-TF 8 of Florida's Urban Search and Rescue System.

John DeIorio accepted a position with the Florida Division of State Fire Marshal in April, directing the higher education programs at the Florida State Fire College in Ocala (FL). As a member of the Fire College's leadership, part of DeIorio's responsibilities will be developing Executive Level Leadership training for Florida's fire service including the development of an emergency services leadership facility located on the new campus. John will incorporate the networking and collaboration skills learned in the CHDS program to more fully integrate Florida's fire service into higher education, leadership training and all hazards homeland security issues focusing on the working relationships between fire, EMS, law enforcement, military, and emergency management.

Brian Sturdivant was appointed Fire Chief in Milpitas, CA in August 2010. He will plan, organize, direct and coordinate fire emergency response, fire prevention regulation and education, hazardous materials regulation and response, emergency management and all supportive services. Prior to this appointment, Sturdivant served as Deputy Fire Chief in Scottsdale, Ariz., and had 27 years of extensive experience within fire service all-hazards administration and operations.

In April, **Brian E. Sturdivant** was recognized by Cambridge Who's Who for demonstrating dedication, leadership and excellence in fire safety, fire operations, fire administration and fire training. **Cambridge Who's Who** is an exclusive membership organization that recognizes and empowers executives, professionals and entrepreneurs throughout the world.

Brenda Heck is now the Deputy Assistant Director (DAD) of the Counterterrorism Division's Operations Branch 1, which is comprised of ITOS 1 and ITOS 2 (ITOS 2 manages all FBI terrorism investigations globally outside of the US.) Heck now oversees all FBI counterterrorism investigations globally – CONUS and OCONUS. Prior to this move, she was serving as the Section Chief of the Counter-terrorism Division's International Terrorism Operations Section 1 (ITOS 1) where she was the SES-level director over all FBI counter-terrorism investigations within the U.S.

MA 0805/0806

Thomas Shannon has been named Deputy Chief of the Scottsdale (Ariz.) Fire Department. Shannon will maintain responsibility for Emergency Management and Homeland Security as well as Emergency Medical Services and Training and Professional Development.

ELP 0901

MaryAnn Tierney has been named Regional Administrator for FEMA Region III.

Special Agent Supervisor (SAS) **Scott McAllister** of the Florida Department of Law Enforcement has been named Coordinator of the North Florida Domestic Security Task Force.

MA 0905/0906

Joseph Duggan Jr. was promoted to Battalion Chief with the New York City Fire Department.

IN MEMORIAM
WE MOURN THE LOSS OF THESE
CHDS ALUMNI

BRADLEY BEAN
ELP ALUMNI 0702

JAMES GRAHAM
MASTER'S ALUMNI 0403/0404

PETER TOPP
MASTER'S ALUMNI 0501/0502

REMEMBERED BY
YOUR CHDS FAMILY

Faculty Feature

Seth Jones

CHDS faculty member Seth Jones, a leading expert on Afghanistan, has been appointed to a new Pentagon-based position with Special Operations.

Events on the ground in Afghanistan during the remainder of the year may well determine the extent of any drawdown of U.S. forces in 2011 and the future of U.S. strategy in what some have called a “graveyard of empires.”

That’s the assessment from Seth G. Jones, faculty member at the Naval Postgraduate School and leading authority on Afghanistan.

Jones began work in May at a new Pentagon-based position as Representative for the Commander of U.S. Special Operations Command in the Office of the Secretary of Defense, after working in the war-torn country as a Plans Officer and Advisor for the Commanding General of U.S. Special Operations Forces.

On the heels of the new job came accolades from the Council on Foreign Relations, which awarded Jones the Silver Medal in its 2010 Arthur Ross Book Awards for his book, *“In the Graveyard of Empires: America’s War in Afghanistan”*

(2009, W.W. Norton & Company).

Many candidates in the looming mid-term elections are sure to clamor for the withdrawal of U.S. forces. However, Jones said military leaders will be examining the strategy instituted by then Gen. Stanley McChrystal, and continued by Gen. David Petraeus, when gauging the future U.S. strategy in Afghanistan.

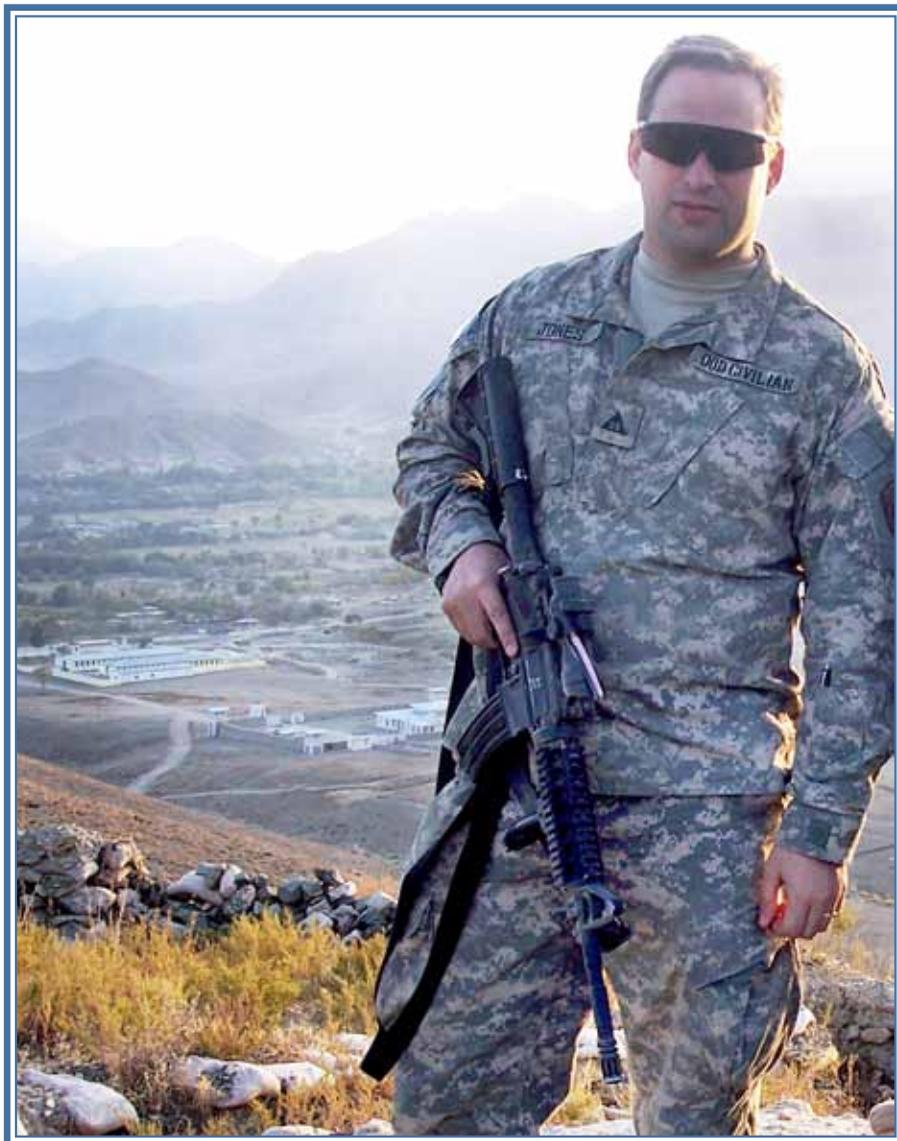
“The president has talked about a drawdown in 2011. The intention from the beginning was that it would require an assessment by the end of 2010 and into 2011 on the state of the counter-insurgency effort,” Jones said.

That counter-insurgency effort is a “population-centric” approach that provides protection and assistance to local populations while utilizing Special Forces to leverage tribes and clans who are fighting against the Taliban.

And drawdown won’t equate to withdrawal.

“It means that Afghan national security forces will increasingly take over responsibility for security in some areas,” Jones said.

Jones’ daily duty covers the role of Special Operations Forces in the Afghanistan and Pakistan efforts. The combined U.S. effort



Jones in Afghanistan

in those countries has played a key role in weakening one of the early targets of the war – Al Qaida. The organization has seen setbacks.

“Across the board, Al Qaida has been weakened in the past two to three years,” Jones said. “It has suffered human losses, individuals who have been captured or killed. It has suffered financial losses. Those things have had an impact on its operations, including its operational security. Yet it is still capable of pulling off attacks.”

The organization – or groups linked to it – continues to pose a threat to U.S. homeland security. He argues in his CHDS classes that recent plots in the United States – such as the Times Square plot in May 2010 involving Faisal Shahzad or the September 2009 arrest of Najibullah Zazi – suggest that there is a growing threat to the U.S. homeland from Pakistan.

“We have seen a troubling trend of individuals

migrating to this area,” Jones said “to conduct training in improvised explosive devices, improve counter-intelligence methods, acquire financial assistance, receive operational guidance, and interact with key militant leaders. And they are trying to take these lessons back to the United States.”

The book prize from the Council on Foreign Relations is awarded based on works that contribution to the understanding of foreign policy or international relations. In it, Jones traces American involvement in Afghanistan from the late 1960s, through its civil war with the Soviet Union, continuing with the rise of the Taliban government and the invasion by the United States. The aim is to examine why an insurgency erupted after the Taliban government was toppled.

The book ends with a series of lessons learned. For starters, insurgents received too much support from outside forces while the new government received too little help from its outside allies, Jones noted. Also, a government’s failure to provide stability and protection to the population invites insurgency.

In this case, a bulk of U.S. resources necessary for rebuilding Afghanistan were diverted to Iraq from 2002-2004. Absent a sustained commitment, the diplomatic, intelligence and military resources needed to gird the government were unavailable.

It is that situation the current U.S. policy is trying to reverse.

“Part of the issue is allowing the strategy some time to work,” Jones said. “I think by the end of the summer and into the fall, the strategy will have had about a year or so to be implemented. We can take a look at the areas that have been successful and the areas that have been less successful, and make an assessment on how to move forward.”

Q & A With Seth Jones

Q: How often do you travel to Afghanistan now that you are based at the Pentagon?

A: I travel roughly four to six times per year to Afghanistan and the broader region. I was deployed to Afghanistan for most of 2009 with the U.S. military, but now have to settle with regular, short visits.

Q: What is something most people would be surprised to learn about day-to-day life in that country?

A: Despite over thirty years of war in the country, most Afghans have a tremendous ability to persevere through life’s challenges.

They are a tremendously proud and resilient people, including the Pashtuns in southern and eastern Afghanistan, Shi’ite Hazaras in the center, and Uzbeks and Tajiks in the north and west. Afghanistan is a landlocked country with one of the lowest per capita incomes in the world (\$1,000 per person compared to \$46,000 in the United States). But I have found the people warm, friendly, and even stoic.

Q: What was your most surreal or exciting experience in Afghanistan?

A: Perhaps my most surreal experience was flying over a cell phone tower in a Blackhawk helicopter near the Afghanistan-Pakistan border several years ago in Konar Province. I pulled out my Blackberry, which was stuffed into my right pocket. To my surprise, both my e-mail and phone service worked superbly. It was striking to be in the Hindu Kush mountains, far from any population centers, but to have better Blackberry service than at my house in northern Virginia. It was a testament to the fundamental transformation that Afghanistan’s telecommunications companies have gone through since the overthrow of the Taliban regime in 2001.

Q: What will it take to create lasting peace in that country?

A: Most people tend to forget that Afghanistan has enjoyed significant periods of peace. The most recent period was between 1929 and 1978, when Afghan rulers Nadir Shah, Zahir Shah, and Daoud Khan utilized a combination of “top-down” and “bottom-up” strategies to ensure stability. In urban areas, national police and army forces established security in cities and along key roads. In rural areas, however, local tribes and communities established security through traditional tribal policing institutions, such as “arbakai.” Much has changed over the past three decades of warfare in Afghanistan. Since the U.S. overthrow of the Taliban regime in 2001, however, the United States and international community have tried to establish peace entirely from the top-down through the central government. This will not work in a

more >>>>

country where all politics is local. The lesson for today is straightforward: peace will require a combination of (a) building central government institutions in urban areas and (b) working with tribal and other communities in rural areas of the country.

Q: Typical meal, favorite treat you get while there?

A: My favorite dish is Koufta Challow, a combination of lamb and beef meatballs seasoned with sun dried baby grapes, paprika, turmeric in hot green pepper, green peas, and fresh tomato sauce – and served with challow. My favorite drink is sher chai, a traditional Afghan hot drink prepared using black tea, cardamom, and milk.

Q: What do you do to relax there?

A: One of my favorite places to relax is Babur's gardens, which is situated just south of Kabul on the western slope of the jagged Sher-i-Darwaza Mountain. It includes a series of serene walled gardens built in the mid-sixteenth century by the first Mughal emperor, Babur. Among the dozen or so gardens that he built around Kabul, this was his favorite, and he chose it as his final resting place. With the aid of the Aga Khan Trust for Culture and other donors, the gardens experienced a rebirth after the 2001 overthrow of the Taliban regime. They were rebuilt to include over fifteen orchard terraces that descend westward toward the Kabul River, which meanders through the city before eventually joining the Indus River in Pakistan. The layout is rectangular, with a system of pools, channels, and distinctive marble waterfalls. It is a fantastic place to bring a blanket and book, and enjoy a sunny Kabul afternoon.

Q: Which city has the worse drivers – Washington or Kabul?

A: Washington, DC drivers are terrible, but Kabul drivers are perhaps worse. The problem in Kabul is not just automobile drivers, however, but the pedestrians, watermelon carts, bicycles, and motorcycles that use the congested roadways. There has been little urban planning, so traffic can reach epidemic levels on roads that were never designed for the millions of people that now reside in Afghanistan's capital.

Q: How do you get the sand out of your stuff?

A: You don't.

CHDS Goes International with Continental Security Conference

The Center for Homeland Defense and Security's University and Agency Partnership Initiative (UAPI) will take on an international tone with its Continental Security Conference slated for Dec. 7-8 in Colorado Springs, Colo.

A total of about 30 participants are expected to attend from the United States as well as Mexico and Canada, said UAPI Deputy Director Steve Recca.

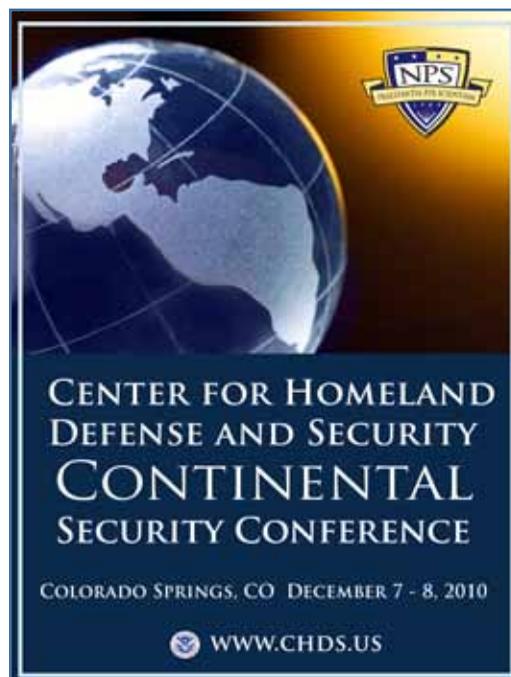
The inclusion of continental partners is a first for the 5-year-old initiative.

"It's our first foray into doing something international with the UAPI program," Recca said. "We are looking at what our mutual security concerns are and how academia can help."

The focus areas of the two-day event include Homeland Security and Resilience, Emergency Management, Civil Security, and Immigration and Border Issues among topics designed to address North American cross-border security.

Recca noted that the three countries not only share terrorism and security concerns, but challenges regarding natural disasters as well.

"We realized on the homeland security side we may not use the same terminology across borders, but we share a lot of common concerns and practices when we talk about homeland security issues. The conference will help to improve relations between the participants while building a cross-border community of interest in security."



UAPI was established to help export CHDS curriculum to fledgling homeland security programs at colleges and universities across the country. There are 221 colleges and universities that participate as partners and UAPI in the past year has branched out into faculty development in addition to its work in crafting curriculum.

The Continental Security Conference will be held at the Antlers Hilton Hotel in Colorado Springs.

Educational 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.

The Homeland Security Affairs Journal

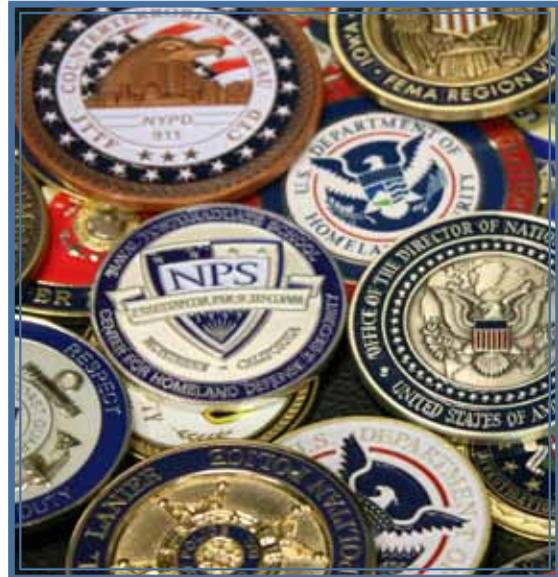
Homeland Security Affairs is the peer-reviewed online journal of the CHDS, providing a forum to propose and debate strategies, policies, and organizational arrangements to strengthen U.S. homeland security. The instructors, participants, alumni, and partners of CHDS represent the leading subject matter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

Why is this magazine titled Watermark?

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

Watermark is produced by the staff of the Center for Homeland Defense and Security with support from CHDS alumni and faculty. Feature articles are written by Brian Seals. Cover photos by Deborah Rantz.

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“...There's no other program like this, where practitioner-scholars are bringing forth ideas that will change the next generation of Homeland Security leaders. I almost can't imagine not being here as there's no part of the program that hasn't touched my life.”

John Ferry, MA Alum 0805/0806



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