

# Watermark

The Alumni Magazine of the Center for Homeland Defense and Security

A Summer of Security • Escorting the Endeavour • Gorman Serious About Gaming • Alben Makes Education a Priority • Unified Purchasing is Smart Business for LASD • Combating Narco-Terrorism  
ICE Optimizes Homeland Security Curriculum • CHDS Duo Battalion Chiefs at LAFD • United States  
Marshals • Stigler Implements Regional Response Team • Wright Launches Port Security System •  
Faculty Feature: Dr. Lauren Wollman • Ellis Joins CHDS Faculty • Supinski Leaves UAPI Well-stocked •  
CHDS Faculty Members Receive Awards

## Regional Alumni Chapters

CHDS Regional Alumni Chapters have been started throughout the United States. Current chapters and contact information for alumni leading their respective organizational efforts are provided below.

### Pacific Northwest Region

Pacific Northwest Region Chapter Contact:

### Midwest Region

Midwest Region Chapter Contact:

### Greater Bay Area Region

Greater Bay Area Chapter Contact:

### National Capital Region

NCR Chapter Contacts:



CHDS Fellows, Michael Biasotti and Tracy Frazzano will be working with the CHDS Alumni Assembly and the regional chapter leaders to assist with the annual conference, regional events and other alumni initiatives. Contact them to volunteer your expertise and enthusiasm.

## Save the Date

### 2013 CHDS Annual Education Workshop

### Alumni Professional Exchange

February 20-21, 2013, Monterey, California

The Annual APEX Workshop provides CHDS alumni the opportunity to learn about and reflect on critical homeland security issues from different perspectives while re-engaging with classmates, professionals from other cohorts and faculty. This workshop provides an opportunity to examine current and upcoming trends in homeland security, lessons learned, and to affect curriculum development for the Center.

Registration will be available soon.

For more information, please contact Heather Issvoran at [hissvora@nps.edu](mailto:hissvora@nps.edu).

### *On the Cover:*

*A clear day in Carmel offers views from Stewart's Cove to the Carmel River Lagoon and Wetlands Natural Reserve, Carmel River Beach, Monastery Beach and the Point Lobos State Natural Reserve peninsula. Pictured here is Stewart's Cove.*

## Message from CHDS Director

Glen Woodbury

Dear Alumni,

I am continually impressed by the work our alumni do after graduating from the Center. This issue highlights just a few of the many examples we saw over the summer.

CHDS graduates played critical roles in planning and providing security for a string of DHS-designated National Special Security Events in Chicago, Tampa and Charlotte. With the nation watching, our alumni used their years of experience, skills and education to ensure the security at these high-events was sound and well-planned.

As our Center continues to provide the gold standard of homeland security education, we have found new and innovative ways to share our resources. A recently launched partnership with Immigration and Customs Enforcement is sharing our educational offerings and our faculty expertise with ICE agents in the field, showcasing CHDS' value to DHS and its components.

Among those shared resources is the wealth of theses written by students from local, state, tribal, territorial and federal agencies. One of the Center's thesis advisers, as you know, is Lauren Wollman. In this issue, Lauren discusses her passion for education and why she believes thesis research is so important to the CHDS mission.

Those theses often lead to exciting developments in the homeland security field. A good example is alumni Chad Gorman, who is part of a working group exploring development of a video game platform geared toward promoting emergency preparedness. Gorman explored the topic in his thesis. Likewise with alumni Mark Stigler, who has seen his research recommendations realized with the Southeast Wisconsin Incident Management Team.

We will also update you on the latest promotions in our Class Notes section, while highlighting Timothy Alben at the Massachusetts State Police and an alumni dynamic duo from the Los Angeles Fire Department.

Finally, we offer best wishes to Stan Supinski, who has overseen our University and Agency Partnership Initiative since 2006. Stan has cooked up a new future, and Steve Recca will be taking over leadership of the program.

January marks the start of our first master's degree cohort 10 years ago. We at CHDS can stand proud of our accomplishments, and we look forward to continuing our mission during our second decade.

Truly Yours,

Glen Woodbury

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## Summer of Security:

### CHDS Grads Play Key Roles in the Big Events of 2012



*Photo: Pete Souza, U.S. Secret Service, DHS Photo Library*

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“In some ways Chicago was going to set the stage for what would come after. If the Summit was raucous, there was potential for that to carry through the summer to the conventions in Tampa and Charlotte.”

*Debra Kirby  
Chief, Chicago Police Department  
MA 1001/1002*

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With security professionals watching and the Arab Spring smoldering, Chicago was the first to take center stage. For homeland security officials in Chicago, adaptation was necessary as original planning for the summer included a G-8 summit that was reset to Camp David and the NATO Summit that was held as planned.

CHDS played key roles in planning. CHDS 2012 graduate Debra Kirby of the Chicago Police Department, who co-chaired the overall security committee along with a Secret Service peer, was charged with training and purchasing equipment for the event. In addition, Kirby was charged with examining the city’s legal framework, which had to be modified so that the police superintendent could request assistance from outside law enforcement agencies. Additional changes were made to the city’s procurement process and parade ordinance to accommodate the event to ensure public safety.

“In some ways Chicago was going to set the stage for what would come after,” Kirby observed. “If the Summit was raucous, there was potential for that to carry through the summer to the conventions in Tampa and Charlotte.”

The security plan called for capitalizing on technology and social media, said Jonathan Lewin, deputy director of the city’s Office of Emergency Management and Communications. Stationary and mobile video cameras – supplementing the city’s existing surveillance systems – were added and provided footage taken from vehicles and rooftops.

“Real-time video was used to provide situational awareness and command and control to desktops and mobile communications devices,” said Lewin, a master’s degree alumnus.

His office also partnered with the city’s Department of Innovation and Technology to develop a spatial database called “WindyGrid.” The layered database aggregates spatial data from different sources, such as 911, police and fire, websites and Twitter feeds. Buses and public safety vehicles were equipped with mobile cameras to track their locations.

In addition, police utilized handheld scanners to track arrests as they were made.

“It was probably our single biggest deployment of technology,” Lewin said.

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No plan survives first contact, as the homeland security adage goes.

During the summer of 2012 alumni from the Naval Postgraduate School Center for Homeland Defense and Security navigated that adage at three of the nation’s high-profile events: the Democratic and Republican conventions as well as the NATO Summit in Chicago.

Just months removed from Time magazine naming the ‘protester’ as its person of the year, graduates utilized best practices associated with large events while also adapting to shifting weather conditions and capitalizing on social media and technology as situational awareness tools.

Each event was designated as a National Special Security Event, or NSSE, by the Department of Homeland Security, which means the Secret Service becomes the lead agency in terms of planning. Nonetheless, the nature of the events required interagency cooperation among local, state and federal entities.

“Developing interpersonal relationships with all your counterparts is vital,” said Russell Nelson, special agent in charge with the Secret Service in North Carolina and a graduate of the Executive Leaders Program. “You have to look at it as the way to success is seeing everybody has a pivotal and vital role. You can’t overlook the line-man for the sake of receivers.”

Alumni Michael Mealer, Lynda Peters and Marty Ryczek of the Chicago Police Department as well as Jody Chattin with the Chicago Fire Department served on planning committees for the summit.

“When you look at these large events, CHDS helped significantly because I understood what I was heading into from federal and local perspective and the division of responsibilities for a National Special Security Event,” Kirby noted.

Assistant Tampa Police Chief John Bennett, a current CHDS master’s degree student, had two years to plan for the Republican National Convention in August. He worked with 24 subcommittees while planning the event, along the way enrolling at CHDS in July 2011.

Though Tampa is accustomed to large-scale events, it was the location for four Super Bowls and hosts about 800 special events annually, the city also faced two variables during the week: a resurging Occupy Movement as well as a looming hurricane brewing off Florida’s Gulf Coast that caused cancellation of the convention’s first day.

Meanwhile, CHDS alumnus Ryan Burchnell, bureau commander of the Florida Highway Patrol’s Bureau of Criminal Investigations and Intelligence, worked behind the scenes commanding the agency’s personnel embedded within the U.S. Secret Service Multi-Agency Command Center (MACC), the Federal Bureau of Investigation Joint Operations Center (JOC) and Intelligence Operations Center (IOC). Representatives from each agency embedded within the three command centers began planning about 18 months out from the convention and convened regularly for the six months leading up to it.

“The goal was to understand what was happening in real time and to do some type of predictive analysis,” Burchnell said. “Whether it was some individual or implied threat, we worked with federal, state and local partners to maintain real-time situational awareness.”

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**“The lessons I learned at CHDS facilitated our effectiveness. It’s very important to understand cross-jurisdictional and cross-agency collaboration and to be able to understand the goals of other agencies.”**

*Ryan Burchnell  
Bureau Commander Florida Highway Patrol  
Bureau of Criminal Investigations and Intelligence  
MA 0701/0702*

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Both lauded the benefits of CHDS education in reinforcing their skills necessary to working such a large event. Burchnell added that it was key to his section operating smoothly.

“The lessons I learned at CHDS facilitated our effectiveness,” Burchnell said. “It’s very important to understand cross-



*Photo: Pete Souza, U.S. Secret Service, DHS Photo Library*

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jurisdictional and cross-agency collaboration and to be able to understand the goals of other agencies.”

Bennett was able to capitalize on classroom work by dovetailing his planning with course concepts. For the Intelligence in Homeland Security course he conducted a mock threat assessment and also performed an analysis for the critical infrastructure protection course.

Also, his thesis is connected to technology employed by the Tampa Police Department called SAFECOP, which improves officers’ situational awareness by providing access to real-time data, blogging and graphical representations of incidents. The department launched the technology prior to the convention, but Bennett was able to find a pilot project through the Republican National Convention.

“CHDS was the greatest timing ever,” Bennett remarked. “I had the ability to bounce things off my classmates.”

Bennett also gleaned intelligence on protest groups by marching alongside them during the summit in Chicago. He would later garner accolades for his diplomacy in interacting with protestors in Tampa.

“I wanted to see their mannerisms and how they engaged the police,” he said. “I think it gave me that real close-quarter understanding of how this was going to go.”

The last of the three major events came with the Democratic National Convention in Charlotte, N.C. That event was also hampered by weather, forcing President Barack Obama’s acceptance speech indoors instead of at the outdoor Time Warner Cable Arena.

Charlotte is an Urban Area Security Initiative (UASI) city, so many of the federal-state-local relationships and protocols were well-established. The Secret Service is the lead agency for NSSE events, but security requires the assistance of local and state agencies.

“Be it Tampa, Chicago or Charlotte, different agencies have different priorities,” Nelson noted. “But in the totality that team effort is what makes a success.”

Charlotte Deputy Chief Jeff Dulin, a CHDS alumnus who serves as point of contact for the UASI, was co-chairman of the Safety and Security Committee whose job was to address the emergency and fire services. He also served on the Executive Steering Committee alongside Secret Service and FBI representatives.

As in Chicago, Charlotte enhanced its video monitoring regime by adding 800 cameras to an existing 500 operating normally. Cameras were mounted on roaming all-terrain vehicles as well.

“We had eyes on almost anything going on for 24 hours a day,” Dulin said.

Charlotte also capitalized on its emphasis in recent years on information sharing. Officers used E Team, a product that enables multiple agencies to plan and respond seamlessly as well as a system the city specifically developed, Charlotte Based Response Analysis Tool, also called “COBRA.” The tool provides real-time geospatial views that can compare active data and standing data, such as the specifications of a piece of critical infrastructure. National Guard troops were stationed at 67 critical infrastructure sites in the vicinity.

The fire service also worked in two intelligence centers, one focused on international intelligence and the other on potential domestic threats.

One method used to maintain order was a clandestine team of local and FBI agents. Rather than working as a traditional bomb squad, the team discreetly responded to reports of suspicious packages, which avoided the unrest involved in closing of an area. The team were able to review video in doing their work, an advantage not available at the infamous 1996 Olympics bombing in Atlanta.

“People never knew they were doing what they were doing,” Dulin remarked. “We don’t disrupt the convention, people don’t question the safety and security of the event. We had 72 calls and not one evacuation.”

All told, the three events ran smoothly and the expected mass protests failed to materialize as fewer protesters than predicted took to the streets. Tampa was expecting about 15,000 protesters each day, but Bennett estimates the number was more like 500 at any given time; there were two arrests related to the event. Thousands of protesters descended on Chicago and clashed with police during the first day of the event, but the total arrest number for the week was fewer than 100. In Charlotte, there were 25 arrests with the largest crowd of protesters estimated at 800.

The events were staged with no disruption, and that’s what security professionals like to see.

“Success is the lack of things happening,” Nelson mused. “If the story in the next day’s paper is the event and not security, we look at that as being a success.”

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“Developing interpersonal relationships with all your counterparts is vital. You have to look at it as the way to success is seeing everybody has a pivotal and vital role. You can’t overlook the lineman for the sake of receivers.”

*Russell Nelson, Special Agent in Charge  
U.S. Secret Service, Charlotte, North Carolina  
ELP 0901*

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## Having a NSSE or large scale event in your jurisdiction?

### **CHDS has resources to help**

**The HSDL has NSSE planning information, specific threat topics and more for reference. Here are several examples:**

*Leveraging Successful Collaborative Processes to Improve Performance Outcomes in Large-Scale Event Planning: Super Bowl, A Planned Homeland Security Event*, CHDS Master's thesis by Thomas Shannon

*Changing Homeland Security: A Strategic Logic of Special Event Security* by Chris Bellavita

*Department of Defense Instruction 3025.20: Defense Support of Special Events*, published by United States Dept. of Defense

*Special Event Security: Defending Against CBRNE*, published in the DomPrep Journal by International Media Representatives, Inc.

*National Special Security Events: Transportation Planning for Planned Special Events*, published by the Federal Highway Administration

**Additionally, the alumni cited in this article are a rich source of experience and information.**

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“People never knew what the teams were doing while they were doing it. We didn’t disrupt the convention, people didn’t question their safety and security of the event because they never knew there was a threat. The teams answered 72 suspicious situation calls and not one evacuation.”

*Jeff Dulin, Fire Deputy Chief  
Charlotte, North Carolina  
MA 0705/0706*

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## Madia Orchestrates a Huge 'Endeavour'

One hundred eighty-two meetings.

Eight hundred fifty emails.

A 96-hour work shift with the whole world watching.

That was just part of Inglewood Police Lt. James Madia's role ensuring the Space Shuttle Endeavour safely rolled to its final destination at the California Science Center in October.

"You are essentially driving a five-story office building down the street," said Madia. "It wasn't like the Rose Parade."

Madia, a 2011 master's degree graduate of the Center for Homeland Defense and Security, was the planning coordinator and event commander as the shuttle traversed Inglewood on a six and one-half mile trip that included two ceremonial stops within the Southern California city.

On top of the typical crowd and traffic control planning that comes with a large-scale event, Madia had to manage inter-agency collaboration and homeland security issues associated with a high-profile display of a symbolic national icon. Snipers and bomb detection dogs were included in the planning to address potential high-impact, low-probability incidents.

"Clearly, when you are working a large-scale event the main issues are going to be crowds and streets," Madia said. "We were also moving a national treasure, a symbol of America. It was at least a little likely that a terrorist would like to use the symbolism of the day to hurt people."

Madia coordinated the move with the neighboring Los Angeles Police Department. The plan was for Inglewood to oversee security as the shuttle left the area east of the Los Angeles International Airport to the Forum, at which point the LAPD assumed responsibility. Unlike the LAPD, however, Inglewood's smaller staff meant Madia had to become an instant expert on an array of minutia.

"Part of what made my job different is because of the size of our organization, we don't have 10,000 officers like Los Angeles," he recalled. "I had to be intimately involved with all aspects of the move. I could not afford to specialize in one area."

That meant working with more than 30 public and private agencies ranging from the California Highway Patrol to the region's electricity provider, Southern California Edison. All of Inglewood's city departments, such as Public Works and Parks and Recreation, were mobilized for the job. On the day of the event at the Forum there was mutual aid from local and federal police agencies as well as detection dogs provided by Amtrak Federal Police.

Perhaps most daunting was the delicately choreographed process that kept the shuttle moving while Edison de-powered transmission and distribution lines and a company positioned steel plating on the street to protect the asphalt on the streets.



**"You are essentially driving a five-story office building down the street. It wasn't like the Rose Parade."**

*Lt. James Madia  
Inglewood Police Department*

"As the shuttle is approaching there is an orchestrated dance," Madia said. "Edison de-energizes lines. They had to lift the lines on cranes and get them de-energized so the tail could pass."

As the shuttle approached the Interstate 405 overpass, a change in transportation techniques took place. The 300,000-pound load for the most part was transported by a self-propelled modular transporter, a platform equipped with a grid of several dozen computer-controlled wheels each able to swivel independently. That helped the shuttle navigate the streets and neighborhoods as it sped at 2 M.P.H., but the California Department of Transportation was not satisfied that method would adequately distribute weight equally on the overpass, potentially causing damage.

So, before crossing the bridge the shuttle was transferred to a more traditional beam-and-dolly system. Crews basically raised the mobile transport, moved the dolly under it, and moved it across the bridge – with an estimated 5,000 people watching.

With the beam and dolly in place, Toyota was ready to optimize its relationship with the California Science Center by shooting a commercial of its Tundra pickup truck towing the shuttle.

"It was amazing," Madia said. "Five thousand people at that intersection let out a holler like it was a USC football game."

Madia cited his CHDS education as "immensely" beneficial in terms of planning, collaboration and preparedness for terrorists acts.

"I can't tell you how much I thought about CHDS through the whole process," he said. "All the discussion about strategic planning, all the awareness about homeland security issues came to mind, particularly the work we did with agency collaboration."

In his 28-year career with the Inglewood Police Department, Madia has spent the last 10 as the commanding officer of the department's Emergency Response Team, which included command of 43 major events.

"Nothing I have done in the past ten years compares to this," he said. "It was so much bigger than I thought it would be."

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## Gorman Serious About Gaming

### Sees Gaming as a New Preparedness Educational Tool

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Long viewed as a diversion for nerdy teen boys awaiting the next Star Trek convention, the reality is video games have gained stature as one of the most effective educational mediums available.

Chad Gorman, a 2012 graduate of the Naval Postgraduate School Center for Homeland Defense and Security, sees gaming as a new preparedness educational tool that may not only inform, but motivate the under-40 set to prepare for a nuclear disaster.

For the next six months, Gorman and a working group will explore developing a video game platform with the aim of creating a system that motivates preparedness. The working group comprises representatives from the Federal Emergency Management Agency, DHS Office of Science and Technology, DHS Domestic Nuclear Detection Office, the video game development community as well as Oak Ridge National Laboratory and the Massachusetts Institute of Technology.

Television messaging? You have to be kidding. Web pages? So 20th Century.

Forget the Cold War era public service announcements that were "only a test." Today's younger learners are more likely to usefully absorb information when they are actively engaged.

"You have a whole population out there – the gaming generation," said Gorman, chief of FEMA's Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) Branch. "Those adolescents and people under 40 who have grown up with this technology don't want to learn through the older mechanisms of watching videos or reading. They want to be engaged. They are used to immediate feedback on the actions they are taking."

The seeds of Gorman's curiosity were subtly planted during a brief conversation with Dr. Tara O'Toole, Under Secretary for Science and Technology, who inquired about using gaming during a briefing. Subsequently, he wrote a Technology for Homeland Security course paper on the topic and expanded the concept in his thesis, "Getting Serious About Games: Using Video Game-based Learning to Enhance Nuclear Terrorism Preparedness."

Disregard the gaming stereotypes – Gorman's research shows women are just as likely to play as men and that the average age of gamers is a ripe 32-years-old. Gorman cites research by Patricia Marks Greenfield, professor of psychology at the University of California—Los Angeles, showing video gaming cultivates "specialized skills such as inductive learning through observation, trial and error, and testing hypotheses; comprehending multi-dimensional imagery; and comprehension of scientific simulations."

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**"You have a whole population out there – the gaming generation," said Gorman, chief of FEMA's Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) Branch. "Those adolescents and people under 40 who have grown up with this technology don't want to learn through the older mechanisms of watching videos or reading. They want to be engaged. They are used to immediate feedback on the actions they are taking."**

*Chad Gorman  
Chief of FEMA's Chemical, Biological, Radiological,  
Nuclear and Explosives (CBRNE) Branch*



There is a balancing act, Gorman notes, in that the game needs to be challenging enough for engagement, but not so onerous that playing leads to frustration. As a player advances in the game, the idea is to steadily increase the difficulty. At the same time, there is the benefit of an audience that desires to play, rather than, say, a captive group forced to engage in workplace training.

To spread key preparedness information – the goal is to increase nuclear preparedness – Gorman envisions utilizing a genre known as "serious games." In this genre, players forego blowing stuff up or killing zombies for a game aimed at addressing social and cultural issues. For example, a game called "Darfur is Dying" enables players to experience what life is like in the war-torn Sudan as the player assumes the role of one refugee.

"You put somebody in a scenario where they have to make key decisions to advance in the game," Gorman said. "Serious games and preparedness go together. You can harvest the willingness to

learn and get it done."

Most importantly, the game will seek to address a preparedness gap for young people when it comes to nuclear preparedness. A generation that has aged in the post-Cold War era is less informed about what actions to take following an attack.

Just what the final product may look like is a work in progress ("I'll tell you what it looks like in six months," quips Gorman). As well as convening a working group, Gorman noted there are several agencies pursuing gaming as an informational tool.

Initially, the scope of the pilot program is limited with the aim of producing and evaluating a prototype and possibly publishing an academic paper. As the process evolves, FEMA will look to lessons learned at other agencies, and the approach could eventually be expanded to address all-hazards preparedness.

Gorman credits his CHDS experience for exposing him to the topic and the support in research and making contacts in the gaming industry that shaped the final proposal.

"Where else would I have been able to pitch this topic?" he said. "I don't know of another environment where I would have received the support to study this. The people at CHDS took it seriously."

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## Superintendent Alben Makes Education a Priority at Massachusetts State Police

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**T**imothy Alben can count 29 years experience working in nearly every division of the Massachusetts State Police, but he cites his educational background as equally valuable in earning him the top job at the 147-year-old agency.

Alben, a 2007 master's degree graduate at the Naval Postgraduate School Center for Homeland Defense and Security (CHDS), was named the new superintendent of the department on July 13.

In taking the helm of the nation's oldest state police force, Alben said he would emphasize the importance of education to the 2,300-member department, noting that during the job interview process for the position, he stressed to Gov. Deval Patrick's staff that his educational pursuits had complemented his operational experience. The Massachusetts State Police sponsored his attendance at the FBI National Academy, the Naval Postgraduate School and in two executive development seminars at Harvard University.

"I learned the x's and o's of police work through 29 years of operations, but I learned research, critical thinking and writing at all of these great institutions," Alben said. "I want to expand this practice and increase our investment in these talented individuals. An investment in the education and leadership development of our mid level supervisors and managers remains a top priority with me."

While noting there is no replacement for operational experience in law enforcement, the task of the superintendent is more focused on strategy and policy. Skills perfected at CHDS will be fundamental to the policy development the job requires.

"The CHDS made me a better thinker, a better writer and a far more effective decision maker than I ever would have been at this stage



"My responsibility as the chief executive of this organization is to communicate and develop a strategic vision and to focus on our public safety mission. CHDS developed my ability to challenge the conventional wisdom; to think more creatively and critically in solving problems; and, it forced me to raise the intellectual bar – raise the expectations I have of myself and those around me."

*Colonel Timothy Alben  
Superintendent, Massachusetts State Police  
Framingham, Mass*

of my career," Alben noted. "My responsibility as the chief executive of this organization is to communicate and develop a strategic vision and to focus on our public safety mission. CHDS developed my ability to challenge the conventional wisdom; to think more creatively and critically in solving problems; and, it forced me to raise the intellectual bar – raise the expectations I have of myself and those around me."

A top priority is developing a strategic plan aimed at meeting goals and objectives over the course of two, five and 10 years. Alben noted that a copy of "Blue Ocean Strategy" from his CHDS days remains on his desk and will figure prominently into planning and project management. Another applicable concept from CHDS is collaboration. In class students worked collectively on almost every classroom project and Alben envisions the same kind of approach with his command staff in addressing organizational issues and complex challenges, he said.

Collaboration will be crucial as Alben steers the State Police and as the department partners with other agencies to address homeland security.

Two events in 2011 underlined the importance of collaboration as a June tornado swept through Western Massachusetts and an atypical Halloween snowstorm strained law enforcement across the state. Forming relationships in advance of catastrophic events is critical to ensuring services are available.

"Having pre-existing and strong relationships between state and local jurisdictions and being able to quickly integrate them to provide critical security services in a disaster is important to success," Alben said. "I think there is an inherent sense of competition between the various levels of government that's not always healthy. The Homeland Security Grant process itself, though providing critical equipment and training, also contributed to this competitive atmosphere between state government entities and locals."

Among the top goals for the State Police is expanding the State Police Crime Laboratory, which provides forensic services for all state and local law enforcement in Massachusetts. Ensuring the lab has the proper resources and personnel to carry out that mission is critical.

"We're looking to expand our facility in Maynard (Mass.) so that we can centralize some of the services that have been located across the state," Alben said. "In a similar vein, the crime lab maintains the Combined DNA Index System (CODIS) which categorizes and inventories the DNA profiles of convicted felons in Massachusetts. We're working diligently to erase backlogs in collections, which are a national problem, to assist with solving future crimes."

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**"Having pre-existing and strong relationships between state and local jurisdictions and being able to quickly integrate them to provide critical security services in a disaster is important to success."**

*Alben speaking about the value of collaboration*

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A continuing priority is acquiring the agency's next records management system that will replace the existing system. The department retained a consultant who has an established expertise in configuring records management systems for large agencies such as the Massachusetts State Police.

On the homeland security front, the commonwealth has an array of potential targets to protect, whether it is safeguarding Boston's historic harbor or its busy Logan International Airport, which means interacting with divergent agencies and disciplines. Because of the area's sea and air infrastructure along with its history of battling organized crime and gang problems that plague many urban areas, it behooves the State Police to work with agencies ranging from the Transportation Security Administration to the Federal Bureau of Investigation.

As with the rest of the country, an emerging threat is cybercrime and cyber-terrorism, Alben noted. The Massachusetts State Police provides the investigative resources to 11 District Attorney's Offices across the state. Each unit is now required to have computer crime investigators and computer forensic analysts.

Remaining challenges are afoot outside the day-to-day work. The State Police is grappling with dwindling homeland security grant funding and will need to find ways to maintain the equipment and training those monies purchased.

Perhaps equally as challenging is keeping a sometimes weary public focused on the importance of homeland security. Alben cited former TSA Administrator Kip Hawley who described air security in his book "Permanent Emergency" as an "Easter egg hunt."

"Eleven years removed from 9/11, my sense is that the public's attention and patience may have waned," Alben observed. "We're going to have to build upon the relationships fostered through community policing to maintain credibility not only in the area of crime suppression but also to communicate information on emerging threats."

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## Unified Purchasing is Smart Business for LASD

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With 18,000 employees and a \$2.1 billion budget, the procurement of equipment and supplies for the Los Angeles County Sheriff's Department can be a daunting task for department personnel tasked with purchasing everything from firearms to protective equipment to, even, toilet paper.

Government agencies become very good at accomplishing certain tasks, in part, because they have always done things in a specific and highly regimented way. This approach, while effective in an operational or tactical setting, was extremely ineffective in times of constrained budgets and fiscal adversity. While a public agency's business model remains constant, business models in the private sector are continuously evolving in order to maximize profit for the organization.

In December 2011, Los Angeles County Sheriff Lee Baca gave clear guidance to his agency: "think out of the box and reevaluate our agency's strategic business model." Sgt. Chris Kovac and Sgt. Jennifer Barsh, a 2012 graduate of the Naval Postgraduate School Center for Homeland Defense and Security, worked with LASD Administrative Services Division to help evolve the business model into a more methodological and strategic approach. The results were more cost-effective purchasing and higher accountability amongst vendors.

"Our agency is taking a private sector mindset and bringing it into public service," Barsh said. "Budgets and grants are being cut. It's time for us to be smarter and more diligent about the way we purchase with the public's money."

The traditional approach to purchasing supplies by public agencies, gave vendors leverage to charge higher prices to some agencies than others. A public agency would test cars or handguns, for example, and then standardize on that particular product prior to defining the potential cost index model. As a result, the incentive for a manufacturer or vendor to provide competitive pricing models is substantially lowered. Sgt. Barsh stated this method is similar to a private person telling a used car dealer that they were set on purchasing a specific car and then asking for the price.

Additionally, various government agency procurement specialists were rarely in contact with one another thereby creating a vacuum of information in terms of pricing, commodity purchasing and customers service issues.

The end result was that vendors and manufacturers were charging public agencies of similar sizes varying prices for the exact same commodity. For example, in August 2011, two large California agencies independently communicated with the same firearms manufacturer. According to Sgt. Barsh, the manufacturer's proposed price to one agency was 27 percent higher than the price offered to the other agency.

Working in conjunction with an established non-profit organization named "The Safe Cities Foundation," the Los

Angeles County Sheriff's Department helped develop a concept to consolidate buying power and increase vendor accountability. This concept is called the "FISCAL Association." The idea is simple, yet brilliant: agencies from a region or even from across the country, uniting to exchange information, defining pricing and holding manufacturers/vendors accountable for their business practices.

The idea resulted in immediate savings. In response to the 27 percent cost discrepancy for firearms, the two agencies subsequently united in their negotiations with the manufacturer, resulting in a 35 percent savings for one agency and a 10 percent cost reduction for the partnering agency.

Simply partnering with other agencies and defining disparate pricing models has helped drive down prices offered by various vendors and manufacturers. In some cases these pricing models have dropped more than 50 percent.

FISCAL Association President Bob Keyes stated the purpose of the association is to "unite public agencies across the nation in order to provide transparency and a level playing field in terms of pricing models." Additionally, it ensures vendors and manufacturers are always mindful in providing high quality customer service to their public agency clientele.

Sgt. Barsh envisions the FISCAL Association concept will expand to other public agencies across the country.

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"Our agency is taking a private sector mindset and bringing it into public service. Budgets and grants are being cut. It's time for us to be smarter and more diligent about the way we purchase with the public's money."



*Sgt. Jennifer Barsh  
Los Angeles County  
Sheriff's Department*

*L to R: Sergeants Chris Kovac and Jennifer Barsh  
discuss the FISCAL Association model at CHDS*



## Combating Narco-Terrorism

### Alums Talk Drug-Fueled Terrorism at Conference

Two Center for Homeland Defense and Security alumni offered their insight and expertise on combating narco-terrorism at a conference Aug. 21-23 at Angelo State University in Texas.

Titled “Transborder Narco-Terrorism: Addressing a Changing Environment,” the event brought together about 250 homeland security practitioners and academics from around the world, including CHDS alumni Bentley Nettles and John Comiskey, both of whom graduated in 2010. Steve Recca, director of the University and Agency Partnership Initiative (UAPI), presented an overview of CHDS educational programs.

Topics covered the prominent issues such as gun violence as well as ancillary issues such as terrorism, insurgency, organized crime, money laundering, weapons and human trafficking.

Nettles presented a session on the importance of knowing one’s enemy. Noting that the audience comprised subject matter experts working in the field, his presentation was more of an interactive exercise on how law enforcement views the Mexican drug gangs, and how the Mexican drug gangs perceive authorities. For example, because of their cultural lens drug gangs tend to view law enforcement as corruptible and prone to take bribes.

Assessing those perceptions may come from old-fashioned police intelligence work, such as interviewing captured drug lords, or situational awareness gleaned from pop culture such as the drug lord ballads, known as “narcocorridos.”

“It’s about trying to understand their perception of the world,” said Nettles, who is general counsel with the Texas Adjutant General’s Office. “Some of the things we may think work doesn’t resonate with them. It’s not how they see the world.”

Comiskey discussed the New York Police Department’s expanded intelligence operation, the topic of his thesis, “Effective State, Local, and Tribal Police Intelligence: The New York City Police Department’s Intelligence Enterprise - a Smart Practice.”

His research provided an academic backbone to NYPD’s unique intelligence-gathering division. While Bentley discussed knowing one’s adversary, Comiskey emphasized the importance of collaborating with similarly aligned agencies. The controversial program has placed 11 NYPD security liaison officers in 11 countries. That puts eyes and ears in hot spots that could eventually affect New York, without the layers of bureaucracy to navigate when working with the FBI, Comiskey noted.

Police officers should be communicating with their border patrol peers as well as collaborating with Mexican law enforcement officers, he said.

“I recommended they apply NYPD’s model scaled and tailored to Texas and particularly their border security concerns,” said Comiskey, a now retired NYPD lieutenant and current Monmouth University professor. “A lot of what the NYPD is doing is controversial but we have people saying we are on the frontline.”

The conference provided an opportunity to highlight the relevance of CHDS education, said Recca.

“Events such as this that bring together practitioners and academics provide fertile ground to showcase how our programs benefit agencies on the front lines of the homeland security enterprise,” Recca noted. “Also, meeting with these professionals provides a way for us to stay abreast of emerging issues that could affect homeland security curriculum.”

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“Some of the things we may think work doesn’t resonate with them. It’s not how they see the world.”

*Bentley Nettles  
General Counsel with the Texas Adjutant General’s Office*

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## CHDS, ICE Optimize Homeland Security Curriculum

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A partnership with Immigration Customs Enforcement is bringing Center for Homeland Defense and Security educational programs and resources to agents at headquarters and in the field.

ICE is capitalizing on CHDS academic expertise as well as the Center's Homeland Security Digital Library (HSDL), Self-Study Courses, the University and Agency Partnership Initiative (UAPI) and a newly created speakers' bureau that will send faculty and alumni experts to address topical discussions with ICE employees. The educational resources are available through the agency's ICE Training and Education Center intranet site, enabling ICE staff to not only access research from federal partners, but also works from local, state, tribal and territorial practitioners.

This partnership enables ICE staff to engage in career development at no cost to the agency, said Donato Coyer, deputy director of training operations at the Office of Training and Development.

"You don't have to travel," he said. "You can tap into so many great things the Center offers. Also, you have opportunities to enhance your education with high quality programs and resources and it really doesn't become a budget issue. Everyone understands we are tightening our belt. The career development doesn't have to stop."

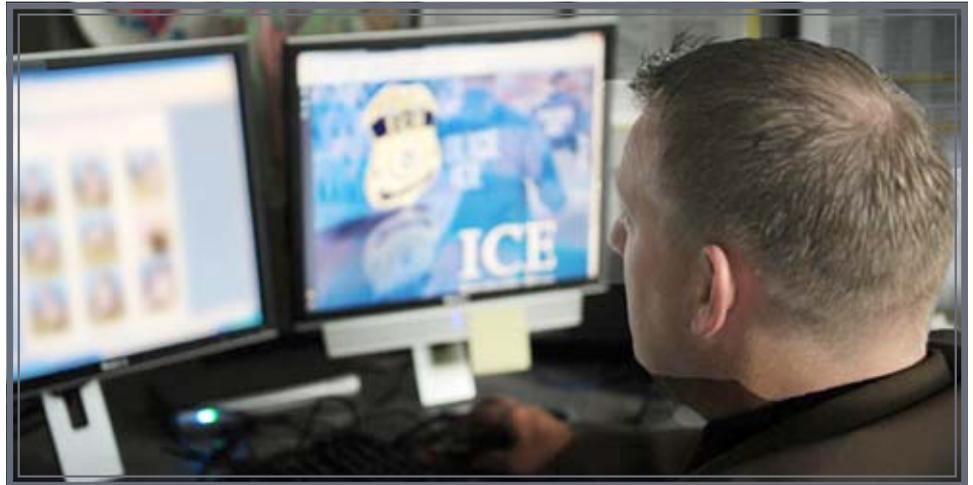
The HSDL houses more than 100,000 academic, strategy and policy documents, including all of the theses penned by CHDS graduates who work at the local, state, tribal, territorial and federal levels. A search of ICE in the HSDL database returns more than 10,000 documents as of November 2012, and ICE has tailored its website to discern documents that are directly applicable to its mission.

"We thought it made sense because the Center and ICE are working in the same business," said Sigmond Ceaser, Management and Program Analyst with the ICE Office of Training and Development. "Why not leverage the synergy of this partnership into something that could be far-reaching and have a lasting impact? And make it a low cost, no cost endeavor."

The theses collection is complemented by a speakers' bureau comprising CHDS faculty and alumni. About 300 topics and speakers are listed in ICE's intranet on issues such as human trafficking, immigration, border security and supervisory leadership. The intranet site is customized to enable employees to access the HSDL while easily finding research relevant to the ICE mission.

In addition, the partnership will avail resources of UAPI to the agency. ICE has three academies educating its ranks and instructors who will benefit from the curriculum developed with UAPI partners.

"The UAPI is going to be an additional knowledge source for our academy instructors," Ceaser said. "They will be afforded the opportunity to walk into the classroom better prepared."



*Photo Courtesy of ICE*

The internal website also streamlines access to the Center's seven Self-Study Courses and allows employees to have their completion documented in the ICE Learning Management System.

In September, CHDS professors Nadav Morag and Rodrigo Nieto-Gomez spoke to about 80 ICE staff during a training session in El Paso, Texas. Morag presented on Israeli border security and lessons that could be used by the United States from that nation's approach.

"Our presentation was more to pull them out of their silos," Morag said. "That's what we do at CHDS. Our role as the Center is to get people to think strategically and pull them from the day-to-day."

Nieto-Gomez spoke on "deviant innovation" as it relates to drug cartels, giving ICE staff a different perspective on those organizations.

"I presented content we would have presented here at CHDS," Nieto-Gomez said. "We wanted to show the same level of quality and academic rigor. We kept it at the same academic level."

*more >>>*

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**"You don't have to travel. You can tap into so many great things the Center offers. Also, you have opportunities to enhance your education with high quality programs and resources and it really doesn't become a budget issue. Everyone understands we are tightening our belt. The career development doesn't have to stop."**

*Donato Coyer  
Deputy Director of Training Operations  
ICE Office of Training and Development*

As government agencies look to maintain education amid diminishing budget dollars, partnerships such as this represent an effective approach that could easily be replicated.

Through its programs and resources, the Center works with each component of DHS as well as hundreds of local, state, tribal, and territorial agencies to build capacity for national homeland security.

“This was born out of an idea of creating a model for other DHS components to use as a way to enhance knowledge at the strategy and policy level,” said CHDS Strategic Communications Director Heather Issvoran. “By linking to our resources on their internal website, ICE leadership made it very easy for the entire agency to take advantage of education at no additional cost. We hope other DHS components will see this, emulate it, and benefit from the education that FEMA has sponsored.”

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*Heather Issvoran  
CHDS Strategic Communications Director*

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## **CHDS Duo Battalion Chiefs at LAFD Welch and Nelson Earn Promotions**

Call it a Center for Homeland Defense and Security dynamic duo.

When Alicia Welch was promoted to battalion chief in May 2012 she joined then CHDS student Robert Nelson, who was promoted in August 2011 while pursuing a master’s degree.

The pair now head up Los Angeles Fire Department’s Battalion 18, a sprawling area boasting seven fire stations encompassing the city’s Westside and Mid-City while meandering southward to the tough streets of Crenshaw. The areas include high-rise buildings, dense population areas and even fire-prone brush fields.

Nelson and Welch oversee some 67 firefighters and are charged with allocating resources during emergency incidents, evaluating personnel and working to enlist the community as partners in preparedness and response. The role further requires collaborating with regional partners, the mayor and city council and fire commission as well as Community Emergency Response Teams (CERT).

“Whatever engagement we have in the community we coordinate with each other,” Welch said. “When we respond to an emergency we respond as the incident command. We take charge of the emergency, assign resources and develop a strategy for handling whatever the problem is.”

The pair had been in the same promotion cycle previously, and Welch encouraged Nelson to enroll at CHDS.

“We have always been there to help each other,” Nelson noted. “The CHDS program really added to that. We both understand the importance of education and collaborating with other agencies.”

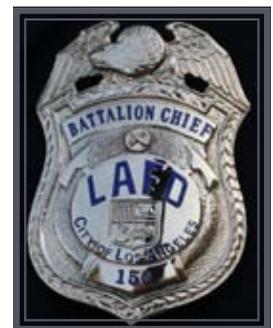
Nelson and Welch took the reins of the battalion during a time of dwindling financial resources, as with most cities facing the economic downturn. The LAFD cut seven trucks and 11 engines from its fleet last year. One way to mitigate fewer resources is to enlist volunteers for low-level calls, Welch said. Both say they emphasize training and education to their staffs.

In addition to sharing a CHDS educational background, both have worked in the homeland security enterprise. Welch spent two years assigned to the Homeland Security Division at the Los Angeles/Long Beach Urban Area Security Initiative, Critical Incident Planning and Training Alliance. Nelson previously worked at the Joint Regional Intelligence Center, which was one of the state’s Regional Terrorism Threat Assessment Centers.

Each credits CHDS for preparing them for new roles, whatever they may be.

“CHDS just gave me the confidence and the tools necessary to take on new responsibilities and pass on those concepts and leadership tenets,” Nelson said. “It helps you form a foundation so when you are tasked with these challenges you can adapt more quickly.”

Added Welch: “I credit CHDS with teaching us to look at problems from different perspectives; to look at creative ways of problem solving, and planning.”



*Clockwise above: Fire Chief Brian L. Cummings congratulates Alicia Welch, LAFD Battalion shield, and Robert Nelson at CHDS graduation*

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# United States Marshals: Securing the Nation's Homeland since 1789

By John Muffler, Alumni of CHDS Executive Leaders Program Cohort 1102

**W**oven into the fabric of this nation's democracy is a system of justice that is fair and impartial and can function without fear of reprisal.

For 223 years the United States Marshals Service has championed the responsibility of protecting the Third Branch of government, as codified in Senate Bill #1, the Judiciary Act of September 24, 1789. The Act established the offices of the U.S. Marshal, making it the oldest federal law enforcement agency in the United States and an integral part of securing the homeland at the birth of a nation.

The Marshal Service's responsibilities today include managing a billion dollar-plus asset forfeiture program, running the federal witness protection program, arresting fugitives and sex offenders, responding to national emergencies and natural disasters and, of course, securing the courts and judicial officers, thereby providing "we the people" with a voice and a chance to be heard.

From the beginning, marshals and their deputies were responsible for establishing the rule of law in a burgeoning democracy. Today, we are part of pop culture thanks to movies like "The Fugitive," "Tombstone," and "True Grit." However, these films and their stars pale in comparison to the real life adventures of some of this agency's true heroes. The history of the Marshals Service is rife with examples such as Marshal David Lenox, who tried to carry out warrants against the leaders of the Whiskey Rebellion and was later joined by soldiers and President Washington. During the Civil Rights era the Marshals Service was a key component to integrating schools in the South. On October 1, 1962, Chief U.S. Marshal James McShane and his deputies, at the direction of President John Kennedy, safeguarded James Meredith as he entered the University of Mississippi. The Service recently commemorated the 50<sup>th</sup> anniversary of this event in Oxford, Mississippi.

The ability to create a "posse" still exists today. With broad authority and the ability to deputize other law enforcement officers the U.S. Marshals national fugitive task forces arrest more fugitives than all other federal law enforcement agencies, combined. Last year alone the Service arrested more than 120,000 fugitives, many of whom are murderers, gang members and sex offenders. Keeping communities safe from such violent offenders has come at a high price as the Marshals Service has lost 259 deputies and special deputies in its history. Primarily these casualties were the result of executing court-ordered warrants and/or bringing fugitives to justice.

The ability to act as a catalyst, to communicate, integrate and share information and techniques with other federal, state, local and tribal partners, across multiple jurisdictions, is a successful force multiplier approach that we have been practicing for more than 200 years. This methodology is reminiscent of Ori Brafman and Rod A. Beckstrom's book, "The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations."

Brafman and Beckstrom seem to be speaking about how the U.S. Marshals operate in stating, "In letting go of the leadership role, the catalyst transfers ownership and responsibility to the circle...a catalyst isn't usually in it for the praise or accolades. When his or her job is done, a catalyst knows it's time to move on." In essence,

be an integral player, communicate, share, get the job done and go on to the next investigation/mission and don't stop to admire yourself in the mirror. This is how we have operated since the beginning and a key reason why we are successful in executing our missions.



*U.S. Marshal's Service assist during Hurricane Katrina*

Sharing of information, intelligence, resources and forfeited funds with our partner agencies has long been our credo, a two-way street that only makes us all safer and better. Beyond fugitive apprehension, sharing of information and intelligence on judicial threateners is paramount to the Marshal Service's primary mission as these individuals change targets and cross jurisdictions. Last year alone hundreds of millions of dollars in seized assets were shared equitably with state and local law enforcement allowing our fellow officers' funds to purchase vehicles, ballistic vests and equipment.

As the nation has changed so has the Marshals Service's mission. During Executive Leaders Program Cohort 1102 discussions with Professor Rafe Sagarin, author of "Learning from the Octopus: How Secrets from Nature Help Us Fight Terrorist Attacks, Natural Disasters and Disease," the class talked about how adapting is key to survival. This is a fitting metaphor and at the same time, truism, for the agency as it continues to diversify our portfolio across many different disciplines. When the nation has been tested U.S. marshals have answered the call, from national emergencies to natural disasters. We can be deployed by Presidential order or by order of the Attorney General of the United States. The Marshals Service can also deploy, when the Federal Emergency Management Agency requests, through Emergency Support Function #13. This function allows us to support and integrate with federal, state, local, and tribal authorities during specified emergencies.

Our mission-set does not stop at our borders, however. Internationally, we are involved through the Departments of State and Justice, with rule of law development in such countries as Colombia, Indonesia, Iraq and Afghanistan to name a few. Beyond our borders we are also involved with protecting designated government officials traveling abroad on official business, pursuing fugitives, extraditions and deportations, seizing assets, training foreign police and conducting justice sector security assessments.

The history of the U.S. Marshals is synonymous with the evolution, yes, adaptability, of this nation, of democracy, of self-government. Thousands of Senate Bills later and into our 112<sup>th</sup> Congress\*, U.S. Marshals and their deputies still stand tall, ready, as the Preamble states, "to insure domestic tranquility, promote the general welfare, and secure the blessings of liberty."

\*as of October 10, 2012

# Stigler's Research Implemented in Regional Response Team

## Thesis Conclusion Continues to Gain Traction and Application in Real World



L toR: Command post set up for SIMCOM 2012, CHDS alumni Mark Stigler (l) and Brian Satula participate in the exercise

A firm believer in the worth of the National Incident Management System (NIMS), Mark Stigler's views on how to broadly implement the systematic approach to disaster response changed as he researched his thesis at the Naval Postgraduate School Center for Homeland Defense and Security.

"Before I started my research, my solution was just a stronger federal mandate, but after listening to my instructors and talking to emergency managers all over my state I quickly realized adding more mandates to those overworked people was not going to work," said Stigler.

Stigler is a retired Deputy Chief of Police for the City of Waukesha (Wis.) Police Department and is now a full-time instructor at Waukesha County Technical College where he teaches criminal justice and homeland security courses. He recently developed and taught a unique homeland security education program for officers of the Transportation Security Administration (TSA) which is tailored to their discipline.

What he devised in his CHDS thesis is an efficient, economical way to bring NIMS proficiency to regions that may not have the resources, money or time to implement the system. The result is a 43-member, multi-disciplinary team – the Southeast Wisconsin Incident Management Team (SEW IMT) – that lends expertise in the Incident Command System and NIMS to local governments unable to implement the complex requirements of the systems.

The Southeast Wisconsin IMT, which Stigler leads with three assistant team leaders, comprises professionals who are highly trained in NIMS and work on a volunteer basis to lend their know-how to localities that have not, or may be unable to utilize all the complex components of the system.

Key to the team's success is that its members already have relationships with the localities they would aid during an incident, event or exercise.

"Our team is made up of local professionals who understand and utilize NIMS on a daily basis. We are fortunate to have such great-hearted people from several dozen diverse agencies across our region who want to use their skills to help local communities in their time of need," Stigler noted. "Because our team is multi-disciplinary and multi-agency in its makeup, many team members end up knowing the municipalities they are assisting. The combination of those prior relationships and our knowledge of how to effectively implement NIMS during complex incidents, whether in the EOC or the field, can really aid in quick and effective mitigation and recovery. We can come out as a team and help facilitate any large event or disaster by using a complex system many don't understand or remember from their training."

Though largely composed of local and regional subject matter experts from police, fire, emergency management services, public health, public works and emergency management personnel from 8 counties in Southeast Wisconsin, the team also includes participation from the private-sector, a non-governmental organization (Citizens and Organizations Active in Disasters) and a retired FEMA responder. Including a non-government organization and a private sector hospital helps foster the collaboration public agencies need to respond to and mitigate large-scale events. That embodies the "Whole of Communities" approach to disaster response embraced by FEMA and emergency management professionals.

"This team builds on the old rural concept of neighbors helping neighbors and is really an important part of building a resilient community," Stigler said. "The federal government cannot do it alone and no single local agency or municipality can do it alone. We need to bring in all of the response and recovery elements from the government, but we also have to bring in the NGOs and the private sector. We want to facilitate the building of partnerships through our team."

The team began operations in the winter of 2012 and has deployed

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"The education I received at CHDS was an integral part of my maturation process as a homeland security practitioner."

Mark Stigler

*Retired Deputy Chief of Police, now full-time Criminal Justice and Homeland Security Instructor*

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three times. The most recent exercise on May 31 was dubbed "SIMCOM 2012" and involved more than 200 participants and agencies. Also participating was Wisconsin Emergency Management Director Brian Satula, a December 2011 CHDS graduate.

The exercise was designed to display, educate and test Mobile Emergency Communications and interoperability between the Department of Defense and federal, state, tribal and local governments. The goal of the exercise was to develop relationships and understand the capabilities of other agencies before they are needed in a real emergency. The exercise was funded by a Department of Homeland Security grant through the Wisconsin Office of Justice Assistance.

The Southeast Wisconsin Incident Management Team (SEW IMT) reflects recommendations that Stigler made in his thesis, "Strategy for Upgrading Preparedness in Small and Rural Communities to Meet National Preparedness Standards." He credits his CHDS education with expanding his view of homeland security in his profession.

"The education I received at CHDS was an integral part of my maturation process as a homeland security practitioner," he said. "Without the school I would have never had the broad view of homeland security that I have now. When I work with others to build homeland security or emergency management courses, documents or teams, I always keep in mind the lessons I learned at CHDS. It makes me feel good when I can apply the things I learned at that school here at home. The education I received at the Center for Homeland Defense and Security was state of the art and the instructors were true mentors, many who I still reach back to when I need help. I feel duty bound to take back the new understanding they helped me reach and apply it here in my state."

## Long Beach Detective Wright Launches Port Security System

For Candice Wright, implementing her vision of port security not only took academic research and years of professional insight, but a great deal of persistence.

Her perseverance paid off in October 2012 with the launch of a new intelligence-sharing system used in support of the Maritime Coordination Center at the Port of Long Beach/Los Angeles. The program is titled SAN (Situational Awareness Network). SAN is being used to coordinate water operations as well as disseminate threat information for a bevy of agencies.

Wright, a detective with the Long Beach, California, Police Department, graduated from the Center for Homeland Defense and Security in 2007. Wright is assigned to the Port of Long Beach/Los Angeles and enrolled at the Center for Homeland Defense and Security with a goal to bolster port security, especially by integrating the private sector into security measures.

Five years after graduation, she is seeing her thesis research applied on the ground. Or, more precisely, in the water.

Wright's thesis urges applying Network Centric Warfare theory to security practices to "perpetuate a cycle of preparedness in the seaport, thus enhancing situational awareness for improved

security."

Her thesis highlighted gaps among entities "responsible for securing the intermodal supply chain throughout the port complex."

During her research, Wright learned of the software SharePoint, an off-the-shelf product used in a variety of different ways by public safety agencies. She customized the software to enhance information sharing among private and public entities operating in port areas of responsibility.

Wright entered the CHDS master's degree program well aware of the gap she wished her research to address.

The jurisdictional responsibilities within the Port of Long Beach/Los Angeles include more than 25 law enforcement agencies from the federal, state and local levels. This makes coordinated response and information sharing allowing for a daily common operating picture a challenge for the region.

"I kind of worked backwards," Wright said. "I knew there was a gap but I wasn't sure how to fix that gap."

The software provided the cyber-infrastructure for the recently established Maritime Coordination Center for the Port of Long Beach/Los Angeles. The Center began operations in October 2011 and is aimed at coordinating information sharing and response capabilities to enhance border security from the California/Mexico border to the county of San Luis Obispo on California's Central Coast.

The Center operates as a sort of smaller-scale fusion center, said Wright, by sharing information with more than 70 local, state, and federal agencies. The initial launch included 300 users. This approach helps diminish apprehensions some agencies may have about sharing their intelligence with other organizations.

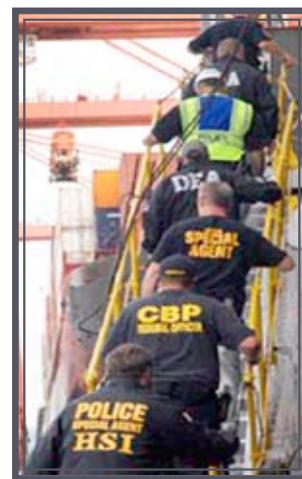
"We wanted to put actionable intelligence out there for our private partners and our public partners so that we would be on the same page for intelligence," Wright said.

Wright also sought to make participation cost effective for fellow agencies.

"The Long Beach Police Department and Port of Long Beach host this so there isn't a huge cost factor," she said. "Not everybody has to have SharePoint because it is web-based. You just have to be a member of the site. We're trying to make this as practical and affordable as possible so we can get the most participation."

Wright is developing a similar website she hopes to complete by December that would include the private entities working within the Port of Long Beach/Los Angeles as well as public entities. Eventually the information sharing format would extend to ports farther north on the West Coast, such as Oakland, California, and Seattle.

*Wright's thesis, Bridging the Gap in Port Security; Network Centric Theory Applied to Public/Private Collaboration, is available at the Homeland Security Digital Library at [www.hsdsl.org](http://www.hsdsl.org).*



*Cooperative port security effort.  
Photo courtesy of ICE*

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## Advisor. Academic Program Director. Torture Expert.

### Prepare to Meet Your Research Instructor: Dr. Lauren Wollman

**H**er academic background includes studying torture, but Lauren Wollman swears she does not utilize that expertise when it comes to guiding students through the thesis research and writing process at the Naval Postgraduate School Center for Homeland Defense and Security.

Wollman has been with the Center since 2004, serving as the managing director, a position in which she works with the faculty and handles academic administration while teaching policy analysis and research methods. Perhaps Wollman's most visible role is serving as the thesis coordinator, in which she shepherds students through the often intimidating proposition of researching and crafting a thesis.

The latter is a task which sparks Wollman's passion. She calls her students heroes who do difficult, exhausting, important work on a daily basis. Yet in the unique academic environment that is CHDS, even over-achievers need guidance to succeed. Theses represent the return on investment that sponsors expect.

"The thesis is arguably why they are here," she observed during an interview in Watkins Hall on the Naval Postgraduate School campus. "But it's foreign territory for them; they are expected to use a muscle they never built up, a skill-set they have not employed in this context. That's terrifying. It requires vulnerability, trial and error, experimentation – all the things that are not usually tolerated in their high-profile, high-stakes jobs. Our job, then, is to provide the mentoring, discipline and confidence to get them across the finish line with the best product possible."

The research is important because CHDS theses are not ivory tower exercises written to fill a shelf, Wollman noted, but aimed at both academic and practitioner communities in a rapidly-evolving discourse. The thesis work is intended to inform what Wollman refers to as "the landscape and contours of homeland security" by "recasting issues and poking holes in commonly held assumptions."

Doing that requires a bit of Bobby Knight-style coaching combined with gentle mentoring. The aim is enabling students to distill their work to its most optimal form from what may be an overwhelming number of options and approaches. That kind of tutelage is necessary in a hybrid distance-residence, multi-disciplinary educational program in which high-achieving professionals are still working their day jobs.

"That makes it virtually impossible for them to figure out a research design and execute it all by themselves," Wollman said. "Normally in grad school you sink or you swim. You don't have anyone showing you, explaining, helping you practice, encouraging you to fail small. But you also have many years to figure out that stuff on your own. We recognized early that this is something we would need if we wanted usable, high quality research at the end."

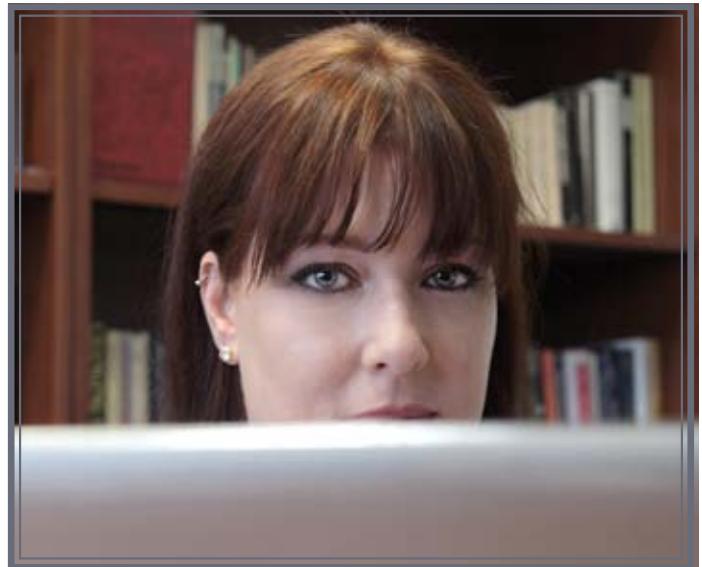
Tough? Sure. But many students revere Wollman for her equal measure of support and confidence boosting, even if it comes with an acerbic tone at times. She acknowledges her straightforward

personality is forged by a genuine interest in helping students succeed, having their research be valuable to the students and ensuring usable research emanates from the master's degree program.

"I relate to my students the same way I relate to my friends, the same way I relate to my children, to everybody," she said. "You know, I am kind of obnoxious. I expect a lot of the people around me and of myself. I guess maybe my natural assertiveness, my strong personality, is probably exacerbated in this context by my strong belief that these people owe me a thesis and that they can produce one."

In spite of already earning two master's degrees, Los Angeles Police Detective John Zambri was admittedly uncomfortable with the prospect of thesis writing. When it came to methodology, Wollman urged him to be creative.

"I had several degrees but I am just a policeman. So for me to have a little more hands-on mentoring really helped," Zambri said. "I am not a writer. She said, 'you don't need style - we can



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"I expect a lot of the people around me and of myself. I guess maybe my natural assertiveness, my strong personality, is probably exacerbated in this context by my strong belief that these people owe me a thesis and that they can produce one."

*Lauren Wollman*  
*CHDS Managing Director and Instructor*

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work on that later. Right now we need to work on your idea.”

Wollman’s straightforward, no-nonsense demeanor was an asset. “She is a no-bull kind of person,” Zambri said. “For me, that works. I am a former marine, so that computes in my brain.”

The result for Zambri was the Best Thesis Award for his cohort.

For Michael Brown, the advice was to delve into his research without the need to determine a clear-cut answer to the issue.

“The challenge I had was, do I need to deliver an answer?” Brown recalled. “She enabled me to embrace the uncertainty that came with my topic of research. In fact, she helped me exploit the fact that there was not much documentation on the topic. At that moment, I realized why I had an obligation to write this thesis.”

Brown’s thesis, also named best in his cohort, addressed questions regarding the lives and actions of terrorists after release from prison, a salient question still being asked years later in homeland security circles. Brown credited Wollman’s coaching for helping him “jump into the abyss” of the research question.

“She’s a hard ass. You have to be prepared to put on your big boy pants and cross the finish line.”

And that is just fine by her. Wollman notes hundreds of similarly positioned people apply for a spot in each cohort and the education is paid for by taxpayers.

“We (the faculty) are giving them 150 percent of ourselves and every resource and every asset and every opportunity,” she explained. “The ones who are determined to do it, who have the commitment and are willing to look like fools for a minute, don’t just finish, but finish to our satisfaction.”

While views vary among advisors on the exact recipe for a rigorous, valuable thesis, Wollman believes the more esoteric and riskier the topic, the rarer and more indispensable it is likely to be. While traditional modes of inquiry are valuable, addressing the “stickier, wicked questions” is more Wollman’s preference.

“I think what we want to create in this program is an environment in which it is not just acceptable, but normative, to break down ontological barriers, to think more dangerous thoughts,” she said.

An historian with a doctoral degree from the University of Southern California, Wollman came to CHDS after working for the Israeli Foreign Ministry and Shin Bet, the nation’s security service, where she did red-teaming.

The events of 9/11 paved her path to Monterey. She recalls the demonstrative joy of the Palestinian villages that morning as she drove from Tel Aviv to the Judean desert. When an academic position at CHDS presented itself, she saw it as a way to contribute to her country.

“There seems to be a personality fit of some kind here at CHDS – a cohesive culture of deep commitment and high energy,” she said. “I enjoy working with people who are fascinated by the challenge of pioneering a discipline, of creating something new and abiding, of firing up and sculpting a whole community of people who are already heroes. This job is my act of service.”

## Ellis Joins CHDS Faculty

By his own admission, Ryan Ellis came to the field of critical infrastructure protection from an “odd angle.”

Ellis is the newest faculty member at the Center for Homeland Defense and Security, where he will teach critical infrastructure protection.

At first glance his academic background, with a doctoral degree in communication from the University of California, San Diego, may not appear to be geared toward the complexities of critical infrastructure protection.

“I came at it from an odd angle,” Ellis said. “Initially when I started my academic career I focused on regulatory reform.”

His interest in regulation was sparked by the 2001 anthrax case in which spores were mailed to media outlets and some congressional representatives just a week after the Sept. 11 attacks. He researched the attacks, analyzing what the Centers for Disease Control did effectively and what it did that was not effective. From there, his interest evolved into railroads, the electric grid and other infrastructure along with the security challenges facing those industries.

“Like most projects, I began in one place and ended up somewhere else,” Ellis said. Ellis has most recently worked as a Postdoctoral Fellow with the Center for International Security and Cooperation (CISAC) at Stanford University where he has continued research emanating from his doctoral dissertation – studying the relationship between law, policy, and system architecture in energy, communication and transportation networks. He looks forward to integrating cyber-security topics into the course.

“There is really an opportunity for me and the master’s degree students to do important work in that area,” he noted.

Ellis will be leaving CISAC for Harvard University’s Kennedy School of Government where he will study cyber-security and technology policy. His teaching style is similar to his faculty peers at CHDS as he utilizes an informal lecture style and emphasizes learning through case studies.

“What I want students to take away is to think about challenges of security, resilience and the struggle of efficient security and cost effectiveness,” he said. “It reframes homeland security discussion by pointing out regulatory reform tries to make infrastructure more lean and efficient. In some ways there is really a tradeoff with security because it leads to reduction of redundancy.”

Ellis comes to CHDS somewhat familiar with the terrain. He used the Homeland Security Digital Library as a student and has been a guest lecturer at the Center.

“I really enjoyed the back and forth with the students,” he said. “The feedback from students who are engaged in homeland security was incredibly beneficial to my research. It seems like a really good fit. The students really attracted me to come here.”



Ryan Ellis

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## Supinski Leaving UAPI Well-stocked

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Stan Supinski has cooked up a different path for his future.

The director of partnership programs at the Naval Postgraduate School Center for Homeland Defense and Security left his position with the Center June 30. Supinski is leaving CHDS to attend culinary school.

“This is not a career move,” Supinski said from his Colorado Springs, Colo., office. “I’ve always enjoyed cooking. Life is short, so I thought I might as well do this now before I look back and say, ‘it’s too late.’”

Steve Recca, formerly deputy director of partnership programs, has taken the director’s role.

“We want to sustain the good work that Stan has built over the past seven years,” Recca said. “We will continue to work with our partner universities and agency stakeholders to mature homeland security curricula, as well as looking into new areas of research and education to advance the discipline.”

In addition to teaching courses in the CHDS Master’s program, in his role as partnership director, Supinski’s mission was to expand homeland security education through CHDS’ University and Agency Partnership Initiative (UAPI). He leaves a UAPI pantry fully stocked with more than 275 schools that have shared CHDS curriculum to build their own homeland security and related programs.

“I think with UAPI, we can take a lot of credit for launching the academic discipline of homeland security,” Supinski said. “UAPI created a mother ship of sorts that people could look to for cooperation and for support. We made it a lot easier for schools to develop academic programs.” During his seven year tenure with the Initiative, he personally visited more than 200 institutions in the US and Canada, and has been often referred to as “the father of homeland security education.”

That was the idea behind the program – multiply the number of homeland security students across the country by sharing, free of charge, the cutting-edge curriculum developed at CHDS with academic partner institutions.

“By aiding schools to develop their programs, the number of people who are being educated has grown to meet the demand, which we as an institution could not possibly do by ourselves,” Supinski noted. “While CHDS touches hundreds of students in our classes, through our UAPI partners we reach tens of thousands.”

UAPI reinforces its mission by supporting schools and agencies through New Member Workshops, Homeland Defense and Security Education Summits, and Faculty Development Workshops. The program expanded into the international realm when it hosted representatives from Canada and Mexico as part of the Continental Security Conference in 2010. In June this year UAPI hosted a conference along with the Emergency Management Institute that included representatives from those and many other nations. Additionally, results from Model Curriculum Conferences hosted by UAPI, have become benchmarks for program development throughout the community.

Supinski said the discipline is here to stay, and that it will evolve to meet the nation’s needs. Programs have adapted to the shift from a terrorism emphasis to an all-hazards approach and strong links have been established with those that offered emergency management education. Cyber-security is and will remain a crucial subject, and most programs now have or will include a component in this key area, he said, adding that UAPI is working with more international partners. Another topic that could use more expertise is in the comparative government area. Supinski lauded fellow faculty member Nadav Morag’s work at CHDS in this realm, but believes more attention to that subject is needed in the academic community.



*Supinski explores another passion, racing, between culinary pursuits*

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“I have no intention of completely changing careers. I just want to get better at cooking.”

*Stan Supinski  
Former Deputy Director of CHDS Partnership Programs*

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“By aiding schools to develop their programs, the number of people who are being educated has grown to meet the demand, which we as an institution could not possibly do by ourselves. While CHDS touches hundreds of students in our classes, through our UAPI partners we reach tens of thousands.”

*Stan Supinski*

*Former CHDS Director of Partnership Programs*

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“There are not enough instructors to teach that kind of course,” Supinski observed. “The expertise isn’t out there. Hopefully future UAPI faculty development workshops can help.”

The discipline remains relevant as industry professionals, scholars and elected officials grapple with ongoing complexities from the onslaught of policy changes that have emerged in the years following 9/11.

“What makes it unique is that it is a compilation of so many disciplines,” Supinski said. “I have no doubt it is here to stay. The crux of homeland security is communication across disciplines. When people ask what homeland security is I tell them that basically it is communication involving the broad variety of things we have to do and people we have to know to realize our security.”

For now, Supinski is entering the next course of his life and will attend the Auguste Escoffier School of Culinary Arts at its Boulder, Colo., campus, to perfect what has been a favorite hobby for years. He will remain a member of the homeland security community and will continue as an associate professor at Long Island University.

“I have no intention of completely changing careers,” he said. “I just want to get better at cooking.”

As UAPI seeks to sustain its growth, Recca will concentrate on reinforcing existing curricula with university partners. This goal centers on encouraging university research of homeland security issues, potentially forming consortiums and supporting new academic outlets such as the Journal of Homeland Security Education (see [www.JournalHSE.org](http://www.JournalHSE.org)).

One possible partnership is with FEMA Region V in Chicago to develop a regional education forum specific to homeland security. The goal would be to gauge what research capabilities educational institutions such as CHDS can bring to bear on challenges facing the agency in the region that includes Illinois, Indiana, Michigan, Minnesota, Ohio and Wisconsin. A subsequent endeavor would be staged at FEMA Region VIII in Denver.

“The idea is to see if we can form an alliance with FEMA and educational partners in the region,” Recca said. “Our job is to give it energy up front and watch it grow, not to necessarily own or manage the process.”

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## **Moghaddam, Zimbardo Honored by Peers**

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Two scholars associated with the Center for Homeland Defense and Security faculty were honored in August for contributions to the psychology field.

The American Psychological Association selected Georgetown professor Fathali Moghaddam for its 2012 Outstanding International Psychologist Award while former CHDS faculty member Philip Zimbardo received the Gold Medal Award for Lifetime Achievement in the Science of Psychology by the American Psychological Foundation.

Zimbardo remains professor emeritus at Stanford University and adjunct professor at CHDS. The Foundation cited his groundbreaking Stanford Prison Experiment, his plethora of books and the “Discovering Psychology” video series as bringing “psychological science to millions of people in the world.”

He attended Brooklyn College where he earned a B.A. in 1954, triple majoring in psychology, sociology and anthropology. He then went on to earn his master’s and doctoral degrees from Yale University, both in psychology.

Most recently he has founded the Heroic Imagination Project, a nonprofit that teaches people how to overcome the natural human tendency to watch and wait in moments of crisis and to create meaningful and lasting change in their lives.

Moghaddam was born in Iran and educated in England. He worked at the United Nations and McGill University before accepting a position at Georgetown University in 1990, where he is on faculty.

His research centers on the impact of Western ideas on the psychology of fundamentalist societies, and how that links to terrorism.

He has published about 20 books and 130 papers. Moghaddam earned his bachelor’s degree at the University of Liverpool and his master’s and doctoral degrees at the University of Surrey, England.



*Dr. Fathali Moghaddam*



*Dr. Philip Zimbardo Photo: L.A. Cicero, Stanford News Service*

## Class Notes

### Alumni

#### MA 0302/0303

**John Cline** received a Special Commendation at the Idaho Governor's Awards for the Arts for his public service and his writing.

#### MA 0501/0502

**Nancy Bush** has been named director of Clackamas County (Ore.) Emergency Management. Bush had been assistant director since April 2008.

#### MA 0503/0504

**Richard D. Schwein Jr.** was named special agent in charge of the FBI's Birmingham Division. He will oversee all FBI investigative programs and personnel in the northern judicial district of Alabama.

#### MA 0601/0602

**Richard Rosell** has been named public safety director in Dover, N.J. Rosell is a retired State Police captain who most recently worked as public safety director in Springfield, N.J.

**Jeffrey Robertson** has been appointed the Defense Information Systems Agency's (DISA) principle liaison to the United Nations' International Telecommunications Union (ITU).

#### MA 0603/0604

**Charles "Chuck" Brueggemann** has been hired as the new director of athletics at McKendree University in Lebanon, Ill, and began his full-time employment at the university in August.

**Scott Winegar** is the program director and professor for Concordia University's recently launched homeland security bachelor's degree.

#### MA 0701/0702

Deputy Commissioner of the Utah Department of Public Safety **Keith Squires**, right, (also FCLP 1101) and Los Angeles Police Deputy Chief Michael P. Downing (ELP 0802) are co-authors of a just-released "Counterterrorism Intelligence: Fusion Center Perspectives." It is available in the HSDL.



**William "Bill" Crosbie** has joined SYSTRA USA as president and CEO. Crosbie was previously vice president of railroad programs at Parsons.

#### ELP 0702

**Steven G. King** was recently selected to be the Department of

Homeland Security's Geospatial Portfolio Manager in Washington, D.C., where he leads the coordination of location-based systems and technologies across DHS. King recently earned a doctorate in Information Systems and Communication at Robert Morris University in Pittsburgh, Penn.

**Tobe Lunsford** has changed positions within the Office of the Director of National Intelligence and is now Senior Mission Officer at the Office of the Director of National Intelligence, PM-ISE.

#### MA 0703/0704

**Tony Russell** was selected to become the new Superintendent of FEMA's Emergency Management Institute (EMI), pictured right, effective May 6.



#### MA 0801/0802

**Nick Catrantzos** has authored a book titled "Managing the Insider Threat: No Dark Corners." (Book available on Amazon, and a Viewpoints video of Nick discussing his thesis available at the CHDS website: <http://www.chds.us/?player&id=2319>.)

#### ELP 0801

**Owen D. Harris** has been named assistant director of the FBI's Training Division. The announcement was made by FBI Director Robert S. Mueller III.

**Robert Sweeney** has been named fire commissioner in Yonkers, New York. Sweeney previously worked for the New York City Fire Department with more than 30 years' service.

#### ELP 0802

Los Angeles Police Deputy Chief **Michael P. Downing** and Deputy Commissioner of the Utah Department of Public Safety Keith Squires (MA 0701/0702 and FCLP 1101) are co-authors of a just-released "Counterterrorism Intelligence: Fusion Center Perspectives." It is available in the HSDL.

#### MA 0803/0804

**Kathleen Scudder** has been named assistant chief of the Rio Grande Valley Sector with U.S. Customs and Border Protection.

**John DeIorio** has accepted a position as Planning Consultant with the Florida Department of Health, Division of Emergency Preparedness and Community Support, Bureau of Preparedness and Response.

#### MA0805/0806

**Bill Kalaf** has been named executive director of Intelligence-Led Policing with the Mesa (Ariz.) Police Department.

**Tom Shannon** has been named fire chief with the Scottsdale (Arizona) Fire Department. Shannon has been with the Scottsdale Fire Department since 2009 when he was hired as the city's emergency manager; he was promoted to executive assistant fire chief in 2011.

## ELP 0901

District of Columbia Fire and EMS Chief **Dennis Rubin** has authored an e-book titled "Rube's Rules for Leadership." The book explores organizational leadership and is available on iTunes.

## ELP 0902

**Kelly Hoggan** has been named assistant administrator for the Office of Global Strategies at the Transportation Security Administration.

Dr. **Christopher T. Jones**, Center for Domestic Preparedness (CDP) Superintendent, retired June 2 after more than 32 years of public service. During his tenure at the CDP, he oversaw the training of more than 336,000 emergency responders from across the nation.



## MA 0903/0904

**Vicki Fresenko**, left, has been appointed to the President's Management Council Interagency Rotation Program, Cohort 3, scheduled for October 2012 through March 2013.

**Robert Hutchinson** has been named deputy special agent in charge with DHS' Immigration Customs Enforcement.

## MA 0905/0906

**David Squires** has been promoted to captain with the Virginia Beach Police Department. Squires has been with the department since 1992.

## MA 1001/1002

**Bryan Roberts** was sworn in August 5 as chief of the Draper City (Utah) Police Department. Roberts had previously been police chief in Menlo Park, Calif.

## ELP 1001

Pittsburgh Emergency Medical Services Chief **Robert McCaughan** has taken a job with health insurer Highmark Inc.

**Ed Wall** has been appointed secretary of the Department of Corrections effective October 27. Wall presently serves as administrator of the Division of Criminal Investigation within the Wisconsin Department of Justice (DOJ).

## MA 1003/1004

**Ed Barberini** has been named police chief for the city of Millbrae, Calif.

## MA 1005/1006

**Andrew Phelps** was appointed emergency management director for the city of Santa Fe, N.M. in July. Also, in March 2012 Phelps was selected by the National Emergency Management Association

as one of two state emergency management subject matter experts to assist with FEMA's update of the Professional Development Series training curriculum.

**Gregory Bernard**, right, has been named deputy assistant director within the Domestic Nuclear Detection Office, where he will lead the Global Nuclear Detection Architecture (GNDA) Analysis Division in the Architecture and Plans Directorate.



## MA 1101/1102

**Jody Wormet** has been named the new Director of the DCI Special Operations Bureau effective June 2012. He also attended FCLP 1201.

**Michael Fahy** of the New York City Fire Department has been promoted from captain to battalion chief.

**John "Eric" Powell** was appointed to the Disaster Subcommittee of the Tennessee Emergency Medical Services for Children Committee for Pediatric Emergency Care.

## ELP 1101

**Robert Samaan**, left, has been named Federal Preparedness Coordinator for FEMA Region IV (Atlanta Region).



Fire Chief **William R. Metcalf** of the North County Fire Protection District in Fallbrook, Calif., has been named the 2012 recipient of the James O. Page EMS Achievement Award.

Lt. **Sam McGhee** has been named deputy executive director of the Colorado Information Analysis Center (CIAC). McGhee, with the Aurora (Colo.) Police Department, is the first deputy director at the Center to come from a local agency.

**Michael B. Steinbach**, right, was named special agent in charge of the FBI's Jacksonville Division.

**Bruce (Jeff) Jeffries, Jr.** has been named acting deputy director for the (Ga.) Division of Health Protection effective in July. Jeffries will have primary oversight responsibility for Emergency Preparedness, Environmental Health, and Pharmacy.



**Jeff Reeb** has taken a position with the County of Los Angeles, Office of Emergency Management. Reeb recently retired from the Long Beach (Calif.) Fire Department with 30 years of service.

In June Ohio's Medical Director Dr. **Carol Cunningham** was appointed to serve on the National Emergency Medical Services Advisory Council (NEMSAC). In February she received the

*More Class Notes >>>*

American Academy of Emergency Medicine (AAEM) James Keaney Award.

### ELP 1102

**Robert J. Holley** has been named Deputy Assistant Director in the FBI's Counterterrorism Division. Mr. Holley most recently served as the Special Agent in Charge of the Indianapolis Division.

**David Matthews** has been named administrator of the Division of Criminal Investigation (DCI) at the Wisconsin Department of Justice (DOJ). Matthews, who most recently served as Deputy Administrator of DCI, assumed the position in October.

### Current Participants

#### MA 1103/1104

**George Perera** has been promoted to captain with the Miami-Dade Police Department, overseeing the Robbery Bureau.

A paper written by **Steven Kral** has been published in the Security Analysis and Risk Management Association (SARMA) newsletter. Kral works for the Washington Metropolitan Area Transit Authority.

#### MA 1105/1106

**Tony Parker** has been appointed assistant commissioner of prisons with the Tennessee Department of Corrections.

#### MA 1201/1202

**Chris Schulz** has been promoted to major with the New Jersey State Police.

**Wayne Rickard** has been named federal disaster recovery coordinator for FEMA Region 6. The role is a new position within FEMA.

**Steven Hersem** was promoted to Assistant Special Agent in Charge, at the Washington Field Office.



*Classroom incident exercise with bio agent involvement gets out of hand - Richard Alexander takes one for the 1101/1102 team*



*Endeavour flies over Monterey Bay and the Monterey Bay Aquarium on its journey to Los Angeles. (Related story page 5)*



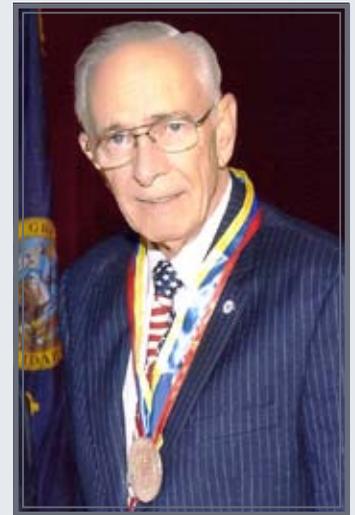
*Mike Biasotti presents Representative Nan Hayworth (NY) with the official CHDS press packet and a testimonial of the importance of graduate education in homeland security*



*Alicia Blount and Heather Issvoran join 1101/1102 for a graduation day photo*



*l to r: MA 0603/0604 grads Thomas Sobocinski, Peter Winski, George Hough and Sara Fisher enjoy a mini alumni reunion in Egypt*



**John Cline**, an alum of the MA 0302/0303 cohort received a Special Commendation at the Idaho Governor's Awards for the Arts for his public service and his writing.

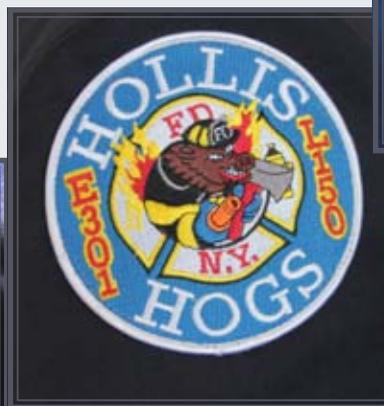
# CHDS PHOTO ALBUM



*USCG Commander Michael Barner receives his diploma. Photo courtesy of NPS*



*Coast to coast - and U.S. Coast Guard too - representation at recent graduations*



Congratulations to Our  
Newest CHDS Graduates



*Executive Leaders Program 1101*



*Graduation Day for Masters Cohort 1101/1102*



**KUDOS AND  
CONNECTIONS**



*Congratulations ELP 1102*



*Fusion Center Leaders Program 1201*

## 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](http://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](http://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](http://www.HSAJ.org).

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Please contact Heather Issvora:

email: [hissvora@nps.edu](mailto:hissvora@nps.edu)

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“This program is the most incredible academic experience of my life. We were not told ‘this is what you think’ instead we were asked ‘what do you think.’”

*David Linthicum, Police Lieutenant, Raleigh Police Department, Raleigh NC, MA 1005/1006*

"The ELP was without question the greatest mind broadening experience I have encountered in my professional education." *David Matthews, Deputy Administrator Wisconsin Department of Justice, ELP 1102*

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## 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.

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*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. Layout and cover photos by Deborah Rantz.



*Located 3 miles south of Carmel, Point Lobos State Natural Reserve is one of the richest marine habitats in the world. A favorite destination for hikers, divers, photographers and nature lovers, it has been called "the crown jewel of the State Park System". Legend says Robert Louis Stevenson was inspired to write *Treasure Island* after a walk at Point Lobos.*



Watermark  
The Alumni Magazine of  
the Center for Homeland  
Defense and Security