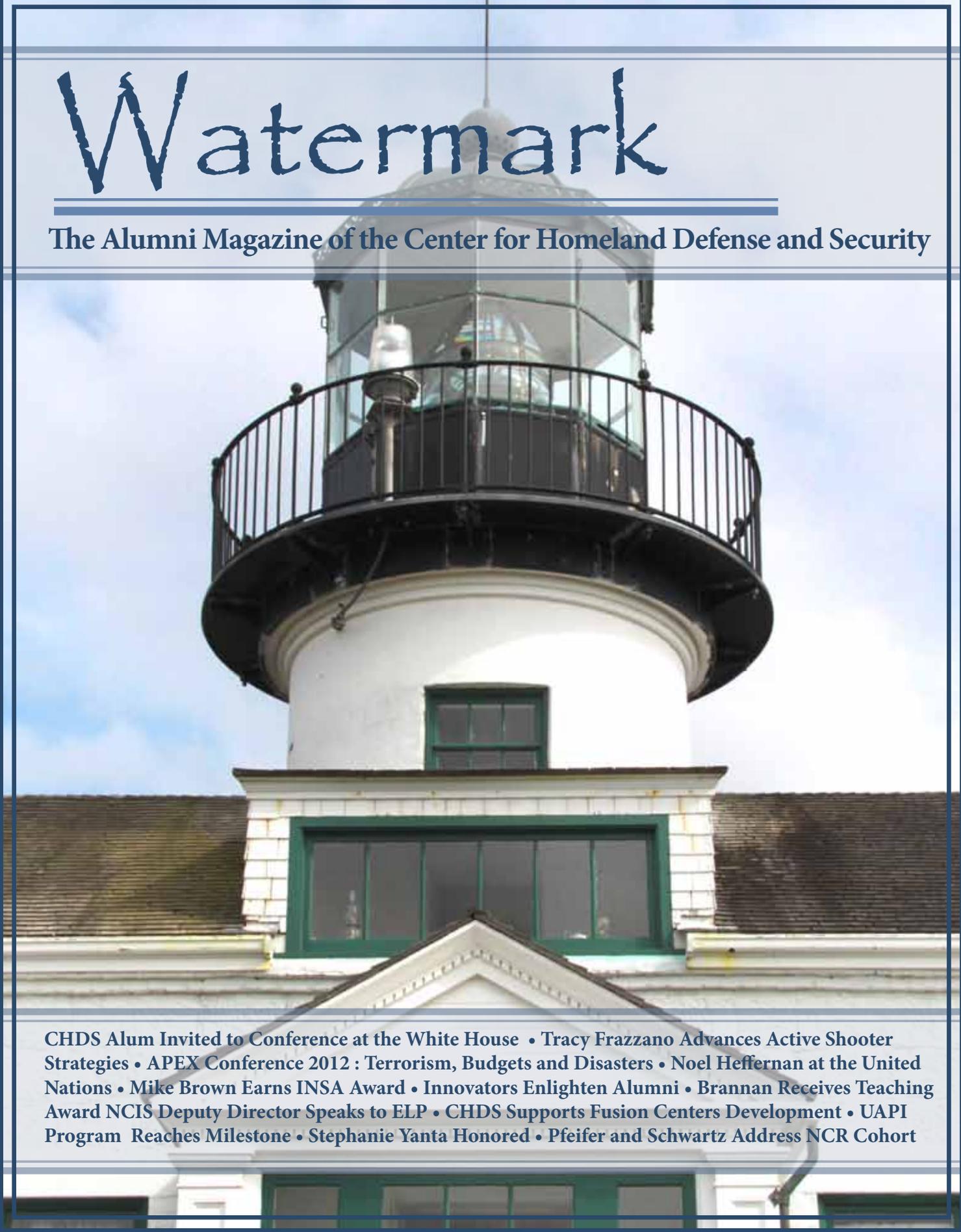


Watermark



The Alumni Magazine of the Center for Homeland Defense and Security

CHDS Alum Invited to Conference at the White House • Tracy Frazzano Advances Active Shooter Strategies • APEX Conference 2012 : Terrorism, Budgets and Disasters • Noel Heffernan at the United Nations • Mike Brown Earns INSA Award • Innovators Enlighten Alumni • Brannan Receives Teaching Award NCIS Deputy Director Speaks to ELP • CHDS Supports Fusion Centers Development • UAPI Program Reaches Milestone • Stephanie Yanta Honored • Pfeifer and Schwartz Address NCR Cohort

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. Alumni interested in starting a regional chapter in their area may contact Tracy Frazzano, Michael Biasotti, or Heather Issvoran for more information.

Pacific Northwest Region

Pacific Northwest Region Chapter Contact:

Andrew Miller

Midwest Region

Midwest Region Chapter Contact:

Michael Crane

National Capital Region

NCR Chapter Contacts:

Jeff Burkett

Sue Reinertson

Sara Fisher

Greater Bay Area Region

Greater Bay Area Chapter Contact:

Donna Cayson

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.

Alumni Profile: Vinny Doherty, MA0301

Vinny Doherty's history with the Center began when he was selected as the New York City Fire Department (FDNY) official to participate in the first CHDS master's degree cohort. He also served as the first CHDS Distinguished Fellow at FEMA where he facilitated partnerships across the country at all levels of government. He continued these activities as CHDS' Director of Outreach Programs, speaking at dozens of national conferences, regional meetings and CHDS mobile education events. He is passionate about the Center's mission and has recruited numerous applicants through his outreach efforts. "Vinny is one of the most successful networkers I have ever seen," says Heather Issvoran. "He has been with the Center from the beginning, always willing to work with students and applicants to shepherd them through the process. We are truly grateful for his efforts and appreciate his willingness to stay involved."

Now that the alumni cadre has reached critical mass, CHDS will be calling on each alumnus to continue the great work that Vinny has started by assisting CHDS in planning and conducting outreach briefings in their jurisdictions.

On the Cover: Built in Pacific Grove, Calif. in 1855, the Point Pinos Lighthouse is the oldest continually operating lighthouse on the West Coast, and is on the National Register of Historic Places. It is maintained by the Coast Guard.

Message from CHDS Director

Glen Woodbury



Dear Alumni,

The conference this year was a great success. The aptly titled 2012 Alumni Professional Education Exchange – "Terrorism, Budgets and Disasters" – provided insightful methods on effectively maintaining high standards despite dwindling budgets.

This issue of Watermark relates the expert insights of our alumni and colleagues during the two-day event. FEMA Deputy Administrator Richard Serino delivered the opening address, reminding us though the impact of budget cuts is yet to be determined, the emergency management community will proceed through resourcefulness and partnerships. Charles Galloway of the University of Maryland and FEMA Region III Administrator MaryAnn Tierney discussed the rash of chaotic weather events and the need for more robust, comprehensive planning to address climate-related disasters.

On a more traditional topic, faculty member Mike Walker discussed a range of terrorist threats facing the United States from within and outside its borders while David Brannan and Anders Strindberg analyzed the Arab Spring and U.S. policy in the Middle East. To the point of the conference's theme, four alumni discussed methods to spur innovation in the workplace and used examples from their careers to illustrate their message.

While we have devoted much attention in this magazine to the 2012 conference, we are ever aware that CHDS alumni and faculty are implementing their papers and theses on a near daily basis. Mike Biasotti showcased the outside-the-box thinking CHDS endeavors to instill with his thesis on alternative treatment of the severely mentally ill and his ideas have made national headlines. Current CHDS student Stephanie Yanta talks about her FBI team's role in the Times Square Bomber investigation.

Also, Tracy Frazzano is continuing the strong tradition of the CHDS Distinguished Fellows program as she works on the Joint Counterterrorism Awareness Workshop Program while serving a one-year fellowship at FEMA.

Finally, David Brannan was recognized March 21 with the David L. Williams Outstanding Professor Award, yet another example of our teaching excellence at the Center.

I continue to be impressed with your stories and work. Keep in touch to update us on what is going on in your jurisdiction.

Truly yours,

Glen Woodbury

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

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CHDS Alumni Invited to Countering Violent Extremism Conference at the White House



Local, state and federal law enforcement professionals convened at the White House Jan. 18 to discuss the Obama administration's plan for countering violent extremism. Eight of 46 law enforcement personnel attending the daylong event have ties to CHDS educational programs.

The Naval Postgraduate School Center for Homeland Defense and Security (CHDS) was well represented as local, state and federal law enforcement professionals convened at the White House Jan. 18 to discuss the Obama administration's plan for countering violent extremism.

Eight of 46 law enforcement personnel attending the daylong event have ties to CHDS educational programs. The "Strategic Implementation Plan for Empowering Local Partners in the United States" was the topic of a day-long conference. The Department of Homeland Security-backed strategic initiative to counter violent extremism will couple the mass array of federal resources with local-level methods that incorporate traditional community policing.

DHS Secretary Janet Napolitano and Attorney General Eric Holder attended the session, something seen by many observers as signaling the importance the administration is placing on the issue that has become the latest front in fighting terrorism.

"What was really positive was the fact that Napolitano and Holder showed 110 percent support for this topic," said alumnus Deputy Inspector Amin Kosseim of the New York City Police Department. "Countering violent extremism is an issue that is getting bigger every day. Local law enforcement really needs to focus on this. It's the wave of the future."

The plan also represents a shift in concern among law enforcement professionals that previously focused on terrorist cells that could be established in the United States.

"That's not the case anymore," observed CHDS alum Col. Keith

Squires of the Utah Dept. of Public Safety / Director of Homeland Security and Emergency Management and a CHDS graduate. "When I was a student at CHDS, the main concern discussed was cells being established around the country. What I see now is that the greater threat comes from inspired individuals who only need a weapon and a familiar target."

Ronald Brooks, director of the Northern California Regional Information Center, also applauded the administration for its leadership in addressing violent extremists.

"We need to harness the power of law enforcement and our community organizations to deter violent extremism and to prevent or disrupt planned attacks by lone wolf and small cell, homegrown violent extremists who have been radicalized in our community, on the Internet or in our jails," said Brooks, a graduate of the Fusion Center Leaders Program. "We're moving forward with further development of these strategies."

To the CHDS community, the actions called for in the implementation plan may sound familiar. During the meeting, Napolitano emphasized DHS' efforts to support local communities by enhancing existing partnerships to focus on information-driven community-based solutions, building government and law enforcement expertise, supporting community oriented policing practices and expanding grant prioritization to counter violent extremism and violent crime regardless of ideology.

"It's basically looking at community policing in a different style," Kosseim said. "You're out there to provide services to the community, particularly the Muslim community. They are part of the solution. They are the ones who are going to tell us when there is someone in the community who is not safe."

"What was really positive was the fact that Napolitano and Holder showed 110 percent support for this topic. Countering violent extremism is an issue that is getting bigger every day. Local law enforcement really needs to focus on this. It's the wave of the future."

*Amin Kosseim, Deputy Inspector NYPD
Master's Alum, cohort 1001/1002*

The community approach is more than law enforcement. The outreach component means getting to know the community, noted Kosseim. In New York he has done that type of outreach through the Police Activities League and establishing youth soccer and cricket leagues. Similarly, CHDS alum Dennis Jensen has worked in the St. Paul, Minn., area with the Somali community to combine community policing with outreach and activities for the Somali population. The outreach takes on an array of forms: sports in the newly formed Police Athletic League; tutoring and job training at the YWCA; women's programs through the St. Paul Intervention Project.

The Los Angeles Police Department developed a 24-hour curriculum on the topic and hosted a three-day pilot training with 40 local law enforcement officers from Los Angeles and San Diego County Jan. 25-27. LAPD Deputy Chief Michael Downing, commanding officer of the department's Counter-Terrorism and Special Operations Bureau, said the federal plan rightly puts state and local law enforcement at the forefront of combating violent extremism.

"State and local law enforcement always said this is really where we fit in best. Nobody is in a better position to deal with this decentralized threat than state and local law enforcement," said Downing, an Executive Leaders Program alumnus. "We know communities better than any other entity of government and we have the ability to do outreach with isolated communities."

DHS is continuing to implement recommendations from the DHS Homeland Security Advisory Council Countering Violent Extremism Working Group, such as developing a curriculum for state, local, tribal, and territorial law enforcement focused on a community-oriented policing approach to countering violent extremism and violent crime. DHS' Office for Civil Rights and

Civil Liberties also works to educate communities and state, local, tribal, and territorial law enforcement on cultural awareness across the nation.

Attendees to the White House meeting who have ties to CHDS include:

Michael Downing – Los Angeles Deputy Police Chief, Executive Leaders Program 0902

Charles Ramsey – President of MCCA and Philadelphia Police Commissioner, Executive Leaders Program 0701

Amin Kosseim – Inspector, New York Police Department, MA 1001/1002

Keith Squires - Colonel, Utah Department of Public Safety and Governor's Homeland Security Advisory Council Chair, MA 0701/0702 and Fusion Center Leaders Program 1101

Ronald Brooks - Director, Northern California Regional Intelligence Center, Fusion Center Leaders Program 1101

John Batiste – Chief of Police, Washington State Patrol, Fusion Center Leaders Program, 1102

Cathy Lanier - Chief of Police, Washington, D.C., Metropolitan Police Department, MA 0401/0402

Aaron Kennard - Executive Director, National Sheriff's Association and Sheriff of Salt Lake County, Utah, (Retired), Executive Leaders Program 0801

Also attending was Bart Johnson, Executive Director, International Association of Chiefs of Police, who is a founder of the CHDS Fusion Center Leader Program.

"We need to harness the power of law enforcement and our community organizations to deter violent extremism and to prevent or disrupt planned attacks by lone wolf and small cell, homegrown violent extremists who have been radicalized in our community, on the Internet or in our jails."

*Ronald Brooks
Director, Northern California Regional Intelligence Center
Fusion Center Leaders Program 1101*



DHS Secretary Janet Napolitano and Attorney General Eric Holder attended the event

Photo courtesy LA County Sheriff Dept.

Tracy Frazzano Advances Active Shooter Strategies

The efficiency, sheer surprise and devastation of a 2008 attack in Mumbai, India, that killed 166 in a coordinated wave of 11 separate assaults introduced a new method of modern terrorism that continues to concern homeland security planners.

One of them is Tracy Frazzano, an alumnus of the Naval Postgraduate School Center for Homeland Defense and Security and currently a CHDS Distinguished Fellow with the Federal Emergency Management Agency who is assisting with the Joint Counterterrorism Awareness Workshop Series (JCTAWS).

Sponsored by the Department of Homeland Security, the Federal Bureau of Investigation and the National Counterterrorism Center, these workshops help cities plan responses to such an incident. As she graduated CHDS in December 2010, Frazzano was uniquely positioned for the topic, having authored her thesis on the Mumbai attacks.

"I've always thought law enforcement didn't do enough training with active shooters," said Frazzano, a lieutenant with the Montclair, N.J., Police Department. "When I saw what happened in Mumbai, I thought this shows that active shooter training needs to go further."

The approach and methods used by the 10 militants to attack hotels, cafés, a train station and a Jewish center spurred the JCTAWS program, which during 2011 held workshops in Philadelphia, Boston, Sacramento, Indianapolis, Honolulu, and Houston. Five workshops are planned for 2012, with one already conducted in March in Nashville, Tenn.

JCTAWS is an important program for FEMA as it supports the agency's mission of assisting first responders in preparing, responding and recovering from hazards, said Corey Gruber, assistant administrator of FEMA's National Preparedness Division, adding that the sessions reach out to non-traditional homeland security partners.

"The workshops are focused on a scenario we have seen occur in several instances around the globe and that we know has the potential to occur domestically," Gruber said. "We have a law enforcement presence, but we also have an emergency management presence, a private sector presence, and representation from public works. We have the whole community represented because something like this would affect everyone in that jurisdiction."

Gruber, who works with CHDS fellows during their time in Washington, said having a first responder such as Frazzano staffing JCTAWS is beneficial because of both her professional and academic backgrounds.

"We get the best benefit of augmenting our expertise and having someone who has taken a deep look at this problem," Gruber said. "Plus, she is learning the FEMA lexicon and the FEMA voice, and how response, mitigation and recovery can contribute."

Each workshop centers on a 24-hour scenario in which multiple

coordinated assaults occur, much like the terrorist attacks in Mumbai.

The goal is to:

- Improve situational awareness and encourage information sharing among all stakeholders;
- Review existing response and interdiction plans/policies/procedures related to a Mumbai-style attack;
- Identify gaps in operational capabilities, response resources, and authorities;
- Identify federal, state, and local resources – including grants, training, exercises, and technical assistance – available to address potential gaps in capabilities; and
- Identify and share best practices and lessons learned.



"I've always thought law enforcement didn't do enough training with active shooters. When I saw what happened in Mumbai, I thought this shows that active shooter training needs to go further."

*Tracy Frazzano
Master's Alum, lieutenant with the Montclair, N.J. Police
Department and CHDS FEMA Fellow*

For each city, a summary report is issued and, ultimately, an overarching JCTAWS executive summary is planned that will identify trends, what has been learned about active shooter incidents and best practices for responding to such occurrences. FEMA hopes to develop a tool-box of policies that could be exported to other localities.

"We are looking at how we can take what we are learning from the workshops and create exportable packages," Gruber said. "We don't have the privilege of sitting down with every urban area that may have a threat like this."

The sessions are based on a multi-site complex attack involving active shooters. This year's effort launched with a Jan. 31 Kickoff Conference in Long Island, N.Y., something Frazzano helped to

coordinate as a fellow.

Through this process she has been instrumental in planning and coordinating future workshops as well as assisting in content development of the summary report that will detail commonalities, response gaps and suggested solutions to cities.

"Since we might not be able to stop all of these types of incidents from happening, it is important for cities to develop their response plans and share with others the positive practices," Frazzano said. "My thesis allowed me to start the educational research and the workshops allow me to see the theories in practice."

Additionally, Frazzano is capitalizing on her CHDS education during her fellowship with a project that is developing a risk cell within FEMA. She cites the courses of Critical Infrastructure Protection and Strategic Planning for preparing her for this task.

"I will forever be grateful to the NPS program for the education I received," she said "The reading material, the presentations, and the papers supplied me with great knowledge. The fellowship allows me to bring life to the research I did. CHDS helped make my transition easier and an overall remarkable experience."

Moreover, she has been in contact with her agency, the Montclair Police Department, and has been sharing the knowledge from the fellowship experience with them. She believes that the skills and expertise from her fellowship experience will be invaluable when she returns.

"I think it is extremely important for mid-sized to small local agencies to better understand how the federal government functions," she observed. "I don't think we are fully aware of all the opportunities and resources available."

Stephanie Yanta Honored with Attorney General's Award for Distinguished Service

Stephanie Yanta was raised in a family of civil servants and realized from an early age she wanted to take a similar path.

"I knew out of high school I wanted to be with the FBI, the CIA or a doctor," said Yanta.

Her plan came to fruition as Yanta joined the FBI in 1998. After joining the FBI at age 28, she worked in several capacities before becoming Unit Chief with the Counterterrorism Division and later Supervisory Special Agent.

During 2011, while still a Unit Chief, she was recognized with the Attorney General's Award for her work on the Times Square



bombing case while studying for a master's degree from the Naval Postgraduate School Center for Homeland Defense and Security.

The honor stems from a now-infamous incident: On May 1, 2010, Fasail Shahzad attempted to initiate a car bomb in the bustling streets of Times Square in New York. His effort failed. A street vendor reported the car to police and New York firefighters arrived on the scene and determined the smoke coming from the car was a bomb.

Far from the lights of Times Square, Yanta and her team worked around the clock providing support to the numerous field office investigators. The team discovered that an al-Qaida affiliate known as Tehrik-e-Taliban (TTP) was responsible for the attack.

"Ultimately, our efforts led to the identification and disruption of not only Shahzad, but also a number of Pakistan-based co-conspirators," Yanta recalled. "We analyzed a multitude of data conclusively assessing Shahzad acted on behalf of TTP in his attack. Importantly, we disseminated this information to our U.S.-based and foreign partners. The work the team performed provided unique insight into the emerging external threat posed by TTP and, ultimately, led to Shahzad's guilty plea."

Shahzad is serving a life sentence in prison with no possibility of parole.

The case illustrated how law enforcement collaboration is critical in terrorism investigations. Along with the FBI Joint Terrorism Task Forces and foreign partners, multiple agencies worked together during the investigation. "We worked very closely with our partners in the intelligence community," Yanta said.

The attempted bombing was a foreshadowing of a troubling trend in terrorism – that of the violent extremist. Just last January, the White House, the Department of Homeland Security and the FBI held a day-long workshop on countering violent extremism by lone individuals. (*See related story on page two.*)

Like other homeland security professionals, Yanta believes the "individually inspired" actors pose a threat to U.S. security. Yanta believes the likelihood of individually inspired people conducting attacks on behalf of al-Qaida will definitely increase in the future. That is why, more than ever before, the FBI will rely more heavily upon the American people, the partnerships with our law enforcement brethren and the incorporation of the private sector security apparatus in identifying, preventing and disrupting a homeland attack, she added.

"This is a new trend as individuals are no longer required to travel overseas to receive training in order to conduct an attack," Yanta said. "In fact, prominent ideologues within al-Qaida have and continue to encourage individuals to conduct attacks in their homelands."

The same kind of collaboration utilized for the Times Square investigation is also an appealing facet of the CHDS curriculum, which encourages inter-agency, multi-jurisdictional cooperation. That enables alumni to form a cadre of professionals upon which to call when needed.

"I really think one of the most brilliant aspects of CHDS is the interaction and collaboration with other homeland security professionals from outside of my home organization," Yanta said. "Already I have learned so much from my classmates in addition to now having a trusted network on which to call."

Alumni Professional Exchange Education Conference 2012



Image courtesy of NOAA



Terrorism, Budgets and Disasters

APEX 2012 Topics

Severe Weather: The Reality, Implications and Smart Practices for the Homeland Security Community
Gerald Galloway and Mary Ann Tierney

Cyber - The New Front Line
Ted Lewis

The Current HLD/HLS Threat Landscape
Mike Walker

Threat and Counter Terrorism Analysis
Dave Brannan and Anders Strindberg

**Alumni Town Hall Discussion:
The New Budget Realities**
Facilitated by Glen Woodbury

Alumni Innovators:
Mike Biasotti, MA 1001/1002
Nancy Casper, MA 1001/1002
Brady Downs, MA 0801/0802
Harry Mayer, MA 0401/0402

Creativity, New Partners Urged As Funding Challenges Loom

Congress can't cut creativity out of budgets.

In fact, as budgets dwindle and emergency events increase, creativity will be essential for homeland security professionals and emergency managers to accomplish their mission.

That was the message stemming from the Center for Homeland Defense and Security 2012 CHDS Alumni Professional Exchange (APEX) Education Conference. The conference, held in the Barbara McNitt Ballroom on the campus of the Naval Postgraduate School, was titled "Terrorism, Budgets and Disasters" and focused on how the homeland security enterprise can meet its mission with fewer resources.

"People like you can come up with ways we can solve some of these problems," said FEMA Deputy Administrator Rich Serino said during his opening address.

That may be more of a necessity than a challenge as costly weather events kept emergency managers busy throughout 2011. All but three states had a declared emergency and in 2011 FEMA obligated 4.7 billion dollars in federal assistance, Serino noted, adding that every year has the possibility of being a busy disaster year. The difference is there will almost likely be fewer dollars at the federal level.



"Everybody in this room has made a difference. You have made a difference in people's lives. Not many people get to do that. For that I say thank you."

*Richard Serino
Deputy Administrator, FEMA*

"We're just starting to see the ramifications for budget cuts. The challenge is how do we move forward?" Serino said.

He offered some encouragement. For starters, the emergency management community succeeded in doing its job well before the

attacks of 9/11 and the flow of grant moneys that came in its wake to federal, tribal, state and local governments.

"Were we able to do our jobs then?" Serino asked rhetorically.

And emergency responders and planners are well prepared for future challenges thanks to approximately \$35 billion in homeland security grants disbursed since 9/11, he noted. During 2011 when declared emergencies hit all U.S. states except three, emergency communications were not among the problems faced by responders. That is something virtually unheard of in the emergency management world.

"We've built that communications system," Serino said. "Where did

that \$35 billion go? That's where it went. That's where we can say we are more prepared now than we were before."

Yet, with all the preparations and plans in place there are financial challenges in the offing that force greater resourcefulness and require forward-thinking partnerships. Serino suggested the private sector and the faith-based community are well-positioned to complement government disaster response and recovery.

Serino cited as an example the faith-based community's work following the devastating tornadoes that struck Joplin, Mo., in 2011. During the days that followed the tornadoes, there were 177,000 faith-based volunteers who fed about 50,000 people per day.

That kind of collaboration will be needed as government agencies function with fewer dollars.

"Things are going to get tighter, things are going to get tougher, and things are going to get busier," he said. "I challenge you to do that, not just for the next couple of days but also when you go home."

>>>



Clockwise from the top left: Dave Brannan and Anders Strindberg confer before their presentation; Gerald Galloway and Mary Ann Tierney discuss severe weather and its impact on homeland security; Steve King, Division Director, DHS, Office of Infrastructure Protection and ELP 0702 alum, addresses the assembly; and Mike Walker asks "Are We There Yet?"



If less funding amid terrorism threats and changing weather patterns were not worrisome enough, Dr. Gerald Galloway of the University of Maryland added some fresh fodder for dread during a morning presentation, along with FEMA Region III Administrator MaryAnn Tierney, titled "Severe Weather: the Reality, Implications and Smart Practices for the Homeland Security Community."

A strong body of scientific evidence indicates climate change is occurring and is due in large part to man-made causes, Galloway said, citing a National Research Council study. And that has implications for emergency managers and security planners.

Galloway's presentation illustrated that extreme weather wreaked havoc worldwide in 2011, with floods in Thailand totaling \$45 billion in damage to the Japan earthquake and subsequent tsunami that caused almost 16,000 deaths and \$325 billion in damage.

"Something is going on, we know that," Galloway said. "But there is a lot of uncertainty about where and when it will occur."

Extreme weather and climate change are aggravated by several concurrent factors: a population explosion; development pressures; crumbling infrastructure; and, resource challenges.

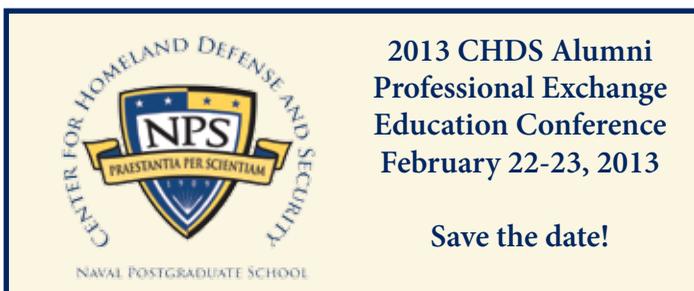
In the meantime, elected and non-elected government officials continue to put people in harm's way as they bow to developers and resist calls for building planning, that put people at risk, he said. Exacerbated by anarchic weather patterns and poor planning is a nation of crumbling infrastructure with little if any money to invest in refurbishing it. For example, there are 60,000 miles of river levees in the U.S. and the condition and integrity of them is not known, Galloway said.

This convergence of factors means that the disciplines of homeland security and emergency management will need to interact with peers in other disciplines, such as municipal planning, to wholly address and mitigate threats to the population, he added.

Tierney called on the emergency management community to think more proactively about looming challenges and an ever-changing professional environment. Economic disparities, an aging population, a changing demographic in which English is increasingly a second language and isolated populations are among the non-budget challenges faced by the profession.

At the same time, the field has a plethora of technological advances with which to gather and distribute information while the public's expectations are high. She called on homeland security professionals to build a "forward thinking culture" and enlist non-traditional partners and volunteers.

"Our field is facing an increasing amount of uncertainty and unpredictability," said Tierney, a graduate of the CHDS Executive Leaders Program. "We need to build certain capabilities. What we can do is understand what is changing and what that could mean in the future."



Innovators Enlighten Alumni

From forging new partnerships to cooperating with non-traditional partners, four Center for Homeland Defense and Security alumni discussed their innovative approaches to workplace challenges during the annual Alumni Professional Exchange Education Conference (APEX) held Feb. 22-23.

The 90-minute session complemented the theme of the conference, "Terrorism, Budgets and Disasters" and highlighted the imaginative thinking of the CHDS alumni.

"We ask our students to question, to challenge themselves and to develop new ideas of how to improve homeland security" said David O'Keeffe, CHDS senior adviser. "There are lots of great ideas in government. The challenge is implementing them. The four speakers are examples of how CHDS alumni are overcoming innovation obstacles and how we can learn from their successes and failures."

The panelists and projects discussed included Michael Biasotti, police chief in New Windsor, N.Y., investigating a new water supply, FEMA Federal Coordinating Officer Nancy Casper's efforts to include tribal representation during recovery from disasters in South Dakota, U.S. Coast Guard Cmdr. Brady Downs on the development and implementation of a risk analysis model, and Harry Mayer who discussed the rigidity of command and control protocols.

Biasotti discussed a water-supply project in New Windsor that necessitated collaboration not only with other departments and municipalities but with the private sector as well. His study stemmed from the Critical Infrastructure: Vulnerability Analysis and Protection course at CHDS. In seeking a new water supply for the town, Biasotti worked with a steel manufacturing company to access the Hudson River and drill for an aquifer that will save the town millions of dollars while providing a more dependable water supply.

"We're looking at what was a cost of \$6 million a year (to New Windsor) is now a profit of \$20 million," he observed. "Getting the cities involved was in our and New York's best interest."

For Downs, collaboration was essential as the Coast Guard identified its critical assets. The Coast Guard's Office of Security Assessments assembled personnel from the East and West coasts

"We ask our students to question, to challenge themselves and to develop new ideas of how to improve homeland security. There are lots of great ideas in government. The challenge is implementing them. The four speakers are examples of how CHDS alumni are overcoming innovation obstacles and how we can learn from their successes and failures."

David O'Keeffe
CHDS Senior Adviser

as well as the Great Lakes, Hawaii and the Pacific Islands as it began to measure its assets and vulnerabilities. The team developed the Maritime Risk Analysis Model (MRAM) to measure its threats. MRAM was used for the first time in 2006, and the Coast Guard continues to update their security plans by using this model. Also, a version of this tool was made available to the maritime industry per congressional mandate.

"This methodology to assess and analyze risk from terrorism was developed using the 'wisdom of the crowds' process; a tool developed by the people for the people," Downs said.

Casper's innovation was including Tribal representation in the Unified Command Group for the first time while formulating disaster response and recovery plans. Multiple disasters in the winter and spring of 2009-2010 affected 80 percent of South Dakota, including tribal lands. Casper saw an opportunity to engage Tribal Nations in the event's leadership cell, which meets the desire of an Executive Order issued calling on federal agencies to treat Tribal representatives in a "Nation to Nation" manner. FEMA representatives met with both state and tribal officials, who had the opportunity to discuss best practices among themselves. A product of that exchange is a Tribal Emergency Management Compact for future mutual aid between tribes in the state.

"Innovation requires a comprehensive effort from all levels of the organization to be truly successful," Casper said. "It's not enough to simply come up with a creative idea. Leadership must create a culture that allows those creative ideas to flourish by championing those ideas, removing barriers and fostering interactions that enhance innovation. Our work demonstrated the tangible benefits that result from engaging tribes in a direct government to government relationship," Casper said. Mayer closed the session by asking, "Are we becoming ICS (Incident Command System) Fundamentalists on an ICS Jihad?" Mayer, noting his views were his own and not those of HHS, said emergency responders far too often have "struggled to fit the disaster into an ICS mode." The problem is the desire for structure can slow the relief and recovery operations.

Mayer used the 2010 Haiti earthquake as an example of how the Incident Command Approach can be overly structured and ineffective. Aside from the power of whole community collaboration, Mayer urged alumni to follow what he called the "ABCs" of innovation: Always question and challenge the status quo; broad experience should be utilized from people that cross disciplines; and, creativity.

"Always remember why you are in public service," Mayer concluded. "You do what you do to serve your community, not advance your career."

Alumni Innovators Panelists and Their Topics

Michael Biasotti

Police Chief, New Windsor, N.Y.
Master's 1001-1002

Investigating and creating a new water supply
for New Windsor, N.Y.

Nancy Casper

FEMA Federal Coordinating Officer, Region VI
Master's 1001/1002

Including tribal representation during disaster
response and recovery planning in South Dakota

Cmdr. Brady Downs

Terrorism Security Risk Management
U.S. Coast Guard
Master's 0801/0802

Developing and implementing the
Maritime Risk Analysis Model (MRAM)

Harry Mayer

Regional Emergency Coordinator
Field Supervisor, Region Three
U.S. Department of Health and Human Services
Master's 0401/0402

Overcoming the rigidity of command and control
protocols while providing disaster relief



CHDS alumni take the stage to share their innovative ideas and experiences developing solutions to homeland security and defense problems

Personal, Professional Experience Drove Biasotti to Thesis

Michael Biasotti was struggling to find a thesis topic for his master's degree, but a combination of professional and personal experience led him to the issue of treatment for the mentally ill.

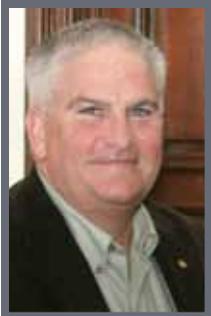
He knew well the staff time devoted to calls for service involving people with mental illness. Moreover, his adult step-daughter suffered from such a condition.

"I really worried about writing a thesis until I picked this topic," said Biasotti, a graduate of the Naval Postgraduate School Center for Homeland Defense and Security. "We have lived it. I wanted to make a change."

Biasotti's thesis, "Management of the Severely Mentally Ill and Its Effects on Homeland Security," earned him the Outstanding Thesis Award for his class and, moreover, has garnered national media attention. Since then, he has been selected as the 2012 CHDS Distinguished Alumni Fellowship recipient.

The thesis portrays the issue as one of homeland security as untreated extreme mental conditions can lead to crime and homelessness while straining law enforcement resources. He calls for national guidelines, similar to Kendra's Law in New York and Laura's Law in California, in which adult outpatient therapy can be court-ordered under precise conditions.

During the 1960s and 1970s, as Biasotti notes, states shuttered mental hospitals both as a cost-cutting measure and a treatment philosophy that favored integrating patients into their communities for care.



The unintended result has been that law enforcement has by default become the front line of mental health treatment. The thesis cites, among others, the examples of the New York City Police Department where calls involving the mentally ill occur once every 6.5 minutes; in Florida, police transport more than 40,000 people per year for involuntary psychiatric exams,

which exceeds the number of people arrested in the Sunshine State for assault or burglary.

The thesis further cites strains on the corrections system: "A 2003 comprehensive study indicated that one in five of the 2.1 million Americans in jail and prisons are seriously mentally ill, far more than the number of mentally ill who are in mental hospitals."

For a town like New Windsor, the issue poses a management challenge. The town has a plethora of critical infrastructure assets – including an airport, a nearby power plant and the New York aqueduct – to protect with a police force that had dropped from 50 to 42 because of budget restraints.

"Our resources are really stretched," Biasotti observes. "When we drive them to the hospital, we may have to drive them back. That takes two officers off the street because somebody did not take their medicines."

Biasotti urges a series of actions to address this issue. The capstone of them would be to change most states' legal approach to ordering mentally ill into treatment. Most states' threshold centers on

whether a person is a danger to others or themselves. Rather, he calls for a threshold known as a "Need for Treatment" standard. The latter approach could better intervene in a patient's case before a disaster or violent incident occurs, he said.

And that early intervention is what is critical to keeping the mentally ill from entering the criminal justice system. Biasotti emphasizes that the population he is discussing is a "subgroup within a subgroup".

"It seems to take a disaster before anybody says we may need to address this small subset," he observed.

The thesis has gained traction in the national media. Biasotti's work has been featured by news organizations across the country and he has authored op-ed pieces in publications such as the New York Daily News and the San Francisco Chronicle. Additionally, he has submitted written testimony to the San Francisco Board of Supervisors on the issue.

Responses to his thesis survey from law enforcement officials indicate he has addressed a highly pertinent issue as there were 2,400 responses, a particularly impressive number in terms of academic surveys.

"I knew it was a hot law enforcement issue nationally," Biasotti said. "Every state in the country responded."

There is opposition to his call for mandated adult outpatient treatment (AOT). Some critics dispute any link between crime and severe mental illness and say the debate should be about inadequate resources.

Biasotti's research cites a study with statistics showing the benefit of AOT:

- 74 percent fewer experienced homelessness;
- 77 percent fewer experienced psychiatric hospitalization;
- 83 percent fewer experienced arrest; and
- 87 percent fewer experienced incarceration.

Along with a call to establish national guidelines, Biasotti hopes laws like New York's Kendra's Law and Laura's Law in California will spread to other states. As it is, New York's law must be renewed every five years. In California, the law is optional and only one of the state's 58 counties participates.

Most importantly, he can draw upon his own professional and personal experience with his adult daughter when rebutting critics.

"My argument to that is that if you are told tomorrow that your appendix is about to explode, you have your brain functioning and you say 'I need to get to the hospital,'" Biasotti countered. "How does that play to a person who has a brain issue? Are you protecting their civil liberties by allowing them to eat out of a dumpster and sleep on a street corner?"

"A 2003 comprehensive study indicated that one in five of the 2.1 million Americans in jail and prisons are seriously mentally ill, far more than the number of mentally ill who are in mental hospitals." *quote from Michael Biasotti's thesis*

Noel Heffernan at United Nations as Fire, Safety and Hazardous Materials Officer

After working more than 20 years as a firefighter on the streets of New York, Noel Heffernan's new role has a bit more international flavor.

Heffernan retired from the New York City Fire Department and is working at the United Nations as the fire, safety and hazardous materials officer. The job requires thoughtful planning and an emphasis on training while occasionally navigating the cultural subtleties of international diplomacy.

The master's degree program at the Naval Postgraduate School Center for Homeland Defense and Security, which Heffernan completed in December 2011, has been invaluable in preparing him for this task.

"I think the one thing I use the most (from CHDS coursework) is the collaboration skills," Heffernan said. "With the United Nations it's all about collaboration. It's challenging but it's enjoyable."

A high priority is developing standard operating practices for emergency response for U.N. host countries in Geneva, Nairobi and Vienna as well as emergency medical technician training, coordinating operational plans through working committees and panels. A hurdle is implementing consistent U.S.-style standards in an international setting.

"We're trying to get a standardized level of support skills for all security officers," Heffernan said.

There is also more traditional fire service work. Heffernan reviews and approves building plans to ensure they meet fire codes as well as directing operational matters such as implementing a new type



United Nations Headquarters in New York City.

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*Noel Heffernan
United Nations Fire, Safety and
Hazardous Materials Officer*

of fire retarding foam concentrate, utilizing gas and carbon dioxide monitors and even switching to using golf carts for initial fire containment in tightly constructed underground garages. He also supervises the U.N. Fire Unit on a rotational basis, employee safety and training as well as serving as operations chief of the Crisis Management Group which is activated during emergencies.

Another major task is overseeing storage and use of hazardous materials while also implementing response policies. Security alerts are commonplace as the U.N. is a high-profile target both in symbolism and because of the constant presence of international diplomats, Heffernan noted.

He took the job as the U.N. embarked on a \$1.9 billion renovation project on its 40-story headquarters, which necessitated temporarily relocating some 4,700 staffers to 16 locations around Manhattan. The headquarters is something of a subterranean city unto itself.

As part of the Department of Safety and Security, Heffernan must coordinate among the New York police and fire departments, the United States government as well as the U.N. itself.

"One of the challenges is dealing with international people with such great diversity," he noted. "Not only am I dealing with local resources in New York City, I am dealing with other countries."

Heffernan said his CHDS was a helpful complement to his Pace University law degree.

"CHDS opened my eyes up to doing other things with my legal degree," he said. "I decided I wanted to stay in the security field. One thing I really apply is that I look at things from a strategic perspective."

Pfeifer, Schwartz Address NCR Master's Cohort

by Lauren Hernandez

For precisely 102 minutes - representing the time that elapsed from the first plane striking the World Trade Center's North Tower to the moment when both towers collapsed - Chief Joseph Pfeifer of the New York City Fire Department and Chief James Schwartz of Arlington County, Virginia, Fire Department shared personal stories, introduced academic frameworks and engaged a Center for Homeland Defense and Security master's degree class in a dialogue about leadership.

The pair made a presentation to a CHDS class in Shepherdstown, W.Va.

They asked the group of senior homeland security professionals representing all levels of government a series of simple, yet thought-provoking, questions: "How do we move to the future and deal with the next events and disasters? How do we bring a nation to change? How do we lead and not get (professionally) killed off in the process?"

On 9/11, Pfeifer was the first fire chief on scene at the World Trade Center; Schwartz was the incident commander at the Pentagon. Although both often lecture to homeland security and emergency management audiences, this presentation was highly symbolic because it was the first time they had done so jointly.

Schwartz discussed some successes of the Pentagon response, which was primed by situational awareness and collaborative efforts prior to September 11, 2001. The previous experience of the 1982 Air Florida Crash in the Potomac River that killed more than 70 people resulted in improved mutual aid and readied responders to take immediate actions based on intuition. Personal relationships between the Pentagon, Arlington County and the Federal Bureau of Investigation generated trust from which the response could operate. The confidence of these organizations to keep their officers that were first on-scene in command positions, even though they were more junior, provided continuity. But even successes can be transient.

"How do we institutionalize these behaviors? And how does complexity affect decision-making?" Schwartz asked. "You hear the sentiment, 'I know I need to play nice, but right now I just need to make efficient decisions.'"

Heads nodded in agreement.

Pfeifer reflected on the consequences of the lack of situational awareness at the World Trade Center. Fire command was not made aware of building collapse warnings from a hovering police helicopter. Even after the collapse of the South Tower, many assumed the building was standing behind the smoke. Addressing



Chief James Schwartz of the Arlington County, Virginia, Fire Department, far left, and Chief Joseph Pfeifer of the New York City Fire Department, left

this problem required a situational awareness of its own. Pfeifer discussed multiple forces that come to bear in a crisis (threat environment, cognitive bias, organizational bias, operational limits, and strategic rivalry).

Responding to calls for him to "set the record straight about the shortcomings he witnessed on September 11, 2001," had the potential to place his career at risk and not result in positive change. Pfeifer said that, "being a martyr is not being a leader." Instead, one should look at the big picture to determine the most effective way to bring about change. Pfeifer and Schwartz both subscribe to the teachings of Harvard's Ronald Heifetz, who stated "Leadership is the process of bringing a new and generally unwelcome reality to an individual, organization or setting, and helping them successfully adapt to it."

The class was clearly honored to have Pfeifer and Schwartz present.

"In my experience, I have not seen two of the most exceptional fire service leaders brought together to provide a comparative analysis and candid perspective to learn from. On 9/11 we were all novices; through [the CHDS] program our class was given the rare experience of benefiting from the experience of two of America's Fire Service leaders that became experts on one of the darkest days in American History," said Chief Brian Duggan of Northampton, Massachusetts Fire Department.

"I felt fortunate to be able to witness the presentation by Joe Pfeifer and Jim Schwartz. Not only were they able to give a first-hand account of the respective situations as they unfolded in front of them, we were able to witness and experience the personal and emotional side that few will see," said Sheriff Patrick O'Flynn of Monroe County, New York Sheriff's Office.

As the class continued on its CHDS journey Pfeiffer and Schwartz urged them to think differently and lead with an eye towards new realities.

"Don't leap buildings in a single bound. What we are about is getting people to change, about making a difference, pushing the world forward," Pfeifer advised.

Reading list provided by Pfeifer and Schwartz:

"Psychology of Terrorism", Bruce Bongor, et al, Editors (Includes Pfeifer's Understanding How Organizational Bias Influenced First Responders at the World Trade Center.) <http://tinyurl.com/773awg7>

"A Survival Guide for Leaders", Heifetz and Linksy, <http://tinyurl.com/7wgpvzy>

"The Five Dimensions of Meta-Leadership", <http://tinyurl.com/7tqqe04>

"9/11 Commission Report: Final Report of the National Commission on Terrorist Attacks Upon the United States", <http://tinyurl.com/82rljra>

"The game changer", Juliette Kayyem, <http://tinyurl.com/8xf19a3>

NCIS Deputy Director speaks to Executive Leaders Program

Sure, his name is Mark. But the last name is Ridley, not Harmon.

Mark Ridley, Deputy Director of the Naval Criminal Investigations Service (NCIS), spoke to the Executive Leaders Program on March 1 at the Naval Postgraduate School Center for Homeland Defense and Security. While there may have been a time when NCIS was a vague alphabet soup agency that flew under the pop culture radar, that is no longer the case.

The agency now enjoys increased notoriety thanks to a primetime television show bearing the same name but, more importantly, NCIS has become a vital piece of the homeland security enterprise.

Ridley discussed the NCIS mission, command structure and reviewed some of the threats facing the country.

"The Department of Defense plays a huge role in the overall picture of homeland security," Ridley said during an interview following his presentation.

During his presentation, Ridley outlined the Department of Defense's organizational and command structure while also discussing that department's complementary activities supporting the mission of the Department of Homeland Security.

As a prominent example, the Defense Department's U.S. Northern Command (USNORTHCOM) is charged with defending the homeland and civil defense through support to civil authorities when responding to catastrophic events. With shared borders with Canada and Mexico, defending the homeland is complex and, therefore, DOD complements DHS' Customs and Border Protection and Immigration and Customs Enforcement security related operations in areas that affect our nation's security.

Clearly, cooperation and collaboration are essential to these complementary functions.

"You realize the world is a complicated place, and criminal and security related activities have become more complex. As a result, no one agency can resolve the challenging security related issues alone," Ridley said. "Collaboration and information sharing among agencies is absolutely critical to the safety and security of America and our global partners."

Ridley further outlined the threat environment NCIS faces, which mirrors the full range of homeland security-related issues.

"We talked about what those threats look like - whether it's terrorism, organized crime, foreign intelligence operatives - and how they are interrelated. They don't have boundaries. Crime really doesn't have borders," Ridley said.

In today's homeland security environment, NCIS cooperates with state and local law enforcement and security entities in addition to working with corresponding federal agencies. NCIS operates a data base known as the Law Enforcement Information Exchange, or LiNX, that serves as a



*Mark Ridley, Deputy Director
Naval Criminal Investigations Service*

conduit for sharing information including active local police reports for specific regions, normally focused on Department of the Navy fleet concentration areas.

LiNX is one of several key tools provided by federal, state, and local agencies who contribute to the FBI-led Joint Terrorism Task Forces (JTTFs). These partnerships have dramatically improved security in the United States, Ridley noted.

"I believe the whole information sharing game is an important one," Ridley said. "We do this a lot better now because we all contribute and receive the benefits."

"You realize the world is a complicated place, and criminal and security related activities have become more complex. As a result, no one agency can resolve the challenging security related issues alone. Collaboration and information sharing among agencies is absolutely critical to the safety and security of America and our global partners."

*Mark Ridley
Deputy Director
Naval Criminal Investigations Service*

CHDS Supports Fusion Center Development

The Center of Homeland Defense and Security continued its role in furthering the mission of fusion centers with two workshops in March.

About 20 fusion center personnel convened on the Naval Postgraduate School campus March 13-14 to discuss developing Centers of Analytical Excellence (CoAE). That was followed March 15-16 with the National Fusion Center Liaison Officer Program Workshop that drew 60 participants to the NPS campus.

The events follow previous fusion center programs as CHDS has conducted four Fusion Center Leaders Program (FCLP) courses since 2010 and will convene its fifth FCLP in June 2012.

Fusion centers are owned and operated by state and local entities with support from federal partners. The centers convene federal, state and local representatives and are uniquely situated to empower front-line law enforcement, public safety, fire service, emergency response, public health, critical infrastructure protection, and private sector security personnel to understand local implications of national intelligence, thus enabling local officials to better protect their communities.

"The mission shifts, but it is always multi-level and multi-jurisdictional," said Scott McAllister, Deputy Under Secretary, State and Local Programs Office, DHS Office of Intelligence and Analysis and a graduate of the CHDS Executive Leaders Program.

With Centers of Analytical Excellence, the idea is to enable fusion centers to specialize in certain themes and strengths. For example, a fusion center in a border state may have specialized analytic capabilities related to border security issues it could share with other fusion centers should the need arise. The same would be true with comparable topics such as cyber security, gun trafficking, drugs or gangs, among others.

"The fusion center network is now at a point of maturation that we need to elevate the analytical function within fusion centers to the point of excellence," said Douglas Keyer, vice president of the National Fusion Center Association (NFCA) and a captain with the New York State Police.

Discussions centered on what security topics should be specialized, what constitutes a Center of Analytical Excellence and what body would accredit such a designation.

"Centers of Analytical Excellence make a significant contribution to fusion center work and the homeland security enterprise," said CHDS alumni Chuck Eaneff, who facilitated the workshop on behalf of the NFCA. "It means they meet a sort of minimum requirement for analytic excellence."

The events provided insights from directors and analysts about the measures needed to become a Center of Analytical Excellence. The group addressed several facets of certifying fusion centers with a CoAE designation.

"There are various ways to organize intelligence disciplines and



Left to right: Pat Miller, CHDS alumnus and adviser, Chuck Eaneff, CHDS alumnus; Ray Guidetti, CHDS alumnus; Doug Keyer, Vice President of the National Fusion Center Association; Scott McAllister, ELP graduate and DHS Deputy Under Secretary, State and Local Programs Office, Intelligence and Analysis

"The value-add is that in these times of constrained budgets and limited resources the relationship between the local police department, the local fire department or the private sector and fusion centers benefits from force-multiplication of our resources."

*Ray Guidetti
New Jersey State Police, and CHDS master's degree graduate*

certify analysts— no small task — and the Centers of Analytical Excellence workshop led by the National Fusion Center Association is doing an admirable job of taking that on," said Robert Simeral of the CHDS faculty, who worked with the NFCA in organizing the event.

The National Fusion Liaison Officer Program Workshop addressed a need to further mature fusion center liaison officer programs in order to ensure information is flowing efficiently. Most states have employed these liaisons to great benefit, said Keyer.

"It goes to the crux of what fusion centers are about — collaboration with a wide range of people to make communities safer," said Pat Miller, CHDS adviser.

Such liaisons are a way to expand the reach of fusion center expertise into communities, said Ray Guidetti of the New Jersey State Police, and a master's degree graduate of CHDS.

"The value-add is that in these times of constrained budgets and limited resources the relationship between the local police department, the local fire department or the private sector and fusion centers benefits from force-multiplication of our resources," Guidetti said.

McAllister Speaks to Fusion Center Group

The Department of Homeland Security and the Federal Bureau of Investigation are working together to clarify the roles of the plethora of acronym organizations working in the homeland security enterprise, a DHS official Scott McAllister said during a visit to the Center for Homeland Defense and Security on March 14.

McAllister, Deputy Under Secretary of the State and Local Program Office within the DHS Office of Intelligence and Analysis, spoke to about 20 fusion center professionals as part of a workshop on Centers of Analytical Excellence (CoAE) and participated in the National Fusion Center Liaison Officer Program Workshop that was conducted the same week.

DHS and the FBI collaborate with state and local partners on several homeland security initiatives critical to national security: Fusion Centers, Joint Terrorism Task Forces (JTTF), and High Intensity Drug Trafficking Areas (HIDTA). As threats shift and emerge, DHS Secretary Janet Napolitano is emphasizing the department's need to ensure homeland security tools are getting "outside the (Washington, D.C.) Beltway" and are useful to state and local partners, McAllister said.

"Secretary Napolitano has stated many times: homeland security begins with hometown security," he said.

That is increasingly important as new threats, such as the rise in homegrown violent extremism, have become one of the latest fronts in counter-terrorism. McAllister, a graduate of the CHDS Executive Leaders Program, cited three ways to combat this and other security issues.

First, he said public awareness needs to be energized, a concept that is part of DHS' "If You See Something, Say Something" campaign. Also, DHS and the Department of Justice are working to increase first responders' awareness of when to report potential terrorist activity through the Nationwide Suspicious Activity Reporting Initiative.

Additionally, fusion centers can address more than just counter-terrorism as they can analyze trends in an array of other areas such as narcotics trafficking, gangs, and suspicious activity reporting.

"The mission shifts, but it is always multi-level and multi-jurisdictional," McAllister said. "What you folks are doing is very important, not only sharing information vertically with the federal government but horizontally with other fusion centers throughout the national network."

Prior to joining DHS, McAllister served as the deputy homeland security adviser for Florida. He was also the assistant special agent in charge of domestic security and operational intelligence at the Headquarters Division of the Florida Department of Law Enforcement.

Brannan Honored with Faculty Award

As a faculty member at the Center for Homeland Defense and Security, David Brannan brings years of law enforcement street credentials along with a stellar academic background into the classroom where he analyzes the intersect between theology and terrorism.

That blend of experience, study and teaching style earned him the Lieutenant Commander David L. Williams Outstanding Professor Award on March 20 for his exceptional teaching performance. The award is in honor of Lieutenant Commander Williams, a Naval Postgraduate School alumnus who was killed in the September 11, 2001 attack on the Pentagon.

The award was presented during a ceremony in Herrmann Hall on the NPS campus as about a dozen students and faculty were honored as part of the 2012 Winter Quarter Awards ceremony.

Brannan was quick to deflect credit, and said the teaching environment nurtured at the Center was established by its directors, such as Ted Lewis, Glen Woodbury and Chris Bellavita, should share the honor.

"We have a unique learning environment here," Brannan said. "I have an off-the-wall approach. They are supportive of that."

He joined the CHDS faculty in 2003 after an impressive track record including 12 years in domestic law enforcement, six years on a SWAT team, advisor to the Mongolian National Police and – taking a hiatus from teaching at CHDS -- a stint in Iraq. As a director of security policy for the Coalition Provisional Authority/Ministry of Interior he was wounded by mortar fire. His practitioner expertise is complemented with a master's and a doctoral degree from St. Andrews University in Scotland, where his dissertation was titled "Violence, Terrorism and the Role of Theology."

His faculty role at CHDS enables him to continue that academic concentration and one of the appealing aspects of teaching at the Center, he said, is that he builds on that knowledge from the insights of the mid-career professional students in his classroom. The student body is well represented by the first responder community that is witnessing the manifestations of

"We have a unique learning environment here. I have an off-the-wall approach. They are supportive of that."

*David Brannan
CHDS Faculty Member*

theologically driven angst.

"They have been gracious to realize I've been in the same place they've been," he said. "It's beneficial to me. I would go crazy if I had to teach undergraduates. These students are professionals

and they feed in to my research." >>>

Brannan gained interest in the topic from a mentor, Bruce Hoffman, former vice president and director of the Washington, D.C., office of the RAND Corp., as well as Pat Miller, a CHDS alumni and faculty member, retired Chief of Police and 30-year mentor and friend to Brannan. Hoffman conducted early research into the link between theology and terrorism in the early 1980s and is a current Georgetown University professor.

"I was just looking for what the next thing was," Brannan recalled. "We decided the next big thing was going to be theologically motivated terrorism."

Years later that choice of academic study would prove prescient



David Brannan receives the Lieutenant Commander David L. Williams Outstanding Professor Award from the Executive Director of the NPS Foundation Merrill Ruck. The Foundation sponsors this award.

as Brannan focused on what, at the time, seemed to most Americans a distant, hollow threat. He moved to Scotland to study in 1996, the same year Osama bin Laden issued his first fatwa against the United States. Bombings of U.S. embassies in Tanzania and Kenya would soon follow as would an attack on the USS Cole in 2000.

After completing his degrees in Scotland, Brannan returned to the United States and continued to analyze theologically driven extremism and U.S. policy in the Middle East as an analyst with the RAND Corp.

On the morning of Sept. 11, he was in his office that overlooked the Pentagon and viewed the destruction below. One of the deceased that morning was Williams, for whom the award is named.

"I saw the plane from our tower," he recalled. "I thought, exactly what we have been talking about has occurred. It was shocking because of the enormity, but we weren't shocked by who did it."

In this Watermark exclusive, the Faculty Spotlight is on Chris Bellavita as he faces the toughest interviewer ever - himself.



Chris Bellavita teaches at CHDS and is a recognized homeland security thought leader. He is well known for challenging both students and staff to think beyond conventional wisdom and accepted theories, question the obvious, and become critical thinkers and life-long learners.

Watermark: If you were to interview yourself for Watermark, what would you ask?

Bellavita: I'd want to know why Watermark is still printed on paper. It's the second decade of the 21st century. Why isn't this magazine using bits instead of atoms?

Watermark: OK, let me rephrase that. If you were to interview yourself about a homeland security topic, what would you ask?

Bellavita: I'd want to know who has time to read a homeland security alumni magazine? And what reading diet do they have that allows them time to read this? Are all the people who read this retired?

Watermark: This is not the direction I'd like the interview to go. Let me ask you something else. Perhaps you can respond less offensively.

Bellavita: Offensiveness is in the eye of the beholder.

Watermark: What homeland security ideas are you working on these days?

Bellavita: I'm writing about the theory of homeland security.

Watermark: "The" theory? You mean a single theory?

Bellavita: Yes.

Watermark: You believe you can wrap all of homeland security inside one theoretical framework?

Bellavita: I believe three things about that. First, I believe if someone doesn't try, we'll never find out if it's possible. Second, I believe it's amazing how little theory one actually needs once you start working. Third, I believe homeland security has all the theories it needs; we just need to get better at using them.

Watermark: Your answer confuses me.

Bellavita: Yes, me too. That's why I'm working on trying to understand.

Watermark: You write for the Homeland Security Watch blog.

Bellavita: Yes, I have Tuesdays.

Watermark: What's been your favorite post on that blog?

Bellavita: That's easy. It's the one Dee Walker wrote several years ago pointing out several difficulties with the way TSA was screening passengers. That post was read by thousands of people. It still gets hits. Among other observations, Dee pointed out that TSA was not doing real pat downs. I don't think that's a problem anymore -- at least not the way it used to be.

Watermark: Are you saying Dee Walker is responsible for the current TSA pat down procedures?

Bellavita: I don't have enough evidence to support that claim. Unless you're running for political office, correlation is not causation.

Watermark: What are you reading these days?

- *Thinking, Fast and Slow*, by Daniel Kahneman – a book that sums up a lifetime of ideas by one of the people who invented behavioral economics; I'm using it in the 1201/1202 Intro class.
- *Complexity and Postmodernism*, Paul Cilliers – for me, this is one of the seminal works in complexity theory. I think it's one of the few books worth reading several times.
- Lapham's Quarterly, Fall 2011 on *The Future* – My favorite magazine; every quarter it is filled with scholarship for people with intentional ADHD
- *Magister Ludi*, Hermann Hesse – I'm re-reading this because of what it offers for thinking about building theory in homeland security
- *This Will Make You Smarter*, John Brockman – Every year, Edge.org asks the world's smartest people a question. The question for this year's book is "What scientific concept would improve everybody's cognitive toolkit?"
- *Gone With the Wind*, Margaret Mitchell – I can't believe how good this book is.
- *Das Boot*, Lothar-Gunther Buchheim – 40 men in a submarine; I think I'm reading it to balance *Gone With the Wind*. I'm surprised how many themes they share.
- *The God Delusion*, Richard Dawkins – I enjoy how Dawkins frames and supports arguments.
- *Against Method*, Paul Feyerabend – He describes an "anything goes" epistemology.
- *Terror and Consent*, Philip Bobbitt -- a book that never ends, no matter how long you read it.

Watermark: Are you reading those all at the same time?

Bellavita: Well, bits and pieces of them, at different times during the day or the night or the week or the month. It's not really that much reading; unless of course, you do it.

Watermark: Tell us about your family.

Bellavita: No

Watermark: Do you have a favorite homeland security movie?

Bellavita: I don't think of it as my favorite. But a movie that still affects me is Gedeon and Jules Naudet's documentary, *9/11*. To me it is the most powerful visual reminder of why we do this work. The images -- from the mundane to the horrific -- transcend words.

Watermark: You were the third person hired at CHDS. What changes have you seen in homeland security over its first decade?

Bellavita: The first thing that comes to mind is that we -- homeland security and CHDS -- have lost a step or two going to our right.

Watermark: What does that mean?

Bellavita: It's a baseball metaphor. Ten years ago Derek Jeter hit .311; last year he hit .297. Ten years ago he made 15 errors on 570 chances; last year he made 12 errors on 432 opportunities. He is still an exceptional, Hall of Fame baseball player. But he's lost a few steps in the field, and his bat's a bit slower at the plate. I think the same thing is true of homeland security and CHDS.

Watermark: Are you talking about CHDS, or you?

Bellavita: That is a very good question.

Watermark: Where do you see homeland security headed?

Bellavita: If we are surprised again by some sort of maximum-of-maximum event, or if we get serious about slow moving catastrophes, homeland security will continue to make room for Darwinian logics to supplement Newtonian ways of doing the work.

Watermark: Can you restate that in a way that is not totally obscure?

Bellavita: *Ready, Aim, Fire* will learn to live in peace with *Ready, Fire, Aim*.

Watermark: And if there are no more homeland security surprises?

Bellavita: Do you remember Civil Defense?

Watermark: I've heard you ask your Capstone classes whether they think CHDS is an echo chamber. How would you answer that?

Bellavita: A longer answer would be gracefully nuanced. A short answer is yes, I think there's more of an echo chamber in our classroom than I'm comfortable with.

Watermark: And by echo chamber you mean...?

Bellavita: The tendency to generally agree with dominant perspectives represented within the various cohorts. When people have differences, they are never shy about making those disagreements known. But after awhile cognitive reification seems to set in. Over the 18 months, maintaining cohort cohesiveness tends to supersede critical discussion. There are individual exceptions.

Watermark: You are also the director of academic programs at the Center. What does that job involve?

Bellavita: Evolving.

Watermark: What's your favorite website?

Bellavita: At present it's <http://htwins.net/scale/>. It takes a minute to load.

>>>

Watermark: Why do you like it?

Bellavita: Ask me again after you've looked at it.

Watermark: What does it mean to be a master of homeland security?

Bellavita: It means to be able to think critically and creatively, and to communicate effectively about a range of topics, many of which we discuss in our curriculum. It means leading confidently while keeping doubt alive. It means acknowledging people who disagree with you may have a valid point or two. It means continuing to learn. It means having finished your thesis.

Watermark: What would you say is the biggest threat to the security of the nation?

Bellavita: I don't know about the biggest. I don't think the world is arranged by size. I think a significant threat to the nation's security is the role unexamined beliefs and superstition play in American life. Living in a post-fact society means not only is it acceptable to have your own opinions; it's apparently also ok to have your own facts. I think every wicked problem in homeland security is rooted in that threat.

Watermark: What homeland security topics would you like to know more about?

Bellavita: I'd like to learn more about climate change. I'm struck by how the homeland security community is willing to devote a lot of resources working on such low probability, high consequence issues as improvised nuclear devices, biological attacks, and related WMDs. But it seems relatively easy for that community to downplay something like climate change or planetary resource limits. Even if the probability is low that climate change advocates are correct, the consequences if they are right dwarf an improvised nuclear device. But I don't know the data or the arguments. That's why I want to learn more about it.

Watermark: What else don't you know about?

Bellavita: Lots of things. I still don't understand what the role of the private sector is – as opposed to what it should be -- in homeland security. I keep hearing it's really important, and that's usually followed up by stories about the utterly valuable part they play in response and recovery. I have no doubt about that. I also hear the public and private sector work really well together on cyber security, and maybe supply chain issues. But then I hear corporate spokespeople say things like, "We'll help when we're needed, but don't build us into your plans. We might not always be there." And I hear stories of corporations making decisions based on what's best for their stockholders, rather than what's best for the nation. I heard a chief financial officer once say he was absolutely terrified on September 11, 2001. Turned out his terror was triggered by the fear of new government regulations. I'd like to learn more about the logics that shape the behaviors of what I'm told is a critically important partner in the homeland security enterprise. I'd like to see more data about their role and less rhetoric. I'm sure it's available somewhere. I just haven't found it yet.

Watermark: Last question: What's with all the 3s in the Intro Course?

Bellavita: I don't understand the question.

Mike Brown Receives INS Award

Homeland security may not have been Michael A. Brown's first calling in life, but it may well have been the call for which he was destined.

Brown, a March 2011 graduate of the Naval Postgraduate School Center for Homeland Defense and Security (CHDS), received the John W. Warner Homeland Security Award from the Intelligence and National Security Alliance (INSA) at the organization's annual awards dinner in December in Washington, D.C. The award is presented annually to first responders and domestic government employees across the national security and intelligence fields.

The award was more than just a career milestone – it capped a saga rooted in the death of his father at the hands of Basque ETA separatists on September 11, 1985, and a career change after working in the financial industry.

His father's presence was palpable as he stood at the podium with his wife, children, mother and in-laws in the crowd.

"Of course, I felt like my dad was there," said Brown, who works in the Transportation Security Administration's Office of Global Strategies. "I feel like every time I put on a neck tie I am bringing him with me." Brown's experience as a child and the events of Sept. 11, 2001 shaped his desire to serve his country. After earning a business administration degree from The George Washington University he charted a firm course in the business world. But pending the birth of his first child in 2004, he began to crystallize a new career path.

"I had this epiphany about where I wanted to take my professional career," Brown. "I didn't personally know anyone who was fighting terrorism. I didn't know many police officers or fire fighters. So I made a conscious decision to get into government."

The first step toward a new career began by enrolling in the Rutgers University master's degree program in public administration.

Brown directed his professional interest on public service through stints in a budget office for the city of New York, and the Critical Infrastructure Protection Section of the New Jersey Office of Counterterrorism. After working for a government client in the consulting industry, he joined TSA, where he is now responsible for developing and implementing transportation security strategy, as well as monitoring day-to-day operations for attachés stationed abroad.

During his time at TSA, Brown has led interdisciplinary reviews of systemic vulnerabilities in national programs, coordinated TSA's insider threats mitigation efforts, developed InfoBulletins across transportation sectors and agency offices for TSA and the Department of Homeland Security, and supported the implementation of an intergovernmental National Security



Presidential Directive.

Brown further reinforced his academic credentials in earning a CHDS master's degree. His award-winning thesis, "Freed: Ripples of the Convicted and Released Terrorist in America," explored the societal implications of releasing convicted terrorists after they have served their prison sentences.

Kathleen Kiernan of the CHDS faculty introduced Brown to INSA, as an opportunity to stay intellectually engaged in homeland security issues. "Michael symbolizes the true magic of CHDS, a practitioner environment in which earned experience fueled with a passion to change the world is backed with academic rigor and the results are evident," Kiernan said. "Michael has made a significant contribution to the literature base and has compelled a public confrontation and a dialog on a threat heretofore nearly invisible."

Brown participated in a working group comprising homeland security professionals in writing an INSA white paper titled "Intelligence to Protect the Homeland," published for the ten year anniversary of 9/11.

He likens that working group experience to a CHDS classroom: "We had the opportunity to debate real-time issues about homeland security intelligence with professionals from multiple disciplines. The dynamic was somewhat similar to what I experienced at NPS/CHDS."

Brown cited professors Lauren Wollman and Kiernan for their unwavering guidance and support. Moreover, Brown credits his CHDS experience for enhancing critical thinking skills through understanding the taxonomical phases of learning. Additionally, interacting with fellow students from a diverse range of professions was helpful in understanding differing perspectives.

"It is a very simple concept but it's something I have internalized – being able to recognize the different frames people have, and how those frames shape them," Brown said. "Everybody comes from a different place. The NPS/CHDS classroom taught me to clearly recognize the similarities and nuances between disciplines, and broadened my conceptual thinking. It has helped me recognize the gaps between perspectives and also avoid 'group-think.'"

Amid the career and academic achievements, Brown has never forgotten that day in 1985 when he learned of his father's death. This past summer, he worked with a group called Project Common Bond which works with children who have lost family members to terrorist acts. He noted that the world that seemed so far-flung 26 years ago has become smaller because of technology.

"In 1985 there was no Internet; it was all very lonely," he said. "Now, the world is a much smaller place. We're more connected on this planet than we have ever been. With that connectivity comes great things because we are engaged with each other. But it also introduces challenges. As we have more contact, we have more conflict. This is why the CHDS program is amazing – to recognize that conflict and identify solutions to resolve it."

University and Agency Partnership Initiative Hits Milestone

Resource for Educators Tops 1,000 Partners

CHDS' University and Agency Partnership Initiative (UAPI) reached a milestone in late January as the number of education partners topped 1,000. This is a particularly impressive figure considering that 10 years ago, not a single U.S. university housed a homeland security-specific program.

Established in 2006, UAPI's mission is to facilitate educational collaboration among institutions and agencies across the nation to support development of homeland security academic programs. The curriculum is shared freely to lend Center for Homeland Defense and Security (CHDS) expertise in order to create a single class offering or establish an entire homeland security program. Many of the 262 institutions which participate tailor the course contents to fit their needs. Users of the site are vetted to ensure they are associated with an educational program.

Interest in homeland security degree programs at all levels continues to grow. Not only has the number of programs increased, the number of students in them has also risen dramatically.

As new courses and resources are developed by CHDS and other UAPI partners they are also added to the pool of materials to be shared, thereby creating a "multiplier effect" of this program that has extended the Center's reach from hundreds of students to tens of thousands.

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"UAPI will continue its mission with both proven approaches and innovative use of resources to enable new homeland security education programs to develop and existing programs to mature and sustain successful activities. Clearly, UAPI has been key to fulfilling CHDS' mantra of being 'the Nation's Homeland Security Educator,'" said Stan Supinski, director of Partnership Programs at CHDS.

Are YOU a Homeland Security Educator?

If you are a Homeland Security educator or educational program administrator, you may request access to the UAPI website and educational materials including syllabi, presentations, lectures, simulation software and more. Use your current CHDS website password to view the UAPI website at www.UAPI.US, and become a UAPI partner.

Class Notes

MA0401/0402

Jeff Burkett has been selected as the next commander of the Nevada Air Guard's flagship unit, the 152nd Airlift Wing, located in Reno, Nev. As commander, he will direct and coordinate the activities of four groups consisting of 13 squadrons and flights and will be responsible for the policy, programming and planning necessary to train and maintain the readiness for nearly 900 airmen tasked to provide tactical air delivery capability to Nevada as well as combatant commanders. The change of command is tentatively set for the morning of May 5.



MA0403/0404

Don Reed has been accepted into the Harvard University sponsored National Preparedness Leadership Initiative (NPLI) Executive Education Program (EEP). The NPLI is a joint venture of the Harvard School of Public Health's Division of Policy Translation and Leadership Development, and the Harvard Kennedy School's Center for Public Leadership. The EEP is designed to produce effective leadership at all levels of government, as well as non-profit and private agencies, especially in the formulation of comprehensive, multi-agency and multi-jurisdictional emergency response plans.

MA0503/0504

Kevin Eack has retired from the Illinois State Police after 28 years in law enforcement. He has now joined State Farm's Corporate Security Team in Bloomfield, Ill.

MA601/602

John A. Donnelly Sr. was promoted to Deputy Fire Chief, Special Operations and Homeland Security, with the District of Columbia Fire and EMS on September 11, 2011.

Jeffrey Robertson has accepted an Information Technology Policy and Plans Specialists position resident to the National Leadership Command Capabilities Division, Headquarters Defense Information Systems Agency (DISA), Fort Meade, Md.

ELP0601

Ellis Stanley has been appointed Chair of the National Academy of Sciences Disaster Roundtable.

MA0603/0604

Jerry Gallagher was recently promoted to the rank of Deputy Chief of the Kansas City Missouri Police Department. He will be commanding the Executive Services Bureau.

ELP0702

Steven G. King received a certificate of appreciation at the White House from the President's science advisors for his work creating Executive Order 13546, "Optimizing the Security of Biological Select Agents and Toxins in the United States." King represented DHS on the interagency team responsible for negotiating the language of the Executive Order, which the President signed earlier this year. Subsequently he is working on another interagency effort: the Nationwide Suspicious Activity Reporting Initiative, at the US Department of Justice. He has also had three articles published: "The Nationwide SAR Initiative: An Unprecedented Partnership to Enable Homeland Security Information Sharing," "The Nationwide SAR Initiative: Stopping Terrorism While Protecting Civil Liberties," and "Federated Searching: Turning Metadata into Information," which he co-authored with Mary Beth Lang.

MA705/706

Pam Broughton was recently named director of the Clermont County (Ohio) Emergency Management Agency. Broughton previously worked for the Hamilton County Emergency Management Agency and in 2010 was a CHDS fellow with the Federal Emergency Management Agency (FEMA) in the nation's capitol.



ELP 0801

Mark Haught has been appointed Federal Security Director (FSD) for Charlotte Douglas International Airport. Haught joined TSA in 2004 as Deputy Federal Security Director at Chicago O'Hare International Airport and in 2005 was promoted to the FSD position at O'Hare. Most recently, he served as Area Director where he oversaw FSDs at airports in several states.

ELP802

Libby Turner, Federal Coordinating Officer with FEMA's Regional Office in Atlanta, Ga., received the Exemplary Emergency Manager Award, during the Administrator's Awards ceremony on October 20, 2011 in Washington D.C., as well as the Innovation Award for her accomplishments as part of the Missouri Expedited Debris Removal Implementation Team. She and her team were recognized for exceptional and unique operational innovations that resulted in increased mission effectiveness and efficiency.





MA0803/0804

City of Monterey, Calif. Assistant Police Chief **Mike Aspland** presented a talk and analysis of an actual incident that occurred on the NPS campus. Titled "Technology and Governance, Risk and Pipe Bombs" he made his presentation at the invitation of The Cebrowski Institute.

MA0805/0806 and ELP0902

Greg Brunelle, left, MA0805/0806, 1st Deputy Director and Deputy Director of Operations, NYS Office of Emergency Management, Division of Homeland Security and Emergency Services in Albany, N.Y., and **Philip Parr**, right, ELP0902, and Federal Coordinating Officer DHS/FEMA in Boston, Mass. confer at the Joint Field Office for Hurricanes Irene and Lee following an all-staff meeting in November 2011.



Alex Vargas, MA 0805/0806, has been accepted to the FBI Counterterrorism Division (CTD) Police Fellowship Program.

MA0901/0902

Kevin Taylor has been named director of Emergency Services for the city of Beckley, W.Va. Responsible for overseeing all operations related to the city's emergency operations and continuity of operations plans, he is also Chair of the Southern West Virginia Preparedness Partnership.

Tom Russo's "Pandemic Vaccine Policy for the Twenty-First Century" has been published in the CHDS journal Homeland Security Affairs. Read the article at <http://www.hsaj.org/?fullarticle=8.1.4>

MA 0903/0904

Mark Stigler is teaching Criminal Justice and Homeland Security at Waukesha County Technical College in Waukesha, Wisconsin.

MA 0905/0906

Tom Balint was awarded the FEMA Office of General Counsel Excellence Award, Emergency Response and Recovery, FEMA Operation Clean Sweep Team, in Washington, D.C., on January 19, 2012.



ELP1001

Fire Chief **Richard Price** has been selected as the 2012 "Heart of Gold" honoree. The award honors a person who has made significant contribution to the fight against heart disease and has improved the safety of the San Francisco Bay Area. In an effort spearheaded by Price, the San Ramon Valley Fire District released an iPhone application

in January 2011 that lets everyday people provide life-saving assistance to victims of sudden cardiac arrest. App users who are trained in CPR can now be notified if someone nearby is having a cardiac emergency and may require resuscitation. The application also directs these rescuers to the exact location of the closest public access Automated External Defibrillator (AED). Since its release earlier this year the application has received worldwide attention and acclaim.

San Leandro Police Chief **Sandra Spagnoli** was chosen as one of the first two recipients of the Defense of Liberty Award from the Chabot College Administration of Justice Program.

David Zocchetti has been appointed deputy director and chief counsel at the California Department of General Services. Zocchetti has been chief counsel and legislative director for the California Emergency Management Agency since 2009.

MA 1001/1002

Nancy Casper has attained a Certified Emergency Manager designation through IAEM.

ELP 1002

Kevin Riedler is the Army Training Business Development Lead for Lockheed Martin.

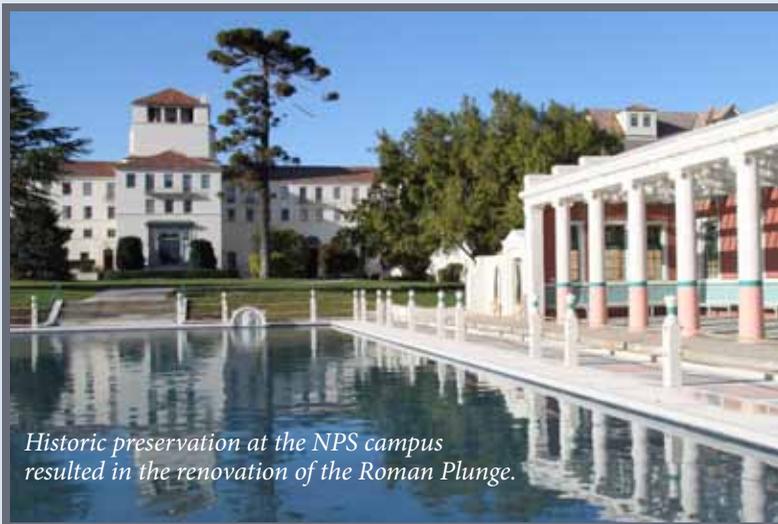
Pacific Executive Leaders Program

Joey San Nicolas was formally sworn in as chief of the Guam Fire Department at the Governor's Office in Adelup by Governor Eddie Baza Calvo. San Nicolas' goals are to get GFD personnel equipment and training, and upgrading service to the public and the island of Guam.





John S. Pistole, pictured center back, above, and right, Transportation Security Administration's (TSA) Administrator, spoke with MA1003/1004 the day before graduation and awarded diplomas at the Dec. 17 graduation ceremony the next day. He said top-flight educational programs are essential in helping TSA meet its mission. Watch his Viewpoints interview, A Look at New Risk-Based Security Initiatives at TSA, available on the CHDS website at <http://tinyurl.com/7y7g3qe>.

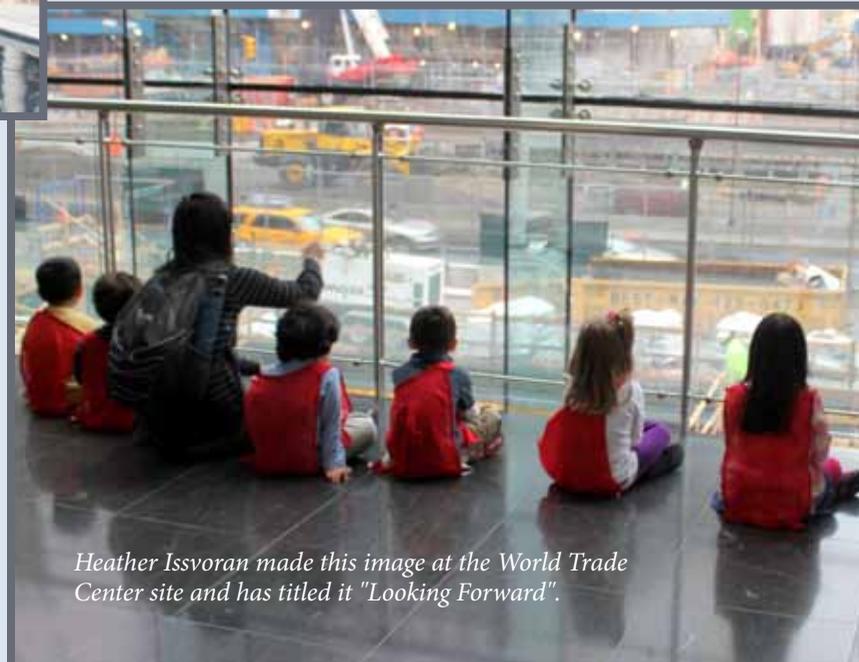


Historic preservation at the NPS campus resulted in the renovation of the Roman Plunge.

CHDS PHOTO ALBUM



Your good work inspired the CHDS staff! We took emergency training, including cribbing, at the Monterey EOC.



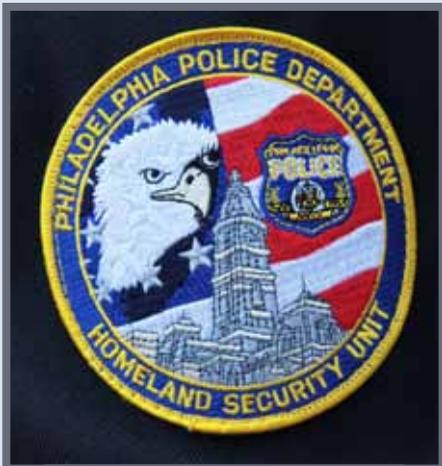
Heather Issvoran made this image at the World Trade Center site and has titled it "Looking Forward".



Friends and cohorts reconnect at the APEX Conference



Deputy Administrator at FEMA and ELP 0601 alum Richard Serino speaks at APEX.



Uniforms are worn with pride at recent graduation ceremonies.





We neglected to include the class photo of ELP 1001 in the previous issue of Watermark. A special belated - and apologetic - congratulations and welcome to the ranks of CHDS alumni



KUDOS AND CONNECTIONS

Congratulations to Our Newest CHDS Graduates



Graduation Day for Masters Cohort 1003/1004



Master's Cohort 1006/1006 graduated the last week of March.

Educational Resources

Homeland Security Digital Library

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

Self Study Courses

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

The Homeland Security Affairs Journal

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

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Please contact Heather Issvora:

email: hissvora@nps.edu

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email: techsupport@chds.us

Phone: 831-272-2437 (PST)

"The NPS-CHDS Masters program was among the most formative and educating experiences of my career. I made lasting friendships from which I have already benefited and grown, advanced my homeland security analytical skill set, and was made to grow and mature by the most excellent CHDS faculty."

Michael Brody

Policy Manager, U.S. Department of Homeland Security
Homeland Security Information Network (HSIN)
Master's Alum, Cohort 1001/1002

Why is this magazine titled Watermark?

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

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



The Point Pinos Lighthouse overlooks the dunes of Pacific Grove, Calif. Housed in the original building built in 1855, this oldest continuously operating lighthouse on the West Coast is maintained by the U.S. Coast Guard to safely guide seafaring vessels along the Monterey Peninsula coastline. More information is available at <http://tinyurl.com/cevvpk5>.



Watermark

The Alumni Magazine of
the Center for Homeland
Defense and Security