

WATERMARK

SPRING 2019

THE ALUMNI MAGAZINE OF THE CENTER FOR HOMELAND DEFENSE AND SECURITY



MESSAGE FROM THE DIRECTOR

Dear Alumni and Friends,

The Center for Homeland Defense and Security (CHDS) is very proud of the work being performed by our current participants and alumni as they strive to apply the skills developed in our academic programs. CHDS alumni represent a cadre of highly-accomplished leaders and our position in the homeland security field continues to expand. This means our current participants and alumni are on the front lines guarding against manmade events and responding to devastation caused by natural catastrophes. It is essential that we provide homeland security professionals and their representative agencies with the knowledge and skills to prevent and respond to these potentially catastrophic events.

In this issue, we learn how one of our Executive Leaders Program alums, Henry Comas, leveraged his education and experience to collaborate with partnering agencies in support of Puerto Rico recovery efforts. Responding to emergency situations is a vital component of the homeland security field, but there are also many lessons to be learned by sharing research that could prevent or mitigate threats to national security—such as the work being done by CHDS master's graduate Ryan Jerde. He focused his thesis on the link between the 'Dark Web' and modern criminal enterprise, then shared his research and results with Singaporean counterparts.

Over the course of the last decade, our world has become more connected than ever due to new technologies. We are in the midst of a technological boom. And while it may improve our lives by making communication and mundane tasks more convenient, it also increases the potential effects of natural and manmade disasters exponentially. CHDS alumni, current participants, staff, and faculty are constantly working to ensure we, as a nation, are prepared to combat these dynamic threats. From the analysis of the October 2017 Vegas Shooting by CHDS master's alumna Caleb Cage, to informing official homeland security procedures by Professor Dr. Nadav Morag, to exploring new vulnerabilities in our interconnected public infrastructure by Executive Leaders Program student Mark Ray—our mission is critical to the security of the homeland and beyond.

In order to identify solutions to potential future problems, we often need to apply innovative tactics. In December of 2018, we celebrated the pilot cohort's completion of the Center's new academic program, Advanced Thinking in Homeland Security (HSx). HSx is a collaborative program designed to build our collective understanding of future security challenges facing the nation and global community. Nearly every member of the cohort is an alumnus of previous CHDS academic programs, and this issue of Watermark features an article about a group of HSx students who are successfully implementing innovative solutions in the real world.

We also focus in this issue on examples of CHDS Emergence alumni who have implemented change. The Emergence program complements the Executive Leaders and Master's Degree Programs by offering an unique opportunity for homeland security and public safety professionals in the early stages of their careers an educational forum to explore emerging trends and threats in the complex world around us. Emergence includes an innovation lab where participants develop an idea for change and strategize on how to implement it to solve a problem confronting their agency.

By collaborating with local, state, tribal, territorial, federal and private sector officials to build a network of homeland security leaders, CHDS academic programs are reducing our nation's vulnerability to emerging threats and catastrophic events. Thank you all for supporting our mission and for sharing the lessons learned with the homeland defense and security community.

Truly yours,



Glen Woodbury
Director, Center for Homeland Defense and Security

CHDS HAS ALWAYS ATTEMPTED TO
INNOVATE EDUCATION BEYOND
TRADITIONAL CLASSROOM
APPROACHES, AND 2018 PROVIDED
BOTH ACCOMPLISHMENT AND
PROMISE ON THAT FRONT.

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On the Cover: The light beam occurs in the weeks surrounding Winter Solstice when the sun sets at the perfect level behind the arch on Pfeiffer Beach, California. The arch is known as Keyhole Arch or Pfeiffer Arch in Pebble Beach, CA. Photo by Bill Shewchuk.

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

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REGIONAL ALUMNI CHAPTERS

CENTER FOR HOMELAND DEFENSE AND SECURITY ALUMNI NETWORK

CHDS education programs promote collaboration, communication and information sharing among leaders both during and after their CHDS programs. In order to keep in touch and create a national network of homeland security professionals, 21 regional chapters have been established by alumni throughout North America and United States territories.



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

Heather Issvoran
hissvora@nps.edu

STAY CONNECTED WITH YOUR ALUMNI ASSOCIATION AND COHORT



Puerto Rican Flags. Photo by Ricardo Dominguez on Unsplash.

ELP ALUMNUS RESPONDS IN NATIVE PUERTO RICO

by Brian Seals

“We worked with our programs and with FEMA programs for providing assistance. We don’t have all the assets or answers, so it’s about layering different funds and collaborating with our partners to provide strategy and unified approach to support Puerto Rico, in coordination and delivery of our federal resources. The challenge is we all speak different languages and each agency has its own culture. One of the major challenges is coming together and being on the same page.”

Henry Comas
Regional Disaster Liaison
U.S. Department of Housing and Urban Development (HUD)
ELP 1502

The NPS Center for Homeland Defense and Security Executive Leaders Program proved its worth for Henry Comas as he spent five months in Puerto Rico as the FEMA Joint Field Office Lead for U.S. Housing and Urban Development.

Comas completed the program in 2016. The Executive Leaders Program (ELP) aims to enhance the capacity of senior leaders in identifying

and resolving homeland security challenges while furthering alumni networking among the nation’s local, state, tribal, territorial, federal government, and private sector homeland security officials. He notably found useful the media training offered during ELP in which participants enter into a mock press conference and receive feedback from NPS-CHDS experts.

“The ELP truly prepared me for my role in Puerto Rico,” said Comas, currently back on regular duty in New York. “I can’t say enough about it. Sitting in that room in class with some top officials nationally and subject matter experts, a lot of that rubbed off on me.”

Comas deployed to his native Puerto Rico in October 2017 and would intermittently work there for the next five months. He put his familiarity with the government and culture to good use.

“I understood the framework of Puerto Rico government, especially the Department of Housing,” Comas said. “This was more of a mission from the heart. It wasn’t just a job. Given the opportunity, I would still be there. It was about helping my fellow brethren in their new normal.”

Specifically, Comas wanted to help Puerto Rico navigate the maze of housing alternatives after the one-two punch of Hurricanes Irma and Maria. More than 70,000 homes were destroyed, and roughly 250,000 were severely damaged. While home ownership is common, many of the structures are owner-built and sometimes lack proper documentation.

Comas oversees Mass Care Housing as well as media relations under FEMA’s Emergency Support Function system. For housing, one of HUD’s disaster tools is the uses of Community Development Block Grants – Disaster Relief Supplemental to fund local services and works with its federal partners to develop a strategy to support the state in helping

its residents rebuild their dwellings. He represented HUD at intergovernmental meetings and supervised HUD volunteer staff at 67 Disaster Recovery Centers while depopulating HUD Clients from 24 disaster shelters and FEMA Temporary Shelter Assistance (TSA) hotels.

The ELP classroom that brings together diverse private and public sector professions was helpful in conversing with different agencies that may have different bureaucratic speak.

“We worked with our programs and with FEMA programs for providing assistance,” Comas said. “We don’t have all the assets or answers, so it’s about layering different funds and collaborating with our partners to provide strategy and unified approach to support Puerto Rico, in coordination and delivery of our federal resources. The challenge is we all speak different languages and each agency has its own culture. One of the major challenges is coming together and being on the same page.”

HUD ultimately allocated \$10.2 billion for Puerto Rico for housing programs and another plus \$8.3 billion for mitigation measures. The territorial government plans how to spend those moneys.



ELP grad Henry Comas, center, huddles with his HUD colleagues Nelson Bregon, left, and Cesar Garcia in Puerto Rico. Courtesy Photo.

HUD isn’t the first agency that first comes to mind, but Comas’ job is centered on disaster management and recovery. When he’s not tackling historical disasters, Comas serves as executive subject matter expert in emergency management and also oversees Continuity of Operations Planning (COOP). He is a FEMA certified COOP practitioner and Master Exercise Practitioner.

Nevertheless, his experience provided lessons for crisis management.

“What I learned about executive leadership during a crisis is that you don’t have all the answers,” Comas recalled. You have to rely on staff and the people you’re partnering with. You need to be calm and lead by example.”

ALUMNUS SHARES THESIS RESEARCH WITH SINGAPORE COUNTERPARTS

by Brian Seals

NPS Center for Homeland Defense and Security (CHDS) master’s degree alumnus Ryan Jerde traveled to Singapore in April where he discussed his thesis research as part of a joint workshop with Singaporean law enforcement and regulatory officials and Immigration and Customs Enforcement/Homeland Security Investigations (ICE/HSI).

Jerde is a Supervisory Special Agent with ICE/HSI whose thesis, “Follow the Silk Road: How Internet Affordances Influence and Transform Crime and Law Enforcement,” explored the link between the so-called “Dark Web” and modern criminal enterprise. In Singapore, he led discussions on Introduction to Cryptocurrency and Blockchain,

Cryptocurrency Investigations, and Cryptocurrency Prosecutions and Case Studies.

“I was asked by the HSI Illicit Finance and Proceeds Crime Unit to present three blocks of instruction at the workshop on cryptocurrency based on my familiarity with the topic from researching and writing my NPS-CHDS thesis,” Jerde noted.

A combination of career experience and classroom curiosity led Jerde to his thesis topic. The now-defunct website Silk Road was infamous for hawking illegal wares from drugs to weapons by operating outside the traditional bounds of law enforcement. Anonymity can

be virtually ensured by programs such as Tor and cryptocurrencies used for international transactions. Three NPS-CHDS master's degree courses were especially helpful: Technology in Homeland Security; Strategic Planning; and Internet, Society, and Cyber-conflict.

"So, my interest in studying the effects of technology and crime came about from my job with HSI, but the spark that made me want to make this my thesis topic came from some of the classes and professors at NPS/HDS," he said. "I put my normal criminal justice and sociology hat on to analyze how technology influences crime, but also used analytical frameworks of affordance theory and stigmergy to view the problem uniquely. My thesis attempts to answer the relevant question for HSI: 'What are the challenges of enforcing laws against the illegal movement of people and goods when that movement is facilitated by the internet?'"

His presentation in Singapore incorporated recommendations from his thesis and included a case study review of the Silk Road, Silk Road 2.0 and BTC-e criminal investigations.

"These case studies were used to demonstrate how crime is evolving based on internet technologies and show how law enforcement is adapting," Jerde noted. "I recommended that since new technologies are evolving crimes that were previously understood to be physical to digital, so quickly, that law enforcement should adopt the discipline of future studies to help predict changing crime trends and future disruption to the criminal/law enforcement balance."

Jerde also suggested:

- Technology training is a necessity for all investigators; not just investigators of traditional cybercrimes. All law enforcement needs to develop a technology mindset.

- Classifying crime accurately is vital for knowing what investigative techniques will be most effective.
- Smart enforcement is needed for crimes facilitated by internet technologies and is the selection of the most effective combination of traditional and unconventional investigative techniques.
- Government collaboration is required to leverage the most advanced law enforcement understandings of technology and to stay ahead of criminal uses of technologies. No one agency or individual can know everything.
- Public-private partnerships that rely on federally funded research and development centers (FFRDC) are needed to assist law enforcement with the identification and management of disruptive technologies.
- Unconventional frameworks, such as affordance theory and stigmergy, could help advance the study of criminal justice.

"My professional goal for selecting this topic was a desire to advance the research specifically to help law enforcement," he noted. "One of the biggest problems for law enforcement is just acquiring the ability to understand how new technologies are making law enforcement more difficult."

Prior to his current role supervising cyber investigations, Jerde managed investigative groups responsible for counterterrorism, transnational gangs, and financial crimes.

He has held positions as Senior Special Agent with the Office of Professional Responsibility's Special Investigations Unit, National Program Manager for the Undercover Operations Unit, and Special Agent in the Chicago field

A result of the CHDS curriculum is that I try to be much more systematic in how I define and manage problems. I also try to rely on the research of facts rather than fostering my own or others' personal beliefs about a topic.

Ryan Jerde
Supervisory Special Agent
Immigration and Customs Enforcement (ICE)/
Homeland Security Investigations
MA 1603/1604

office. He began his more than 21-year career in federal law enforcement as a U.S. Border Patrol Agent in Brownsville, Texas.

Jerde commended the NPS-CHDS master's degree program for enhancing his career. He credits his thesis research in particular for his recent assignment to managing the HSI D.C. Cybercrime and Emerging Market Group and said he continues to interact and call upon former classmates for expertise.

"A result of the CHDS curriculum is that I try to be much more systematic in how I define and manage problems," he said. "I also try to rely on the research of facts rather than fostering my own or others' personal beliefs about a topic."

THE 12TH ANNUAL HOMELAND DEFENSE & SECURITY EDUCATION SUMMIT

The 12th Annual Homeland Defense & Security Education Summit is set for 10-11 October 2019. This will be the first year CHDS has organized the annual conference in Monterey, and we are anticipating our largest, most significant event to date.

The summit is the homeland security education community's seminal academic conference and serves as CHDS' principal high-level engagement with the largest and most diverse group of partners — with over 400 universities and agencies in the network. This October, we will bring together academic, government and private sector communities to discuss the complex issues and wicked challenges facing local, state and national homeland security, homeland defense and emergency management.

Join us in helping to shape the future of our community of practice! Stay tuned for additional details via the CHDS and UAPI websites (www.uapi.us).



SAVE THE DATE

Education
Summit

October 10-11
Monterey, CA



NYE fireworks show at tower bridge Sacramento. Photo by Stephen Leonardi on Unsplash.

MASTER'S ALUM FINDS MORE INSIDERS IN THE DARK CORNERS

by Brian Seals

“The Delphi method is kind of like a focus group without peer pressure. They aren’t being brow-beaten by the loudest voices in the room.”

NPS Center for Homeland Defense and Security (CHDS) master’s degree graduate and Advanced Thinking in Homeland Security (HSx) participant, Nick Catrantzos, found a way to preserve his ideas forged during the master’s program by expanding his research on his master’s degree topic, combating insider threats.

In the recently updated Springer Handbook of Security Science Catrantzos updates themes discussed in his 2009 thesis, “No Dark Corners: Defending Against Insider Threats to Critical Infrastructure.”

“In some ways this chapter became a kind of parking lot to take ideas we had been kicking around and captured them in another way,” Catrantzos said.

Nick Catrantzos
Writer, Investigator, Non-profit Director/Village Courier,
SCR Community Association
MA 0801/0802, HSx 1701

During the years since his thesis, cyber security has assumed a leading role in insider threat studies, as Catrantzos noted in the new handbook. He also warned against defaulting to the same tired methods of more invasive employee monitoring and endless password changes. These methods alienate employees and inspire them to greater creativity in finding ways to bypass such burdens.

“I quoted in the chapter that some studies show even IT people bypass their own controls,” he said. “That doesn’t inspire a lot of confidence from the people who are beset by this oppression.”

He is not relying on high-tech staff expertise as a sound defensive policy. Experts are finite resources, he noted, and that tack tends to absolve end users from believing they have a role in mitigating threats.



The insider threat is not a problem so much as it is a predicament. Problems can be solved. Predicaments take interpretive thinking. You have to approach them in a different way.

Nick Catrantzos

Another addition to the chapter is the discussion about divided loyalties and how they affect insider attacks. Catrantzos drew on work from Dr. Katherine Herbig, formerly of the Defense Personnel and Security Research Center (PERSEREC), in Seaside, California, which was established in 1985 in the wake of the John Walker spy scandal in which Walker enlisted family and U.S. Navy peers to snoop on behalf of the Soviet Union from 1968 to 1985. Walker was motivated by finances, but Catrantzos suggests in current times the motivation for most insider threats has shifted from monetary gain to more ideological or nationalistic forces.

“People used to do it for money, but in recent years people are selling our country out because

of divided loyalty,” he said. “That makes it hard to detect.”

Containing the threat dramatically hinges on an active workforce and lawful disruption.

Leaders must confront what Catrantzos has famously called the “indelicate obvious,” in which employees with obvious factors that could lead to criminality are never challenged because of managerial sensitivity. A financial institution would do well to question an employee with poor credit, for example. And, a planted malcontent is less likely to maintain a competent cover story.

“Instead of snitching we should be encouraging people to get engaged in a level that is safe,” he said. “This signals that there is an alert workforce. Ask people what they are doing or if you can help them. That lets people know someone is watching. We have gotten ourselves so sensitive about offending someone that we ignore the obvious. You need the courage to defy apathy.”

The original master’s thesis earned the Outstanding Thesis Award for Catrantzos and led to ensuing opportunities to share the research. He published an accompanying article in the peer-reviewed NPS-CHDS Journal of Homeland Security Affairs and published a book based on the topic as well as an article for a Canadian security magazine. He was

recently interviewed by PERSEREC, which contributed to his original research and was invited to address the Conference Board of Canada at its insider threat symposium in Ottawa.

Assorted citations of his thesis have also risen, especially in regard to his thesis research approach employing the Delphi method was unique. The technique uses a group of experts who are anonymously surveyed with the answers then synthesized and re-submitted for more perusal. The idea is to draw a conclusion based on the wisdom of the crowd of experts.

“The Delphi method is kind of like a focus group without peer pressure,” he said. “They aren’t being brow-beaten by the loudest voices in the room.”

Participation in the HSx program allowed the time and intellectual interaction to re-tackle a subject to the handbook, albeit for no pay and the masochism of academic formatting and copy editing. Classmates André Billeaudeau, Dan O’Connor and Cynthia Renaud helped shape early discussions and Catrantzos credits Nadav Morag of the NPS-CHDS instructional staff for the idea of writing a new chapter.

His general message is to make all employees a security specialist and not to treat security challenges as something that has a concrete solution.

“The insider threat is not a problem so much as it is a predicament,” he said. “Problems can be solved. Predicaments take interpretive thinking. You have to approach them in a different way.”

INSTRUCTOR UPDATES

COMPARATIVE HOMELAND SECURITY BOOK

by Brian Seals

Dr. Nadav Morag of the NPS Center for Homeland Defense and Security instructional staff has authored a second edition of his 2011 book on comparative homeland security policy to reflect a changed threat environment.

“As you can imagine laws have changed, strategies have changed and, in some cases, institutions have changed since 2011,” Morag said.

Released in July, the second edition of *Comparative Homeland Security: Global Lessons* categorizes issues by topic and examines how various democratic governments approach those challenges.

Among the modifications is a section on the ever-growing concern over cyber-security as well as the evolution of terrorist groups such as the Islamic State that did not exist when the first edition was written.

European governments have been forced to improve their policy tools as foreign fighters return from places like Syria. Governments have sought to deny re-entry to those fighters, a prime example of the necessity for updated approaches.

The framework is still valid but the facts needed updating. I didn't want to keep on assigning material that was out of date.

Nadav Morag
Faculty, Thesis Advisor, UAPI Participant
Center for Homeland
Defense and Security (CHDS)

“What I’ve found is that policy-making is reactive and lawmaking is reactive,” Morag said. “Nobody anticipated ISIS or what kind of draw it would be. They should have, the same thing happened in Afghanistan after the Soviets left. Those people went home and caused destabilization. Every generation has to relearn things, nobody was prepared in Europe for this kind of phenomenon.”

The primary research for the book required two years of mining public documents and even perusing the NPS-CHDS Homeland Security Digital Library.

“There are piles and piles of documents you go

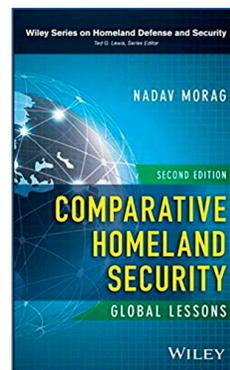
through to understand what in the law has changed, what it allows or doesn’t allow and what authorities it provides,” he said.

Topics covered include: Counterterrorism Strategies, Laws and Institutions; Law Enforcement Institutions and Strategies; Immigration and Counter-Radicalization; The Role of the Military in Security and Support for Civil Authorities; Border Security, Naturalization, and Asylum Policies; Security Facilities, Cyber Networks, and Transportation; Emergency Preparedness, Emergency Response and Management and Crisis Communications; and Public Health Strategies and Institutions.

Morag wrote the first edition after discovering scant research on comparative government to aid domestic policy-makers in gauging what is effective and what isn’t. He focuses on democracies such as Great Britain, Israel, France, Germany, Canada, Australia, the Netherlands, and Italy and others by taking on commonly accepted homeland security issues from immigration and border security to

public communication and disaster response.

“The 2011 edition was just not relevant anymore,” he said. “The framework is still valid but the facts needed updating. I didn’t want to keep



Comparative Homeland Security
written by Nadav Morag

on assigning material that was out of date.”

Morag joined NPS-CHDS in 2005. He is also an Associate Professor and Chair of the Department of Security Studies at Sam Houston State University. He earned his bachelor’s and master’s degrees from UCLA and his doctoral degree from the University of Tel Aviv.

FDNY PROMOTIONS

Richard Blatus (MA 0701/0702) Deputy Assistant Chief, Chief of Strategic Initiatives

Tom Currao (MA 0803/0804) Deputy Assistant Chief, Center of Terrorism and Domestic Preparedness

Anthony (Tony) DeVita Jr (ELP 1602) Acting Chief of Operations

Joe Jardin (ELP 1801) Deputy Assistant Chief, Chief of Fire Prevention

Frank Leeb (MA 1405/1406) Deputy Chief, Division 1, Manhattan

Thomas J. Richardson (MA 0901/0902) Chief of Fire Operations

John Sudnik (MA 0403/0404) Chief of the Department





Las Vegas, NV. Photo by Danil Vnouchkov on Unsplash.

MASTER'S ALUM ANALYZES OCTOBER 2017 VEGAS SHOOTING IN THESIS

by Brian Seals

“The biggest lesson learned was that leadership at the community level – between law enforcement, fire, EMS and emergency management — prepared their responders for what I call pretty dramatic success. We saw police and fire executing a plan, a plan that had been in place for a number of years and exercised for a number of years.”

Caleb Cage

Chief of NV Division of Emergency Management and Homeland Security Advisor
NV Division of Emergency Management/Homeland Security
MA 1601/1602, FCLP 1601

Relationships, exercising plans, focusing on survivors.

For master's degree alumnus Caleb Cage the biggest lessons learned for first responders and policy makers from the October 2017 shooting in Las Vegas, show that the basic tenets of emergency management increase the chances of success for first responders, and survivors.

As Chief of the Nevada Division of Emergency Management and Homeland Security in the state capitol of Carson City, Cage works with local governments and businesses on security planning in the tourism-driven economy. The shooting resulted in mass loss of life and ranked among the worst in U.S. history, but the response has received high marks.

A comprehensive investigation into the shooting concluded August 3. Police found no motive for why the 64-year-old gunman loaded a cache of weapons into his Mandalay Bay hotel room and killed 58 attending a concert below on the Las Vegas strip, injuring hundreds more.

“I’m proud of the state’s role but it’s clear that the heavy lift was local boots on the ground where the local county did a spectacular job.” Cage said during a recent interview.

Since the event, Cage has spoken about the lessons learned, which were reflected in his NPS-CHDS thesis, “Nevada Family: Political Crisis Leadership and Resilience Narratives in the Silver State.”

The response reinforced the importance of local responders forming relationships and exercising plans long before a crisis occurs.

“The biggest lesson learned was that leadership at the community level – between law enforcement, fire, EMS and emergency management – prepared their responders for what I call pretty dramatic success,” Cage said. “We saw police and fire executing a plan, a plan that had been in place for a number of years and exercised for a number of years.”

Another success was the immediate establishment of a victim’s family assistance center by local officials. It was helpful in locating loved ones as well as connecting survivors with appropriate resources to navigate the crisis such as mental health services. Cage credited Deputy Chief Steinbeck with the decision to open the center while the incident was ongoing.

“That was a crucial decision that allowed them to focus on response and it allowed them to transition to recovery while their responders were still active,” Cage said. “That was Chief Steinbeck’s decision and one of the most important decisions that facilitated overall success.”

The assistance center, funded by Department of Justice grants, transitioned to a resilience mission and continues operating with the expectation it will be needed for several more years.



I’m proud of the state’s role but it’s clear that the heavy lift was local boots on the ground where the local county did a spectacular job.

Caleb Cage

The groundwork had been laid long before in the form of finding funding for ballistics gear and the training, which Cage attributes to leadership of Clark County Fire Chief Greg Cassell, Deputy Chief John Steinbeck and Sheriff Joe Lombardo.

“The trust that goes into that relationship and a shared mission for preparedness contributed greatly to the local success,” Cage said.

There were areas where Cage sees the need for improvement. The state developed 72 policy recommendations that range from cyber safety to resort security to resilience. For example, Cage’s division operates five different grant programs, each with a different process. A new strategy will consolidate those programs to eliminate first responder silos and foster whole community responses.

The NPS-CHDS program taught me how to think strategically about emergency management and homeland security, which was valuable in creating legislative and budgetary recommendations. It allowed our organization to learn from the challenges we faced and how the challenges would have been had we not had plans in place. The outcome of this event, our strategy and policy recommendations going forward are direct beneficiaries of their instruction and their ability to teach.

Caleb Cage

Another challenge to be addressed is the delicate balance of sharing patient information in a way that aligns with Health Information Portability and Accountability Act, commonly known as HIPAA. Cage said he is working with Steinbeck to find policy solutions to identifying and tracking patients.

Participating in the NPS-CHDS master’s degree program was beneficial. Not only was the coursework relevant, it gave Cage time and space to analyze the October 2017 shooting through an academic lens.

“The NPS-CHDS program taught me how to think strategically about emergency management and homeland security, which was valuable in creating legislative and budgetary recommendations,” he said. “It allowed our organization to learn from the challenges we faced and how the challenges would have been had we not had plans in place. The outcome of this event, our strategy and policy recommendations going forward are direct beneficiaries of their instruction and their ability to teach.”



Photo by Miles Crisostomo from Pexels

ALUMNI STORY:

AGGRESSIVE NARCISSISM, THE DARK TRIAD OF PERSONALITY AND THE PARADOX OF SUICIDAL MASS KILLING

by Vern Pierson

Elected District Attorney - El Dorado County, CA

MA 1505/1506



On the night of October 1, 2017, Jason Aldean was performing the headline act near the end of the Route 91 Music Festival in Las Vegas, Nevada, when a gunman opened fire. Over the next several minutes, the heavily armed gunman fired down from the 32nd floor of the Mandalay Bay Resort at the estimated 22,000 concert goers. In total, 58 people were killed, and more than 800 injured. Ultimately, the exhaustive investigation conducted by several federal, state, and local law enforcement agencies determined the gunman acted alone—without an identifiable motive—and died of a self-inflicted gunshot wound.

The Route 91 gunman planned extensively for the attack. The investigation revealed the gunman engaged in what investigators theorized to be a “rehearsal” days earlier at another open-air music festival. The gunman was identified as a 64-year-old white male with no criminal history and no religious or political affiliations. He was characterized as a sometime prospective real estate investor and “high roller” gambler. In recent months before the shooting, he had lost significant assets. He was described as a narcissist who only cared about himself. His father was a bank robber and a sociopath.

The shooter’s brother labeled him “bored” and a “narcissist” who wanted to be known as “having the largest casualty count.”

Research from the Center for Homeland Defense and Security (CHDS) shows that school shootings have doubled between 2013 and 2018. As the frequency of suicidal mass attacks has escalated, at least one of three constants are typically seen: the attacker was a terrorist, acted out of personal grievance, or suffered from serious mental illness. Numerous theories from experts in the fields of terrorism research, criminality and risk assessment have been offered to explain the phenomena. For instance, under a terrorism model, “fatalistic altruistic suicide” offers a rational explanation for killing for a cause you will not see to fruition. In some instances, severe mental illness explains why a person would methodically plan to kill so many and then himself. From the Columbine High School shooting led by identifiable sociopaths, to the Sandy Hook Elementary shooting by a severely mentally ill young man, to the Pulse Night Club shooting by an ISIS sympathizer, the aftermath seemingly is punctuated by an explanation of mental illness or terrorism.

Nevertheless, no prevailing theory behind suicidal mass shooting is compatible with the evidence from the Route 91 shooting. The exhaustive investigation into the largest mass-casualty shooting in U.S. history concluded without identifying the shooter's motive. Investigators were unable to identify evidence of psychosis or other significant mental illness. The absence of explanation prompted some observers to engage in an almost maddening debate regarding the definition of terrorism and whether this shooter was a terrorist. The Route 91 shooter reveals a gap in the theoretical understanding of personal motivations of suicidal mass killers.

Perhaps, suicidal mass shootings must be analyzed for a shared characteristic which defies categorization within other phenomena, particularly where intervention tailored to the characteristic halted or mitigated anticipated progression. Asked another way, is there commonality in what personally motivates an individual to streak, throw a rock in a riot, a firefighter to set a fire, or a seemingly normal person to engage in suicidal mass killing?

For instance, the arson-by-firefighter problem in the late 1980's and early 1990's was speculated to be an uncontrolled epidemic of pyromania until research and offender profiles established firefighter fire-setting as a means to appear heroic. The arsonist fire-setters sought significance in the eyes of others by reinventing themselves through heroic acts, even if it meant manufacturing crises. The profiles led to better applicant screening and programs such as "Hero to Zero" which nearly eliminated the phenomena. However, there exists something inherently malignant in the paradox of these narratives; the offenders' willingness to risk the lives of others to portray themselves as selfless and heroic to the same people they endanger. At its core, the cause of the phenomena was malignant attention seeking.

Malignant attention seeking behavior, characterized as "aggressive narcissism" in the March 2018, United States Secret Service report *Mass Attacks in Public Places*, was exhibited by 82% of attackers in the 28 mass-casualty attacks that occurred in American cities in 2017, including the Route 91 Festival shooting. These behaviors were revealed as "extreme self-centeredness" and "inflated sense of self or entitlement." Nearly three-quarters of attackers also had a criminal history. More than half of the attackers were motivated by personal grievances, and all of them experienced at least one significant but common life stressor within a five-year period prior to the attack. Notably, 64% experienced symptoms of mental illness.

The life stressors outlined in the Secret Service report, while relevant, are experienced by most Americans. They include divorces, breakups, physical abuse, the death of a parent, being bullied at work or school, being fired or the subject of gossip, unstable living arrangements or financial instability. The behavior identified and characterized as aggressive narcissism is a commonality that defies categorization within certain malignant behavior such as firefighter fire-setting or throwing a rock in a riot. Its presence enables the transformation from schoolyard bullying into the "motive" for killing.

Seeking to understand human behavior, researchers Paulhus and Williams in 2002, conceptualized a dark triad of personality that combines the distinct but related personality traits of subclinical narcissism, psychopathy, and Machiavellianism. Narcissists display a sense of superiority due to an inability to regulate self-esteem. They behave as though they are superior because their self-esteem is fragile; thus, they crave validation from others. According to Mariani, "Psychopathology is characterized by high impulsivity and low empathy ... and Machiavellianism is characterized by manipulative or explosive behavior." Narcissists excessively seek affirmation and special attention from others, lack empathy, and have few intimate relationships. Significant research has examined the prevalence of the dark triad in gamblers. Researchers have also established a correlation between the fragile ego of a narcissist and the fragility of suicide. Ultimately, the behavior classified by the Secret Service as aggressive narcissism is synonymous with the dark triad of personality.

Social identity theory argues the group to which an individual belongs influences his or her self-identity. Henri Tajfel theorized individuals categorize the world around them within a construct of "us versus them." JM Berger argues extremist groups exploit the social identity theory dynamic through a variety of constructed "crisis narratives" that inspire violence because the narrative grants significance to the individual actor. He essentially argues, that while the specific narrative or ideologies may vary and understanding them is relevant, it is critical to examine the category defying characteristics resulting in violence. Thus, the act of throwing the first rock at a protest is far less the curing of a grievance as it is a mechanism for establishing significance and an identity within the group. Stated another way, narratives or ideology used to justify killing and suicide may be ubiquitous or elusive, in support of an organization or an individual's manifesto, yet the commonality remains: the need to appear significant in

the eyes of others—even those you regard as objects. The various concocted narratives serve to tease out those with the dark triad. The dark triad reconciles the paradox of the arsonist firefighter and the suicidal mass killer who will murder and die so everyone remembers his name.

The inability of law enforcement to identify a motive for the Route 91 shooter does not indicate its absence. Nor does the inability to easily identify characteristics of persons likely to commit suicidal mass murder indicate the absence of common characteristics. Various circumstances including the characterization of the shooter, by his brother, as a "narcissist wanting the biggest body count," indicate the presence of the dark triad in a person who regards others as objects to be exploited and manipulated for attention. Gratification, and thus significance, in the eyes of others—a la Rousseau's self-love—is conferred by everyone knowing your name yet, being puzzled by your malignant behavior. By concealing any logical rationale or reasoning for the attack, the shooter insured increased notoriety. By concealing his motivations, the Route 91 shooter perhaps reveals the commonality within a small number of individuals, regardless of narrative, where the malignancy of the desire for self-love (significance in the eyes of others) eclipses all rationality and love of self (self-preservation). As in arson by firefighter, it's a bizarre paradox: I'm willing to kill as many of you as possible, just so you will all know my name.

Untying the true Gordian knot and stopping the epidemic of mass shootings will require the unwinding of each component. The first steps begin with delegitimizing the narrative of sensationalizing these events. Those influenced by the dark triad of personality want us all to know their names, but we need not oblige. As part of the most interconnected world in history, we must contend with the increasing presence of narcissists whose actions serve to isolate themselves. Obvious steps like eliminating counterproductive school policies are helpful, such as mandatory expulsions that only serve to further isolate attention seeking troubled youths. But in the end, whether at a music festival or a school campus, mass shooters act out narcissistic ravenous hunger for notoriety and a profound desire to make the world know and appreciate their deluded grandiosity. Unless we de-legitimize the narrative of infamy through mass murder, and the media and public fascination to learn every detail about the shooters, we are doomed to its tragic repeat.



Cityscape of Charlotte, NC. Photo by Clay Banks on Unsplash.

STAN MCKINNEY RECEIVES PRESTIGIOUS LACY E. SUITER AWARD

by Patrick Kuhl

“I take great pride in our ability to develop leaders who are prepared to handle any type of crisis. Modern threats to public safety are more dynamic and unpredictable than they were in the past — due in part to the growth of technology. As we become more dependent upon critical control systems and infrastructure, the need to understand complex relationships becomes more urgent and crucial to successful preparedness.”

Stan McKinney

Former Director, Executive Education Programs (EEP)
Center for Homeland Defense and Security (CHDS)

Known for his southern charm and outstanding facilitation skills, Stan McKinney, former Director of the Executive Education Programs (EEP) at the Center for Homeland Defense and Security (CHDS), has dedicated his career to making communities safer and better prepared to handle natural disasters and terrorist events. So

it's fitting that McKinney was recognized by the National Emergency Management Association (NEMA) with the 2018 Lacy E. Suiter Distinguished Service in Emergency Management Award—which is given annually to an individual who has contributed greatly to the emergency management profession.



Stan McKinney poses with his wife Miriam after receiving the 2018 Lacy Suiter Award. Photo courtesy of NEMA.

that created the Naval Postgraduate School Center for Homeland Defense and Security. Upon establishment of CHDS, McKinney was appointed Associate Director of Executive Education Programs (EEP). In this role, he oversaw the development and delivery of hundreds of executive education workshops, seminars, and training for local, state, and federal officials before eventually serving as Director.

McKinney is also a past President of NEMA (1997–1998) where he advocated the development of national policies to improve strategic and operational effectiveness of emergency management agencies. He holds a Bachelor of Arts degree in Political Science-Public Administration (1980) and a Master of Criminal Justice (1988) from the University of South Carolina.

Emphasizing the importance of McKinney’s contributions to prepare our nation, CHDS Director Glen Woodbury articulated, “Stan’s contributions to the safety and security of our nation is singularly significant. He put his heart and soul into everything he did throughout his distinguished career. The Center congratulates him for this well-deserved award.”

“I take great pride in our ability to develop leaders who are

“I believe he was the perfect recipient because he epitomizes everything the Lacy E. Suiter Distinguished Service Award stands for to include a high level of integrity, a strong commitment to everything he does and continuously striving for excellence,” Ellen Gordon, Associate Director of Executive Education Programs, noted.

prepared to handle any type of crisis,” McKinney remarked. “Modern threats to public safety are more dynamic and unpredictable than they were in the past—due in part to the growth of technology. As we become more dependent upon critical control systems and infrastructure, the need to understand complex relationships becomes more urgent and crucial to successful preparedness.”

McKinney first gained national recognition as Director of the Emergency Management Division for South Carolina, a position he held from 1993–2002. Little did he know that the experience he gained developing and leading South Carolina’s emergency management system would become instrumental in helping the country transition into the homeland security era. In 2001, McKinney was asked to serve as a key advisor on emergency management operational policy in the wake of the September 11th terrorist attacks by assisting states to develop their initial Homeland Security State Strategic Plans. Some of McKinney’s most memorable projects were borne from the work he did at the state level. “It provided opportunities to address the full spectrum of leadership,” he reflected.

While the relationship between McKinney and award namesake, Lacy Suiter, predated their work at the Naval Postgraduate School, it was at CHDS where they really had a chance to work together closely. They even teamed up to deliver the first Mobile Education Team seminar. “I think he (Suiter) would have been very proud of the contributions the Center has made to the emergency management profession. He always had an eye on the future of education, especially in the realm of homeland security. I am honored to receive this prestigious award,” McKinney shared.

McKinney was also part of the initial planning group for the Department of Justice (DOJ)



Brock Long, NPS-CHDS Executive Leaders Program alumnus and FEMA Administrator, address the Annual Forum. Photo courtesy of NEMA.

[Note: The prestigious award is named in honor of Lacy E. Suiter, one of the nation’s most experienced and respected emergency management and homeland security leaders and one of the CHDS founders. In 2017, the award was presented to CHDS Director Glen Woodbury. Since the inception of the award in 2006, nearly all of the recipients have a strong connection to CHDS.]

REMEMBERING THOSE WHO SERVED

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

STEPHEN ACTON
MA 1801/1802
DC FIRE & EMS DEPT. | 2018

DONALD “DOC” LUMPKINS
ELP 0902
MEMA | 2018

ED LIVINGSTON
MPSC | 2018



North Denver, CO. Photo by Henry Desro on Unsplash

HSx PARTICIPANTS TEAM UP TO TACKLE REAL-WORLD PROBLEMS

by Patrick Kuhl

“Role playing, detailed ‘what-if’ and improvisational thinking played a huge role in creating notions of what a new standard life-saving tool should be.”

Michael Billeaudeau
Executive Director, Native American Guardians Association
U.S. Coast Guard Retired
MA 0601/0602, HSx 1701

How do you truly walk in another person’s shoes? The concept is simple to understand, but it’s not as easy as it sounds. We’re not talking about a pair of size 10 Nikes. The idea of ‘walking in another person’s shoes’ is to develop empathy for others by experiencing the beliefs, perceptions, and culture of another person.

The Naval Postgraduate School (NPS) Center for Homeland Defense and Security (CHDS) Advanced Thinking in Homeland Security (HSx) program is an 18-month collaborative program designed to build our understanding of future security challenges facing the nation and global community. In what’s commonly referred to as a “Grand Challenge,” HSx participants are required to identify and research

a complex issue that has potential to affect homeland security. The techniques they apply in addressing their grand challenge provide a foundation that can be used to understand and solve many different types of issues. So it shouldn’t come as a surprise that a group of HSx graduates were awarded grand prize in the HeroX Building Empathy Challenge.

Sponsored by KEO Marketing, the purpose of this competition is to design an application that allows users to develop empathy by experiencing another person’s life. The team was comprised of Merideth Bastiani and Michael Brown (both are NPS-CHDS master’s graduates and HSx participants). Bastiani, who is a Manager of the Child Care

Subsidy Program with the New York State Office of Children and Family Services, served as the Team Lead for the project. Their grand prize-winning submission is titled “GREENER: The Other Side of the Fence.” GREENER is a two-tier Virtual Reality sandbox style app that rewards and instills empathy through simple, user-generated tools that enable a player to walk in the shoes of someone else. It immerses the player into others’ experiences, showing that the grass may or may not be always greener on the other side of the fence.

Bastiani was encouraged to jump feet-first into the Building Empathy Challenge after her team was named finalists in the DHS Hidden Signals Challenge, even though she only had one week to put together a proposal. Bastiani credits her NPS-CHDS education with laying the foundation for being able to understand an issue and solve it quickly without sacrificing perspective. “One of the outcomes of HSx is that it brought us together and created a strong skill set that allows us to work quickly,” she stated. “You can’t develop a proper solution unless you fully understand and acknowledge the surrounding issues.”

But the HSx project success doesn’t stop there. More recently, a team of NPS-CHDS graduates and HSx co-founders had their

FindMe System selected as Honorable Mention Award winners in Phase I of the U.S. Coast Guard’s Ready for Rescue Challenge. It was the third time a team of HSx participants received accolades for collaborating on a public open-source challenge in the last year. For the Ready for Rescue Challenge, the team included Merideth Bastiani, Steven M. Polunsky, Angi English, Andre Billeaudeaux, Greg Bernard, Michael Larranaga, and William Pilkington. These graduates are members of the first cohort to complete the HSx program, thus earning the ‘co-founders’ moniker. As Bastiani put it, “We were sort of building the airplane as we were flying.”

The Ready for Rescue Challenge is a competition to create solutions to make it easier to find people in the water. According to the competition’s website, the ideal solutions are effective, affordable, and have potential applications for recreational boaters. “Sometimes the best

ideas are the ones that are the most simple and right in front of us,” Billeaudeaux noted. “In the FindMe case, our diverse team focused on re-imagining how previously disparate and previously non-associated maritime elements might be brought together to give scared and desperate individuals a better chance of survival in an often-deadly aquatic environment.” The FindMe System (FMS) is designed for broad appeal to all types of recreational boaters and includes a lightweight waterproof pouch with powered rescue light, signaling mirror, dye-pack lanyard, and survival apps.

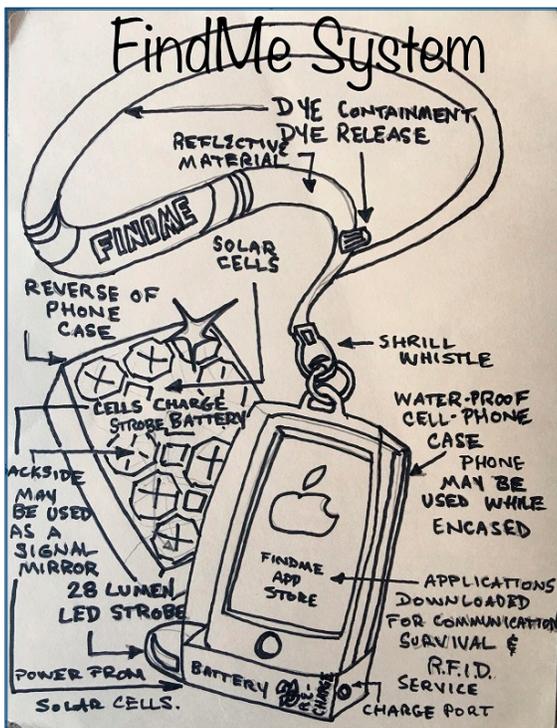
Before the FMS team identified their solution, they considered dozens of other ideas and concepts. They arrived at their innovation by employing a process that can be described as a hybrid between ‘rapid prototyping’ and ‘design thinking.’ The group coalesced around the



Image from the virtual reality app that HSx participants Merideth Bastiani and Michael Brown provided with their submission in the HeroX Building Empathy Challenge. Courtesy Photo.

idea of a FindMe System and decided to go for it. By applying the skills the team honed in the HSx program, they were able to quickly identify an ideal human-centric design even though the USCG challenge wasn’t specifically a homeland security issue. “Everyone just took a deep breath, cleared old interpretations and re-imagined what an average person might benefit from if they were tossed into the ocean and left behind,” Billeaudeaux shared. “Role playing, detailed ‘what-if’ and improvisational thinking played a huge role in creating notions of what a new standard life-saving tool should be.”

What’s next for Team FMS? They are invited to participate in Phase II of the Ready for Rescue competition and pitch their solution in a “Piranha Pool” to compete for a total prize pot of \$120,000. The Phase II prize money will assist Phase II winners in developing their concept into a working prototype. If selected, they will move on to Phase III where the Coast Guard will field test prototypes alongside standard USCG-approved safety equipment. Billeaudeaux summed it up by stating “The FindMe system was just one example of the ‘gloves off’ HSx process at work and we’re very excited to move from the cerebral to the working dimension in the next round. It’s time to build and test that better mousetrap...this is where the fun begins.” At the conclusion of Phase III, the judging panel will award a total of \$110,000 in additional monetary prizes. So, the journey isn’t over quite yet and there’s still much work to do, but Team FMS is up to the challenge—which is reinforced by their catchy team slogan ‘We’re up all night to save lives.’



Artistic rendering of the FindMe System created by HSx participant Andre Billeaudeaux for the USCG Ready for rescue Challenge. Courtesy Photo.



Interstate 35W bridge collapse in Minneapolis, Minnesota. Photo by Good Free Photos on Pixabay.

ALUMNI STORY: MAINTENANCE AS A METAPHOR DEFERRED

By Dan O'Connor

*Division Director - Mission Support Directorate, FEMA
MA 1201/1202, ELP 0801, HSx 1701*

What happens when we defer maintenance? What happens when we either choose to or are unable to maintain our machines and systems? It is definitely not the same as deferred gratification. When we defer maintenance we get cold, slow, and sick. We also suffer, we break, and we lose. And we will always mourn tomorrow for something we should have done yesterday. We are corroding. Deferred maintenance is the American way. In some sense, our inability to address maintenance is a peculiar kind of arrogance. American culture has an element of recklessness in it because we had excess and lack of discipline. While that may perhaps sound like an overstatement, the evidence bears this out.

Our “cultural indifference” emerged from a robust industrial revolution that moved into a nearly decade-long depression, followed by a world war. America, industrialized and energized after the war, was left largely untouched and intact, created wealth and consumerism of previously unachieved heights. In *The Rise and Fall of American Growth*, author Robert Gordon offers what could be the most comprehensive history of the apogee of our economy. Gordon lays

out an argument that the United States had an unprecedented and probably unrepeatable period of growth. That growth subsequently changed our culture and our expectations.

We became and largely remain a discard society. In order for consumerism to thrive, things need to be discarded and replaced. Whether natural or contrived obsolescence, we waste and throw away lots of things. Along with that, we became a culture that deferred and delayed the necessary requirements for maintaining a nation that cannot slow or prevent the corrosion of America. Today an argument can be made that our cultural neglect has created a heightened awareness and understanding of the importance of all infrastructure, not just something deemed “critical.” We have a dichotomy of American bravado, a “can do” or bias for action versus the exorbitant bill of deferred maintenance. We, ladies and gentlemen, have a problem.

Our enemy is an unrelenting enemy. It is ubiquitous. It is a pervasive nuisance. It is destructive. It is corrosion. In every sense of the word, we are surrounded by corrosion. That corrosion is literal and metaphorical. Corrosion by definition is an electromagnetic oxidation of metal.

Corrosion also has a variety of synonyms: decay, decomposition, deterioration, erosion, rust, and degeneration. There is degradation in everything on earth. There is a beginning and an end. Our machines, roadways, delivery systems, food, and even we, the people, move in one basic direction. In many ways it is entropic; a gradual decline into disorder. Corrosion is also spoken of in many religious texts and books.

Corrosion lays at our feet a hefty price tag too. It is expensive. Rust in particular. Rust and its deleterious impact costs the United States more than all-natural disasters combined, amounting to 3 percent of GDP, or \$437 billion annually. Corrosion also had a silent partner that facilitates its nefarious mission; deferred maintenance. Simply put, for every \$1 deferred in maintenance costs \$4 of capital renewal needs in the future. Why do today what we can pay 4 times more for tomorrow? All choices or lack thereof have consequences that can be utterly benign or consequential beyond our imagination. There are also unintended or cascading consequences to corrosion. Road repair, transportation woes, and inability to meet the needs of our logistic modalities. Corrosion touches everything.

According to the Texas A&M Transportation Institute, traffic congestion has a recurring cost of \$121 billion in lost time. For truckers, the cost in wasted time and diesel fuel consumption is approximately \$27 billion a year. "A billion here a billion there and pretty soon you're talking real money."

Corrosion is present in our food system too. The world easily produces enough food to feed itself, but doesn't. Fifty percent of all food is either never harvested or simply thrown away. Of that, 90% goes to landfills and decomposes through a variety of mechanisms resulting in production of methane, a gas 20 times more harmful to the atmosphere than carbon dioxide.

The production and distribution of food is a multi-trillion-dollar industry and we throw half of it away. Its inputs; fuel, herbicides, pesticides, fungicides, and synthetic nutrients accelerate and exasperate corrosion.

And what about the remaining food we provide? We denature it, reduce it, and recompose into a product that generally speaking, makes us sick, fat, and incapable.

I laugh out loud when people tell me that health and obesity are not homeland security issues. How can something that prevents 75% of the targeted population from serving in

the military or as a first responder and also something that has a multi-trillion-dollar cost for treatment not be a homeland security issue?

In biological terms, it's as simple as reproduce or re-assort. In order to reproduce, adequate energy and resources must be present. If they are not, re-assortment (adaptation) takes place.

"It's the economy, stupid..."

The terrorists behind the 9-11 attacks chose New York to interrupt the economy and undermine our psyche. Nothing can bring an entire country to its knees except fear...

and attempted economic ruination. Corrosion, neglected maintenance and cost of entitlements (another deferred manifestation) are some primary issues that are preventing us from addressing, updating, repairing, and replacing aging and corroding systems. The 2008 banking crisis was by and large a failure due to deferred maintenance, a variety of corrosive actions and behaviors.

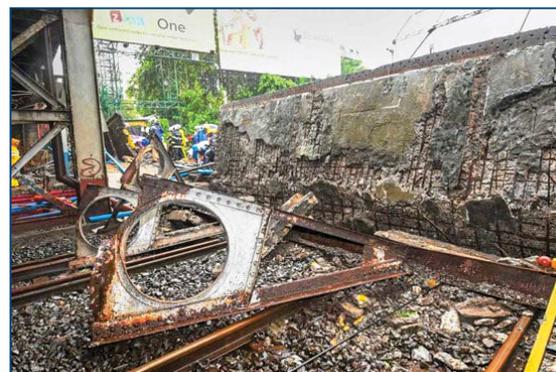
Failing to be proactive is deferment. Deferment is also expensive. According to the ASCE Failure to Act estimate, within the next twenty-five years the nation's degrading infrastructure repair and replace costs will be in the neighborhood of \$150 trillion, not accounting for inflation. Even if that's wildly overestimated that is a number that is not trivial. We cannot afford it. Or can we?

Are these the conditions that create new opportunities? Perhaps so according to ideas postulated by Joseph Schumpeter. Schumpeter, an Austrian economist, was one who lionized innovation and entrepreneurship, both euphemism buzz words of today. Schumpeter saw economic growth and change in capitalism as a 'gale of creative destruction.'

In layman's terms, the gale describes the necessary mutation or revolutionary changes that take place in industry that consumes or destroys the old system, and from that destruction another system emerges. If we are in the midst of this great destruction, how will these changes exacerbate the corrosion, something that never stops but can only be slowed, and the National deferred maintenance dilemma we face? Our public works play an essential role in our economic engine and our abilities to produce things and create wealth.

If we cannot afford to maintain it how will we ever replace it?

Why does this all matter? I mean we live in an unprecedented period in history. We have connectivity, comfort, abundance, and no true existential enemy; except ourselves. If there was such a thing as strategic meta-hazards, then deferred maintenance, corrosion, and economic surplus would be subjects we would be talking about, acting upon, and enacting. Resilience and being less fragile is about changing, not just bouncing back.



Minnesota bridge corrosion. Courtesy photo.

We don't want to be elastic; it's the wrong metaphor. We want to be adaptive and responsive. We do not want to return; we want to change. Our generations of neglect for the sake of expediency and pushing to the next generation are not leadership, homeland security, or holding tributes to be self-evident. They are weakness disguised as strategic leadership. Our collective focus needs to shift from building an enterprise that chases low-probability high-consequence events to something that enables us to delay the inevitable. We need to fight a rear guard action against corrosion. By our actions we can maximize time and delay the inevitable. We will never stop the natural inclination of all things to move from order to disorder. But by being aware of it and submitting to its reality, perhaps we can curb the willful blindness or crippling reality that if we don't have enough time or resources to maintain our assets, how much will we expect is required to replace them?

A holistic re-evaluation of our values and expectations are required. If we don't direct the change it will be pushed upon us. We must be and do the change we want to see in the world. We need to do something if we want to continue to be somebody.

EMERGENCE ALUMNUS MAKING A DIFFERENCE: IMPROVED COMMUNITY ENGAGEMENT

by Marc Pritchard

“Emergence provides tools and techniques for developing an effective proposal as well as the platform for converting those project ideas into real programs...there is no doubt that I felt more confident with my initiatives as a result of my time in the CHDS classroom.”

Blake Higley
Sergeant
Idaho State Police
Emergence 1701

Effective law enforcement extends beyond tactics and training; additionally, it requires timely and impactful community engagement. For Center of Homeland Defense and Security (CHDS) Emergence 1701 alumnus, Sergeant Blake Higley of the Idaho State Police, this multifaceted approach to building a more effective cadre of law enforcement professionals was central to his progression as a student and practitioner. Graduating from the inaugural Emergence cohort in March 2017, Higley applied the program’s curriculum to address the challenges surrounding effective police-community relations.

Higley departed the CHDS academic environment with an eye on improving community outreach and interaction in his Idaho Falls hometown. His multifaceted approach included leveraging current technologies as well as returning to traditional, homespun efforts centered on reframing members of the department as not just law enforcement officials, but rather, neighbors helping neighbors. The genesis for both programs began with Higley challenging himself with a simple question, “what can I do to have a positive impact and how can I help those in the community while building more trust in our department?”

Higley’s first effort centered on gaining a rapid, modern, and positive presence for the local residents of Idaho Falls. As part of his Emergence project, he created a social media strategy to bring his department to the community. Higley noted, “I spoke with our Captain concerning social media...prior to developing our own social media presence, we were only represented by a singular, state-wide account ran out of the Boise office...we needed something to serve Idaho Falls.” Although the program required several months to launch, his Twitter page provided instant and broad outreach opportunities to include public safety information, traffic conditions, weather alerts, and a variety of other department information to support the community. Higley commented, “it created a way for the public to interact with us and, as an added benefit, we gained the trust of the news media...they would

immediately distribute our content.” More importantly, each district in the state looked towards the Idaho Falls model, and developed a unique and distinct social media presence. With the first phase of his outreach strategy complete, Higley pivoted to the second phase, one that would personalize the interactions between the department and community.

Ten Counties of Christmas started in 2017, with his department’s solicitation of donations to address the needs of those citizens within Idaho Falls most in need of financial support. For Higley, the decision to start the program during the holiday season was easy, “I knew how lucky and blessed I am in my own life... trying to give back to others during the holiday season simply struck the right chord within our department.” In its first year of operation, Higley and his department provided 53 families with dinner and winter clothing. The newly created social media presence not only facilitated the collection of donated items, but also provided a forum for highlighting the tangible impact on the families. Thus, moving towards the 2018 holiday season, the number of families receiving assistance expanded beyond 200.

Summarizing his Emergence experience Higley commented, “the problem-solving skills I learned in Emergence were tangible...it wasn’t inapplicable theory, but rather a more methodical way of thinking and looking at challenges to find solutions.” He continued, “Emergence provides tools and techniques for developing an effective proposal as well as the platform for converting those project ideas into real programs...there is no doubt that I felt more confident with my initiatives as a result of my time in the CHDS classroom.”

We need to do more within the community before the crisis hits or arriving at a crime scene.

Blake Higley

EMERGENCE ALUMNUS MAKING A DIFFERENCE: IDENTIFYING TRAINING GAPS AND DEVELOPING SOLUTIONS

by Marc Pritchard

“I started with myself...what information was I receiving from the Fusion Centers and Special Operations about how to respond to a bombing or active shooter and realized my training may not be complete.”

Cody Lockwood
Firefighter
District of Columbia Fire and Emergency Medical Service (DC Fire and EMS) Department
Emergence 1702

Finding solutions to performance challenges starts with the recognition and definition of the problem. For Center of Homeland Defense and Security (CHDS) Emergence 1702 alumnus, Firefighter Cody Lockwood of the District of Columbia Fire and Emergency Medical Service (DC Fire and EMS) Department, recognition of gaps in training for frontline firefighters began with an introspective look at his own experiences. Following the first, one-week in-residence session of Emergence 1702 in October 2017, Lockwood’s Emergence project began to take shape.

His project focused on improving the training from Fusion Centers for firefighter response during terrorist attacks, active-shooter scenarios, or any of the non-traditional, high-risk environments presenting challenges to firefighters nationwide. Lockwood noted “the prior training provided by the Fusion Centers was outstanding. However, it did not capture all of the frontline firefighters...maybe it was my day off...maybe I missed the past few sessions due to bad timing...but every firefighter needs to know this information.” His solution created a Terrorism Liaison Officer (TLO) for each of the 34 DC Fire and EMS houses. The TLO position would be selected from those firefighters within each house volunteering to serve as that station’s primary conduit of information and training stemming from the Fusion Centers.

Lockwood’s approach called for a train the trainer approach to solving the on-going challenge. His vision focused on bringing the most capable subject matter experts from within and external to DC Fire and EMS to provide the best possible training to the cadre of TLOs. Thus, the construct of the envisioned TLO program provided

the means for standardized training and an effective conduit for information sharing. Lockwood leveraged existing programs in other departments commenting, “this TLO program mirrors other programs such as those in Los Angeles, however, I molded it to fit with DC Fire and EMS.” However, implementing a department-wide program originating from a firefighter with less than four years of service with DC Fire and EMS is a hurdle for even the most progressive and communicative organization.

Overcoming such difficulties within an organizational change initiative is at the core of the Emergence program. For each agency sending a student to Emergence, there is a standing requirement for the leadership to provide the student an opportunity to present their project for review. Following the first in-residence session and before returning in March 2018 for the second session, Lockwood seized upon this program requirement to deliver his training plan. “It was a bit nerve-racking...originally it was just going to be the Fire Chief (Chief Gregory Dean – CHDS Executive Leaders Program 0701) and the Deputy Chief of Special Operations (Deputy Chief John Donnelly CHDS Master’s Program 0601/02 – currently the Assistant Fire Chief for Professional Development) in attendance, but I walked into the meeting and it was the entire executive staff of the fire department.” According to Lockwood, by the end of the presentation, the main question from all of the assistant chiefs was “why aren’t we doing this already?”

The presence of CHDS alumni within the department, specifically Assistant Chief Donnelly, who served as Lockwood’s mentor throughout the Emergence program, played a

critical role in the development and presentation of the TLO concept. With such mentorship, Lockwood pursued a collaborative approach in implementing his initiative. “I was able to design the training with the support of the chiefs and Special Operations...additionally, I worked closely with the Fusion Centers as improved dissemination of information and training was something they [Fusion Centers] wanted as well as they recognize self-paced training and quizzes are not always the best ways to learn.” In addition, the TLO approach to training brought new opportunities.

The train the trainers approach centralized the education to a single facility. In doing so, Lockwood stated, “this forum allowed us to bring in the true experts from the FBI and other agencies to talk about explosive devices or other potential threats and scenarios that we might face in the future...by bringing the TLOs to them [subject matter experts], we provided a cost-effective solution to improving department-wide training.” For the Fusion Centers, the TLO program provides a more personal and effective conduit for disseminating time-sensitive information and training to each house within the department. This vital link between intelligence and operations delivers unique opportunities for maximizing readiness across the DC Fire and EMS Department.

As stated by Lockwood, “we want to be the best ... we should be the best at responding to any terrorism incident in the city and this approach helps ensure the latest in tactics and lessons learned make it to all of the frontline fire fighters.”

EMERGENCE ALUMNA MAKING A DIFFERENCE: FINDING NEW ASSOCIATIONS TO IMPROVE EMERGENCY MANAGEMENT AND CRISIS RESPONSE

by Marc Pritchard

“If we can capitalize on the youth of the nation, we can develop agents of change to address the needs of their local communities.”

Michelle Torres

Outreach Branch Chief

State of Alaska, Division of Homeland Security and Emergency Management
Emergence 1702

In *The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators*, authors Dyer, Gregersen, and Christensen contend the first step of disruptive change is finding beneficial and often overlooked associations of disparate elements. For Center of Homeland Defense and Security (CHDS) Emergence 1702 alumna, Outreach Branch Chief Michelle Torres from the State of Alaska, Division of Homeland Security and Emergency Management, finding a solution to the challenges facing the country's largest state with respect to crisis response started with her desire to help the disadvantaged youth of Alaska. Her work with the young adults (16-18 years of age) of the Alaska Military Youth Academy (AMYA) ChalleNGe (National Guard) Program revealed an undervalued resource. With the support and encouragement from the Director of the Division of Homeland Security and Emergency Management, currently the Regional Administrator for the Department of Homeland Security's (DHS) Federal Emergency Management Agency (FEMA) Region 10, Mike O'Hare, Torres applied for the Emergence Program and arrived with the goal of connecting missions, people, and capabilities to better serve the people of Alaska.

The AMYA ChalleNGe Program targets at-risk youth, who have left high school without receiving a credential, to foster graduates with the education (high school diploma or General Equivalency Diploma (GED)) and life-skills to succeed as adults. Her idea was simple; develop a Community Emergency Response Team (CERT) training as part of the AMYA ChalleNGe Program, develop continuing education and service opportunities for these students as they return to their cities, towns, and villages (often deep within the Alaska bush country), and use these students as instructors and mentors in all aspects of emergency response for other youth in those areas. Thus, by providing increase instruction and effectively training the trainer, Torres fielded capable instructors to some of the most remote areas of the state. She noted “these students often return to a village where they were born and will probably never leave...they are remote areas, hours from any emergency responders...and they are returning with a sense of purpose and, possibly for the first time, a true sense of pride in what they can do and themselves.”

Torres not only provided the direction for expanded training, but additionally outlined a path for future inclusion of AMYA ChalleNGe cadets into the statewide Small Community Emergency Response Plan

(SCERP). SCERPs provide a community-based approach to emergency management, an absolute necessity in a state as remote and expansive as Alaska. With Alaska's susceptibility to devastating natural disasters including earthquakes, tsunamis, and flooding, SCERPs provide community and culturally focused solutions. Torres noted, “we have such a unique and diverse population in Alaska, assuming one size fits all is naïve...we have to use all available resources, tailored in the most effective manner, to address our emergency response needs.”

The instruction provided during Emergence provided insights and guidance to help formulate and develop the program as envisioned by Torres. She stated, “the course instruction and readings were extremely helpful...you realize early in the program that there are so many things you don't know you don't know ... Emergence provides not only tangible tools for implementing organizational change, but a new way of looking at problems to find creative solutions.” The academic aspects of Emergence aligned perfectly with the passion Torres brought to her project as she commented, “I had been dropping ideas for what became my Emergence project in our suggestion box at work for some time...this was something I truly believed could be successful and the academics gave me direction for implementing my plan.”

Although the program is still in its early stages, her efforts are making a difference in the lives of the AMYA ChalleNGe cadets and their communities. “One of our cadets was the first on the scene to a building fire...she single-handedly got everyone out of the building. Another, provided the inspiration for grade school students to want to become firefighters and first responders,” Torres commented. Combined with the invaluable benefit to the self-esteem of the cadets as they return to serve in their communities having graduated with a high school diploma or GED, Torres has provided a framework for changing the lives of all Alaskans for years to come.

As stated by Torres, “when we find these rare opportunities to create a culture of preparedness and resilience while turning around the lives of at-risk young adults, we have to be moved to action.”

FACULTY BRINGS UNIQUE SKILL SET

By Patrick Kuhl

Dr. Mollie McGuire might be one of the newest faculty members at the Center for Homeland Defense and Security (CHDS), but she has been on campus at Naval Postgraduate School (NPS) since 2014. She brings a unique set of skills, experience, and knowledge to the Center and will be a tremendous asset for CHDS students.

During her doctorate in Cognitive Psychology, she was brought onboard as a graduate intern through the Naval Research Enterprise Internship Program at NPS. During this internship, she gained invaluable insight and exposure to the research being conducted at NPS. This insight led to her dissertation topic, and continued relationship with NPS.

Dr. McGuire was able to stay at NPS and conduct her dissertation research as a Visiting Researcher through a collaborative relationship with NPS, sponsored by the Consortium for Robotics and Unmanned Systems Education and Research (CRUSER). The dissertation topic focused on effects of stress and divided attention on prospective memory (i.e., remembering to complete an intention at the appropriate time) performance in a Human/Robot teaming setting. Her motivation for conducting this study came from a desire to understand prospective memory in high-stress environments, such as military operations. Upon the completion of her dissertation, she received her PhD from Claremont Graduate University.

Dr. McGuire has also conducted research examining how recalling an intention may be more cognitively demanding than recalling a past action, making it hard to differentiate between true and false intent based on cognitive overload interview techniques. This is an example of the type of research that could be very helpful in her role at CHDS where she assists graduate students from law enforcement, fire service, and emergency management fields with various aspects of their research—including conceptualization, methodology, thesis development, dissertations, capstone proposal development, analyses, and writing support. Managing Director of Academic Programs and Thesis Coordinator, Lauren Wollman summarized, “Mollie is an important addition to the faculty. Not only is she a skilled advisor and mentor, but also a seasoned researcher with real-world, cutting-edge, experimental research going on in her Information Sciences

lab. She was an immediate, positive fit with the research team.”



Dr. Mollie McGuire (L) with Department of Defense Analysis Lecturer Kristen Tsolis. US Navy photo courtesy of Javier Chagoya.



With a background in cognitive and forensic psychology, she brings a diverse skill set to CHDS. The cross-section between psychology and the law is a growing field that will benefit homeland security leaders. Another item of interest that will be an asset for CHDS is her knowledge on body-worn cameras and how it affects memory. This wide range of expertise is especially beneficial when it comes to advising on CHDS theses now, and her effect on CHDS academic programs is already coming to fruition. According to master’s graduate Paul Junger (MA 1701/1702), Major of Police with Dallas PD, “Dr. McGuire motivated me to accomplish the impossible, inspired me to take risks, and encouraged me when I felt overwhelmed. Her leadership, passion, and expertise is a testament to the prestige of the CHDS program. I am forever grateful for her dedication to the CHDS students.” Junger’s thesis focused on ‘The effects of hypervigilance on decision-making during critical incidents.’ She is also advising on other theses of interest including “The Effects of Body-worn Cameras on Officers’ Attitudes and Policing Behaviors” for a master’s participant from the Miami Police Department and a thesis about building resiliency in children for a Fire Captain with LAFD. “It’s a constant learning process, even when helping with research outside of my specialty, like the LAFD thesis,” McGuire added. Even though she didn’t originally think she’d be working in academia (Mollie assumed she would be working in the private sector),

she’s very happy to be here. Otherwise, she would’ve probably considered trial consulting as a profession. “The CHDS students are great to work with and they bring amazing experience with them,” McGuire beamed.

Like most CHDS faculty, Mollie maintains a busy yet balanced workload. She is also an Assistant Professor for the NPS Department of Information Sciences (IS). She’s been working with IS since April 2017: initially as Research Associate before promotion to Assistant Professor. This quarter she is teaching Research and Writing for Homeland Security and Research Methods for Information Science within the Department of IS. McGuire’s post-doctorate advisor and colleague in the Department of IS, Dr. Ray Buettner, provided this glimpse into her potential impact at NPS, “As the services attempt to design and implement command and control systems that employ increasing levels of autonomy, the ability to incorporate a deep understanding of the human side of the human-machine team will be critical. Dr. McGuire brings the tools of a cognitive psychologist to our team, enabling NPS to provide better insight and guidance to those responsible for creating the next generation of C2 systems.”

Dr. McGuire also maintains an experimental lab at NPS, the Applied Research on Cognitive and Information Sciences lab (or ARCIS for short). It’s one of the few labs on campus that is setup to conduct experiments on human subjects. “CRUSER awarded seed funds to Dr. McGuire in FY18 to establish her Human Cognition and Automation Lab, and has again awarded her seed funds for FY19 to launch her first study,” explained Lyla Englehorn, CRUSER Associate Director. All seeded research quad charts are posted on the CRUSER site by fiscal year if you’d like to see more details about her work in context with other CRUSER research. The ARCIS lab could potentially be used for CHDS projects in the future, and that’s an exciting prospect. So far, she’s already utilized the lab space to investigate a variety of issues relevant to homeland security, including how reliance on automation is affected by stress.

So, while Dr. McGuire may not fit the prototypical mold of someone in homeland security, her skills and experience will have a profoundly positive effect on the Center’s academic programs, students, and staff.



Dusk sunset of Minneapolis-Saint Paul, Minnesota. Photo by Good Free Photos on Pixabay.

PROTECTING OUR INFRASTRUCTURE THROUGH EDUCATION

by Patrick Kuhl

“The CHDS program gave me the opportunity to sit down and have intentional conversations about public works security and have extended face-time with my peers from different communities.”

Mark Ray

Director of Public Works, Crystal, Minnesota
Acting Chair of the American Public Works Association (APWA) Emergency Management Committee
ELP 1801

When we consider the fundamental elements of homeland security, we often overlook the critical role that public works departments are tasked with. Public works support communities by establishing, maintaining, and protecting the infrastructure that allow us to function as a society. In the past, public works operations may have been viewed as reactionary when it comes to emergency management or disaster recovery, but the paradigm has shifted towards proactive preparedness.

The same events that have potential to disrupt the normal pattern of public works are considered threats to homeland security—from natural

disasters like wildfires and floods to man-made disasters like pandemics and bioterrorism. So, by protecting the community infrastructure and ensuring public safety, many public works departments are already performing homeland security responsibilities, even if it's not the first thing that comes to mind when considering the many facets of homeland security. But there is a lot of crossover between the two and the relationship continues to grow as society evolves. Some of the areas of intersection include infrastructure, cyberspace, preparedness and resiliency, public safety, and keeping roads safe during winter storms. One of the current participants in the Naval Postgraduate School (NPS) Center for Homeland Defense and Security's (CHDS)

Executive Leaders Program (ELP) summarized it by stating, “We make normal everyday life happen.” That is Mark Ray’s poignant way of downplaying the impact public works has on homeland security. Ray is the Director of Public Works in Crystal, MN and Acting Chair of the American Public Works Association (APWA) Emergency Management Committee.

How can we strengthen the relationship or coordination between public works and homeland security? One of the most effective ways is through education. There are a number of academic programs across the country that study the public works field as a form of homeland security. CHDS offers a master’s degree program to local, state, tribal, territorial, and federal leaders in a unique learning environment. Participants are current or emerging leaders from diverse homeland security disciplines including, but not limited to, law enforcement, fire service, emergency management, military and public health. The wide range of expertise that participants bring to the classroom facilitates the exploration of homeland security issues from different perspectives and allows participants to gain a more thorough understanding of the issues, while building strong professional networks. “The CHDS program gave me the opportunity to sit down and have intentional conversations about public works security and have extended face-time with my peers from different communities,” Ray said.

CHDS is able to offer the master’s degree program

at no cost to local, state, tribal, territorial, and federal government agencies because of the sponsorship of FEMA’s National Preparedness Directorate. Participating organizations benefit tremendously as students integrate their newfound knowledge and resources into their public works operations. Many alumni credit their CHDS education as a significant factor in their career promotions and appointments. Jason Lappin, Public Works Manager for the City of Covina, was among the first in his field to complete the CHDS master’s degree program, “I knew there was a greater role that public works could provide within the homeland security enterprise; but until I entered CHDS I was not fully sure how much that role could or should play. The importance quickly became clear to both my cohort and to me. I now have a vision for how I can improve the relationship between the two entities. Additionally, I brought back tools and knowledge to my agency that will enable me to be a catalyst within the industry.” Lappin’s thesis, “Homeland Security Enterprise and Public Works: Improving the Relationship,” researched areas of intersection between the homeland security enterprise and provided recommendations to better the relationship in three core areas: national preparedness and resilience, cyberspace safety and security, and cyber-physical systems. Anyone can browse and read on the CHDS website master’s theses produced by students. A few examples of the theses that focus on public works disciplines include:

- “How Critical is Infrastructure?” by David Riedman, Captain, Montgomery County Fire and Rescue Service
- “High-Tech, Low-Tech, No-Tech: Communications Strategies During Blackouts” by Diana Sun Solymossy, Director of Communications, Arlington County, VA
- “No Dark Corners: Defending Against Insider Threats to Critical Infrastructure” by Nick Catrantzos
- “Hacking Your Ride: Is Web 2.0 Creating Vulnerabilities to Surface Transportation?” by Cedric Novenario, Senior Traffic Engineer, City of Pleasanton, CA

The ultimate goal of CHDS’ academic programs is to build a national cadre of homeland security leaders and serve as a resource to grow the homeland security knowledge base while disseminating valuable research and educational materials. By doing this, the Center has built relationships with hundreds of agencies, universities, and organizations to share its resources. These free educational resources are provided in the form of research, digital library holdings, online courses and lectures, and more. One of the newest resources that CHDS helps provide in collaboration with FEMA is an educational video series called PrepTalks. The most recent PrepTalk video is titled “Public Works & Emergency Management—Restoring Life Line Services” by Philip Mann, Public Works Director for Gainesville and former Chair of the APWA Emergency Management Committee.

ALUMNI CONTRIBUTE TO TECHNOLOGY FORUM

By Patrick Kuhl

An esteemed group of alumni from the Naval Postgraduate School (NPS) Center for Homeland Defense and Security (CHDS) recently participated in an innovative Technology Foresight Forum that explored the relationship between homeland security and emerging technology. The forum focused on the topics of artificial intelligence, machine learning, and autonomous vehicles, while integrating a wide range of panelists from the insurance, health care, business, and legal sectors—as well as from academia and government (defense, homeland security, and law enforcement). The event was intended to raise awareness among professionals and students in these fields, to spark discussion, serve as a catalyst for further inquiry, and to encourage collaboration across the field in these pursuits.

The event was hosted by the Stevens Institute of Technology in Hoboken, NJ, in partnership with the Maritime Security Center (MSC)—a Department of Homeland Security Science & Technology

Center of Excellence—and the NY/NJ Regional Metro Alumni Chapter of CHDS. One of the leaders who helped organize and successfully execute the forum was CHDS graduate Raymond Bisogno. Bisogno, a recently retired Senior Policy Advisor for the New Jersey Office of Emergency Management (NJOEM), graduated from NPS-CHDS in March 2016 with Master’s cohort 1405/1406. His thesis was titled, “Problem-Solving in Homeland Security and Creating Policy Conditions for Enhanced Civic Engagement: An Examination of Crowdsourcing Models.” Bisogno was one of two students who received the Mark Carr Esprit De Corps Award, which honors those whose actions instilled, sustained, and created a spirit of unity and pride within the cohort.

The topic of artificial intelligence (AI) and machine learning may be abstract concepts in some homeland security disciplines, but these technologies are already deeply embedded in many of the systems CHDS alumni interact within their professions. Bisogno’s thesis can



Jared Maples, Director of NJOHSP, delivers the keynote. Photo by Eugene Kobliska, NJOHSP.

be linked to the topic as well, as we consider the possibility of leveraging the power of crowdsourcing to solve technology-related homeland security issues or improve homeland security techniques. “Technology, and specifically, the private sector, will not stop advancing, so we owe it to our constituencies to have these conversations,” he emphasized, adding that public-private partnerships will continue to take on increased importance. The idea to explore the intersection between technology and homeland security began as a simple alumni event for the CHDS NY/NJ Regional Alumni Chapter, but eventually evolved and grew into a broader forum due to interest from the homeland security community.

The approach was multi-faceted: bring practitioners, academics, and policymakers together for an interdisciplinary dialogue to share perspectives on the potential implications these technologies hold for homeland security and society; intersect professional networks to amplify the collective problem-solving capacity of all involved; and strengthen the relationship between the MSC and CHDS. Borrowing a line from General Michael Hayden, retired USAF four-star general and former director of both the CIA and NSA, Bisogno stresses that we need to look below the surface at the “tectonic plates” that will cause major shifts in society and national security. And similar to tectonic plates, AI has an effect on everyday life, whether we are aware of it yet or not. Common internet-based email applications, social media, marketing algorithms, and “smart” devices used in our homes all use artificial intelligence. According to some reports, AI is currently a \$20 billion global industry and poised to triple over the next few years, especially in the fields of image recognition, language processing, robotics, and medical diagnostics. How do we protect ourselves and the general

public from potential pitfalls with these technologies? For many users, privacy and security are legitimate concerns. Technology experts have already proven that machine learning systems can be compromised or hacked, and autonomous vehicles represent many unique security concerns as well. Having these types of intentional “what-if” discussions and exploring uncertainties is an integral component of ensuring safety and security.

After welcoming remarks by the MSC Director, Dr. Hady Salloum and the university’s Vice Provost of Research, Dr. Mohammad Dehghani, the keynote address was delivered by Jared Maples, Director of the New Jersey Office of Homeland Security and Preparedness (NJOHSP). Prior to his current post as the Governor’s Homeland Security Advisor, Director Maples spent over a decade at the Central Intelligence Agency in a variety of leadership roles and previously worked at the U.S. Department of Defense in the Office of the Secretary of Defense. He provided insight into the security issues facing the State and discussed how crucial it is for all the professionals represented there to work together to develop solutions and put the region—and the country—on the best possible footing the meet those challenges. The first panel discussion of the forum focused on AI and machine learning with experts representing the defense, medical, academic, and national policy perspectives. The second panel focused on land-based and maritime autonomous vehicles and featured perspectives from the business, insurance, legal, security, and research fields. “From a security perspective, the second panel was off-the-charts good,” Bisogno added. NJOHSP, a strong partner with NJOEM, also recorded interviews with participants for their podcast, “Intelligence Unclassified,” and one of their Deputy Directors served as a speaker on the second panel.

CHDS alumni participating as panelists were Carla Gray, Senior Manager of Global Programs

at Uber (ELP 1602), and Ray Guidetti, NJ State Police Deputy Superintendent of Investigations (Ret.) (MA 0403/0404). A number of other CHDS alum were present including Jerome Hatfield, NJ State Police Deputy Superintendent of Homeland Security (Ret.) and former FEMA Region 2 Administrator (ELP0901 and REP1301); Tracy Frazzatoro, Deputy Chief of Police in Montclair, NJ (MA 0903/0904); Thomas Richardson, FDNY Chief of Operations (MA 0901/0902); Frank Leeb, FDNY Deputy Chief (MA 1405/1406); and Chris DeMaise, NJSP Asst. Bureau Chief, Emergency Response Bureau (MA 1505/1506). CHDS professor, David O’Keeffe, was on hand as well.

Bisogno also credited Steve Recca, Director of CHDS’s University and Agency Partnership Initiative (UAPI) and his program’s collaborative framework with academia as a major influence. Finally, he added that the spirit of cooperation of Director Salloum and his Director of Education, Beth DeFares, was extraordinary, and the professionalism and helpfulness of their staff and student volunteers from the Maritime Security Center cannot be overstated. This event was only possible because of their involvement and commitment to its success.



CHDS alumni and staff with Dr. Salloum. Photo by Eugene Kobliska, NJOHSP.

The march of these technologies towards ubiquity may be inevitable. Ensuring the homeland security community and its partners in academia and the private sector are having open, productive dialogue will contribute to establishing the appropriate policy conditions for successful implementation. The Technology Foresight Forum represents the precursor to this success: open and informed discussion among intersecting networks of professionals. CHDS alumni are well-positioned to lead such discussions thanks in part to their multidisciplinary experience at NPS.



*The Seaport of Miami, Florida.
Photo by Rafael Nascimento on Unsplash.*

ALUMNI GO BEHIND THE SCENES AT PORT OF MIAMI

By Patrick Kuhl

The Center for Homeland Defense and Security (CHDS) academic programs promote collaboration among leaders both during and after completion of their CHDS programs. One of the main ways students keep in touch is by joining a regional chapter of the alumni network. Twenty-one regional chapters have been established by former students across the country.

Recently, alumni from the Southern Florida chapter organized a behind-the-scenes tour of the Miami Seaport. The event was organized by Deanna Kralick and Romeo Lavarias. Both are graduates from the CHDS master's program (Kralick is from cohort MA 1505/1506 and Lavarias is from MA 1103/1104). The group who attended was given special access thanks in part to Kralick's connections. She is currently serving as Chief of Staff for the Office of the Director, Field Operations in the Miami and Tampa Field Offices with U.S. Customs Border Protection—but she started her career at the Miami Seaport. Lavarias is the Emergency Manager for City of Miramar in Florida. The event was Kralick's idea, but Lavarias spearheaded the conversation and encouraged other alumni to attend.

The group was comprised of alumni from the CHDS master's program and Executive Leaders Program (ELP) and represented a wide range of homeland security disciplines, from border protection to fire & rescue services to local emergency managers. Lavarias alluded to the benefits of a multidisciplinary group, "Even though we may not all be in the same line of work, we are in the same industry and can learn from others then apply it to our own local OPS. There is a lot of crossover in the form of emergency response and how CBP performs." Different fields coming together allows them to see slightly different aspects and many were surprised by the volume and complexity of CBP responsibilities. At the Miami Seaport, CBP officers are tasked with juggling many different types of missions. "They are one of the only

CBP groups that run their own forklifts and use chainsaws to really get into the ship; this gives them an advantage because it provides a better understanding of the OPS," Kralick added.

Upon arrival at the Seaport, the alumni were introduced to with Port Director Jorge Roig and other senior managers who oversee the facilities. The first part of the tour included access to observe the disembarkation of Carnival Victor (a large passenger cruise ship). According to Kralick, "CBP officials at the port were kind enough to let us see the processing of a cruise vessel arriving from across the Atlantic on the passenger side." Discussion of cruise ship inspection procedures focused on general vetting of cruise ships and agriculture inspections of arriving cruise ships. One of the alumni in attendance, Fire Chief for Boca Raton Fire Rescue Services and ELP alumnus, Thomas Wood shared, "I boarded a Royal Caribbean ship there two months ago...now I can see what goes on behind the scenes."

The second part of the tour explored tactical cargo operations that are employed by CBP at the port. This included discussions on the topics of targeting, container inspections, and use of Non-Intrusive Inspection (NII) Equipment. An overview of agriculture inspections in the maritime environment was particularly insightful as the group learned more about the general trade environment. But the highlight of the event may have been their exclusive tour of the infamous House of Pain and drug museum. Due to the large amount of illegal contraband that smugglers attempt to bring through port, CBP officials are constantly learning about and implementing new tactics to thwart these enterprising criminals. Lavarias emphasized the benefit of viewing and discussing the CBP's innovative tactics, "Homeland security is constantly changing and we need to break out of our silos if we want to stay ahead of the bad guys."

MASTER'S DEGREE PROGRAM (MA)

MA 0401/0402

Jeff Burkett is now the Vice Director of Domestic Operations (J3/7) for the National Guard Bureau. He is responsible for the planning, coordination, and integration of all aspects of National Guard activities relating to Domestic Operations at the national level.

MA 0701/0702

Richard J. Blatus was promoted to Deputy Assistant Chief – Bureau of Operations, FDNY.

David Carabin (FCLP 1001) was one of 32,000 applicants internationally to receive the 40 Under 40 award for law enforcement.

As Senior Vice President of Government and Industry Relations at ANDE®, **Keith Squires** (FCLP 1101), former Utah Commissioner of Public Safety, will be part of the team identifying victims of the Camp Fire in Paradise, CA using Rapid DNA technology.

MA 0705/0706

Christopher S. Smith, RS, MA of Portsmouth (Scioto Co.), has been appointed to the State Emergency Response Commission for a term beginning December 14, 2018, and ending January 13, 2020.

MA 0705/0706

Donna Cayson has accepted a Commander position with the City of Marina Police Department, CA.

MA 0803/0804

Thomas Currao was promoted to Deputy Assistant Chief of Terrorism and Disaster Preparedness, FDNY.

Federal Protective Services Regional Director **Todd Consolini** was recognized by DHS Chief Security Officer Richard McComb with the DHS Security Program Manager of the Year Award.

MA 0901/0902

Thomas J. Richardson was promoted to Chief of Fire Operations, FDNY.

MA 1001/1002

Judd Freed has been elected 2nd Vice President of the International Association of Emergency Managers for 2018-19. In 2020, he will then become President of the Association.

Shawn Fitzgerald has started a new position as Vice Commander of 106th Rescue Wing.

MA 1003/1004

Rodney Andreasen was among the group honored by the Governor of Florida for their efforts in responding to Hurricane Michael.

Donna Grannan started a new position as Adjunct Professor of Business at Tarrant County College.

MA 1005/1006

Merideth Bastiani (HSx 1701) has been elected to a five-year term as a commissioner of the Delmar Fire District (NY). She became the first female fire commissioner in the 100+ year history of Delmar Fire.

Gregory Bernard (HSx 1701) has been appointed Acting Director, Strategic Infrastructure Analysis Division, National Risk Management Center.

Chas Eby is starting a new position as Deputy Executive Director at Maryland Emergency Management Agency (MDMEMA).

Sharon Watson will be starting a new position as Regional Communications and Marketing Manager at American Red Cross.

MA 1203/1204

Jennifer Donald started a new position as Adjunct Associate Professor at University of Maryland University College.

MA 1301/1302

George Johnstone is the Chief of Police for the City of Corona, CA.

Sylvia Moir, Chief of Police in Tempe, AZ, was presented with the George Weisz Adl Law Enforcement Award at the 2018 Torch of Liberty Award Dinner.

MA 1403/1404

Steven Polunsky (HSx 1701) has been appointed to the Transportation Resource Board (TRB) Task Force on Transit Safety and Security.

MA 1405/1406

Ted Berger has accepted a new position as Interim Deputy Chief of Staff for Cook County Government in Chicago, IL.

Frank Leeb was promoted to FDNY Deputy Chief. Leeb will be assigned to the Division of Training and will work to develop new training initiatives for the Department.

MA 1501/1502

DHS and the Coast Guard sent **Marc Thibault** to RAND to contribute his government and research experience to their ongoing homeland security studies.

CLASS NOTES

MA 1505/1506

Governor Kate Brown appointed **Tiffany Brown** to a 4-year term on the Oregon Seismic Safety Policy Advisory Committee (OSSPAC), she was selected to fill the local government position.

D. Jeremy DeMar has been named Vice Chair of APCO International's newly created CISD Work/Writing Group.

Aristotle Wolfe has been named Commander of California Highway Patrol's Santa Rosa region.

MA 1603/1604

Giacomo Sacca Police Captain for Elizabeth Police Department in Elizabeth, NJ, was recently promoted to Deputy Chief.

Ryan Rockabrand (ELP 1402) has accepted a new position within FEMA as Deputy Director for the Private Sector Division—which has recently been moved into the Office of Response and Recovery.

MA 1605/1606

Terri March conducted a webinar based on the thesis: *Weapons of Mass Distraction: Strategies for Countering the Paper Terrorism of Sovereign Citizens*.

MA 1701/1702

Jasper Cooke has been promoted to the position of Director of the Office of the National Advisory Council.

MA 1703/1704

Charity Menefee has been promoted to Director of Communicable and Environmental Disease at the Knox County Health Department.

MA 1805/1806

Michael McCarthy was recently promoted to the position of Captain with the California Highway Patrol.

EXECUTIVE LEADERS PROGRAM (ELP)

ELP 0501

Ari Baranoff become the Global Head of Investigations for PayPal.

ELP 0701

Kelley Stone, retired from his position of Director of Collin County Emergency Management but will continue to teach at the University of Texas at Dallas.

ELP 0902

Kathleen Fox has accepted a new position as Assistant Vice President of Safety & Security Strategic Operations at The George Washington University.

ELP 1101

Charles G. Dunne has been appointed to the Federal Law Enforcement Congressional Badge of Bravery Review Board.

ELP 1201

Erik Litzenberg, Fire Chief for Santa Fe Fire Department, is now the City Manager for the city of Santa Fe, NM.

Carlos Bolanos was elected Sheriff of San Mateo County, CA.

ELP 1202

Michael Johnson has joined the Defense team at Cassidy and Associates.

ELP 1301

Blake Chow has been promoted to LAPD Deputy Chief.

ELP 1401

The Massachusetts Chiefs of Police Association has named Chelsea Police Chief **Brian Kyes** as it's first-ever Chief of the Year.

ELP 1402

Walt White has started a new position as Fire Chief at Amador Fire Protection District.

Joyce Flinn has been appointed Director of Iowa Homeland Security and Emergency Management by Governor Reynolds.

ELP 1601

Ed Prieto was honored by Yolo County Supervisor Oscar Villegas for his dedicated service to the community, which includes 20 years as Sheriff.

ELP 1602

Jo-Ann Lorber has been promoted to Division Chief at Ft. Lauderdale Fire Rescue.

David Hall is retiring from the Missouri State Highway Patrol and will be starting as the Executive Director of Mid-States Organized Crime Information Center (MOCIC) in Springfield, MO in early December.

ELP 1701

Tim Gleason ICMA-CM was recently named Chairman of The Illinois Law Enforcement Training and Standards Board.

ELP 1801

Joseph Jardin was promoted to Deputy Assistant Chief – Bureau of Fire Prevention.

PELP ALUMNI

PELP 1602

Joel Palmer has been promoted to FEMA Integration Team Lead - UT / FEMA Region VIII.

FUSION CENTER LEADERS PROGRAM (FCLP)

FCLP 1501

Brian Budde was recently promoted to the rank of Assistant Division Commander of Cyber Intelligence and Operations with the Michigan State Police.

ALUMNI PHOTO ALBUM



Benjamin Berg (MA 0701/0702) has started a new position as Chief of Response Division at USCG.



L-R: Ron Menz (MA 1603/1604), Craig Schwartz (MA 1603/1604), John Murray (MA 1603/1604), Rick Griggs (MA 1603/1604), Doug Berglund (MA 1603/1604) come to support their colleagues at graduation!



Ed Prieto (ELP 1601) was honored by Senate and Board of Supervisors resolutions, he stands with his wife, Mona.



Aristotle Wolfe (MA 1505/1506, middle) gave a talk to Autonomous Vehicle Technicians at Cruise Automation in San Francisco.



Carlos Bolanos (ELP 1201) was elected Sheriff of San Mateo County, CA.



Marc Pritchard (CHDS program manager) earned an EdD at USC.



L-R: Lauren Wollman, Steve Sund (MA 0905/0906), Noel Lipana (MA 0905/0906), Michael Brown (MA 0905/0906, HSx 1701), and Amanda Bogard (MA 0905/0906) presenting capstone project of Noel's doctoral dissertation in DC.



FDNY Fire Commissioner Daniel A. Nigro presided over a plaque dedication and street renaming in the honor and memory of NPS Graduate, and Masters Alumni, Deputy Chief Michael J. Fahy (MA 1101/1102). Chief Fahy was tragically killed on September 27th, 2016, while commanding operations at a natural gas leak in a private residence. The ceremony was attended by Michael's wife, Fiona, his family, and several hundred of his co-workers and friends.



Jim Franklin (ELP 1701) was sworn in as Rochester's Chief of Police on July 26, 2018. He leads the agency's 206 employees including both sworn and civilian staff.



Bijan Karimi (MA 1401/1402), Amanda Bogard (MA 0905/0906), and Tiffany Snyder Brown (MA 1505/1506) attend a FEMA workshop.



NPS-CHDS master's alumni Thomas Currao (MA 0803/0804) and Ruben Almaguer (MA 0501/0502) were surprised to see each other while attending a week-long workshop in Israel with 70 other senior representatives from across the globe.



NPS-CHDS master's classmates Martha Ellis (MA 1301/1302) and Matt Speer (MA 0301/0302) ran into each other at a recent Emergency Management Conference in Sioux Falls, SD.



Master's graduate Brent Swearingen (MA 1403/1404) has been promoted to Fire Chief / Administrator at Valley Regional Fire Authority in King County, WA.



Wayne Dumais (MA 1701/1702) and Kristin Wyckoff (MA 1401/1402), both from the Department of Homeland Security's Science and Technology Directorate, presented at the 2018 International Test and Evaluation Symposium, December 11-13, in Oxnard, CA.



David Riedman (MA 1401/1402, HSx 1701) presented the background of the CHDS K-12 School Shooting Database and initial findings that impact school security planning and policies during the CDC Maternal & Child Health Preparedness Working Group's quarterly video conference call.



Thomas Wood, City of Boca Raton, FL; Romeo Lavarias, City of Miramar, FL; Kimberly Spill-Cristiano, City of Pompano Beach, FL; Deanna Kralick, U.S. Custom and Border Protection.



Frank Leeb (MA 1405/1406, middle) was promoted to FDNY Deputy Chief. Leeb will be assigned to the Division of Training and will work to develop new training initiatives for the Department. The ceremony was held at FDNY Headquarters located in Brooklyn, New York.



At the NYPD Leaders of Today and Tomorrow awards ceremony, Brooklyn Borough President Eric L. Adams honored PSA 3 Commanding Officer Daniel Dooley (MA 1401/1402, middle R), NPS-CHDS master's graduate, for his work with the Explorers program to advance community-police relations.



Vern Pierson (MA 1505/1506, middle) was sworn into his fourth term as District Attorney by Presiding Judge Suzanne Kingsbury in the presence of his wife Cyndee and their sons Sam and Chad.



Sylvia Moir (MA 1301/1302, Chief of Police in Tempe, AZ) was presented with the George Weisz AdL Law Enforcement Award at the 2018 Torch of Liberty Award Dinner.



Amazing NPS night in NYC with the reunion of MA 1701/1702, 10 members of the class made it out to NYC see the ball drop.



NPS-CHDS master's graduate Jackie White (MA 1601/1602, R) has been nominated for a Cabinet position by New Mexico Governor-elect Michelle Lujan Grisham. Jackie is currently an Albuquerque Fire Department Captain and will serve as secretary of homeland security and emergency management under Governor Lujan Grisham.



CHDS founding father Ed Livingston passed away in January 2019.



Classmates ran into each other at the National Fusion Center Association conference in Alexandria, VA. L-R, Patrick Hensley (MA 1503/1304, Police Chief Daly City PD) Cmdr. Brian Lee (MA 1503/1304, Phoenix PD Homeland Defense Bureau) and Lt. Payne Marks (MA 1503/1304, FCLP 1501, Director of the Virginia Fusion Center).



Michael Brown (MA 0905/0906, HSx 1701, L) and Greg Bernard (MA 1005/1006, HSx 1701) attended a reception at the Australian Embassy in Washington commemorating the first anniversary of the establishment of Australia's Department of Home Affairs.



Robert Leverone, Massachusetts State Police Lieutenant (MA 1405/1406), Michael Johansmeyer, Division Chief of Operations for Seminole County Department of Public Safety (MA 1203/1204), and Paul Jara, Strategic Planner for Arkansas National Guard (MA 1705/1706) were assigned to the same breakout group at the National Emergency Management Association's EMAC of the 2017 hurricane season.



L-R: Mike M.K. Harryman, (ELP 1502, State Resiliency Officer), Glen Woodbury (MA 0301/0302, Director of CHDS) and Andrew Phelps (MA 1005/1006, Director of the Office of Emergency Management), attend the National Governor's Association Oregon Resiliency Retreat, where Glen was keynote speaker.



Chas Eby (MA 1005/1006) Deputy Executive Director at the Maryland Emergency Management Agency (MEMA), provided a tour of their Emergency Operations Center to CW2 Gabe Rhodes (MA 1605/1606), Commander of the 322nd MP DET (CID) Army Reserve Unit based in Owings Mills, MD.



Donalyn Dela Cruz (MA 1505/1506, PELP 1501) was hired by Strategies 360 Hawaii as Vice President of Communications.



L-R, William Metcalf (ELP 1101), Andrew Lluberes (ELP 1101), and Edmund Hartnett (ELP 1101) of "We Merry Few" got together with Lisa Palmieri, an MP graduate and regional director for DHS Intelligence and Analysis (I&A) in New York, to celebrate six years of friendship over good food and wine.



LAFD colleague and fellow NPS alum Robert Nelson (MA 1005/1006) attended Alicia Welch's (MA 0403/0404) swearing in ceremony as Chief, making her Golden, Colorado's first female chief.



The New York Stock Exchange welcomes the FDNY. Acting Chief of Department, John Sudnik (MA 0403/0404), joined by Chris Taylor, Vice President, NYSE Listings and Services, rings The Opening Bell®.



On November 7th, FDNY hosted its first NPS-CHDS Emergence Candidate Breakfast at department headquarters in Brooklyn. The panel consisted of both NPS alumni and other members of the Department who outlined the value of advanced education and the benefit of the CHDS experience.



L-R: Matthew White (FCLP 1402), Thomas Guglielmo (MA 1203/1204) and Ronald Lendvay (MA 1405/1406) attended the North East Florida Law Enforcement Executives Association event. 45-50 of the regions criminal justice and emergency management leaders attended at Jacksonville International Airport.



Master's classmates Sunil Dutta, David Linthicum, and Robert Nelson reconnected while in Los Angeles (CA1005/1006).



Alicia Welch (MA 0403/0404)(L) Golden Fire Chief, is visited by fellow alum Mike Biasotti (MA 1001/1002, REP 1301) looking for a beer tour.

KUDOS AND CONNECTIONS

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

MA



ELP



PELP



REP



EDUCATIONAL RESOURCES

DON'T FORGET YOU STILL HAVE ACCESS TO THESE VALUABLE RESEARCH AND INFORMATION RESOURCES:

HOMELAND SECURITY DIGITAL LIBRARY

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

SELF-STUDY COURSES

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

HOMELAND SECURITY AFFAIRS JOURNAL

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

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WHAT STUDENTS SAY ABOUT THE CHDS MASTER'S PROGRAM

"I applied to CHDS because I wholeheartedly wanted to learn about homeland security from a prestigious academic university that promoted independent thinking and problem solving methods. I wanted to understand how the homeland security enterprise impacted my role as an FBI supervisory intel analyst and ways I can better assess vulnerabilities in protecting the US. I also wanted to write a thesis to strengthen my research, analysis, and writing skills and examine a problem that was currently on my plate. The caliber of the professors and classmates and the discussions about homeland security and problem-solving went above my expectations. The resources and facilities were outstanding and I am forever grateful for the experience."

— **LAURA JAMISON**

Supervisory Intelligence Analyst (SIA), Federal Bureau of Investigation (FBI), MA 1701/1702

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WATERMARK

THE ALUMNI MAGAZINE OF THE CENTER FOR HOMELAND DEFENSE AND SECURITY

Why is this magazine titled Watermark?

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



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



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