



WATERMARK

Fall 2019

THE CENTER FOR HOMELAND DEFENSE AND SECURITY MAGAZINE



APEX NEWS | ALUMNI STORIES | CLASS NOTES | PHOTO ALBUM

Dear Alumni and Friends,

This has been a tremendous year for the Naval Postgraduate School Center for Homeland Defense and Security (CHDS) thanks to our amazing students, staff, alumni, and partners. We all take pride in the accomplishments of our alumni as they apply the lessons they learned in the classroom to improve their agencies and organizations. The concept of homeland defense and security is not static—it is constantly evolving and growing. We believe collaboration across agencies is key to success and will enable us to prepare for future threats at the local, state, tribal, territorial, and federal levels.



“We believe collaboration across agencies is the key to success and will enable us to prepare for future threats at the local, state, tribal, territorial, and federal levels.”

— GLEN WOODBURY

This fall edition of *Watermark* contains some great examples of alumni implementing their CHDS education. One of the hot topics this year is border security. Read about how CHDS master's graduate Monica Mapel is supporting DHS-ICE by uncovering a growing trend of immigrants taking advantage of the system by posing as family units or “faux families.”

We also chronicle the work of CHDS master's alumna Brigadier General Jeffrey Burkett, Vice Director of Domestic Operations for the National Guard Bureau, as he ensures security on multiple fronts—from the Southern border to CBNRE incidents to cyber-attacks.

Another topic that generated a lot of national attention this year is the K-12 School Shooting Database, which was developed by CHDS alumni Desmond O'Neill and David Reidman. Upon recognizing a gap in accurate data about school shootings, they decided to create a public database of such data. It was originally done as a project for the Advanced Thinking in Homeland Security (HSx) program. The K-12 SSDB is now trending nationwide and it's frequently referenced by researchers and media reports. It was also the main focus of last year's Alumni Professional Exchange (APEX) special presentation. We have added a third day to APEX 2020. On the first day we will have short “TED Talk” style presentations from alumni on new ideas and approaches to homeland security.

Speaking of HSx, in this edition of *Watermark*, we reflect on the successful completion of our innovative pilot program that wrapped up earlier this year. We also delve into some of our other educational programs like the unrivaled Pacific Executive Leaders Program (PELP) and the expanding Emergence Program. Emergence has now produced 96 alumni and is truly gaining momentum. Emergence participants develop and implement change initiatives in their organization. Cohort 1902 had a 75% success rate with their projects. Read about four of those alumni and how their ideas are impacting their agencies and the public.

CHDS academic programs are reducing our vulnerability to national security threats and catastrophic events in a multitude of ways, but we would never be able to fit them all into one edition of *Watermark*. We hope you are inspired by the stories we've included and thank you all for supporting our mission and sharing the lessons learned with the homeland defense and security community.

Truly yours,

A handwritten signature in black ink that reads "Glen Woodbury". The signature is written in a cursive, flowing style.

Glen Woodbury
Director, Center for Homeland Defense and Security

CONTENTS

THIS ISSUE OF WATERMARK

Volume 10 • Issue 2 • Fall 2019

- 02** Regional Alumni Chapters
- 04** CHDS Alum Represents 9-1-1 Dispatchers in D.C.
- 06** APEX 2019 in Review
- 08** CHDS instructor Wins Outstanding Professor Award
- 10** Protecting the Home Front
- 12** CHDS Emergence Program Drives Change
- 13** Emergence Alumna Making a Difference: Interagency Radio Communication
- 14** Emergence Alumna Making a Difference: Scaling Decontamination Services
- 15** Emergence Alumna Making a Difference: Sharing Information in the Big Easy
- 16** Emergence Alumnus Making a Difference: Unified Communication for Effective Change
- 17** NPS-CHDS Alumna Addresses Faux Families on the Southern Border
- 20** From Thesis Research to Presidential Policy
- 22** Applying Emergency Response Techniques to the Opioid Epidemic
- 24** Homeland Security 2.0; It's Not What You Think
- 26** PELP Speaker Series Addresses the Future of Cybersecurity
- 27** HSx Pilot Program Takes Off
- 28** Homeland Security Digital Library
- 29** Class Notes
- 32** APEX 2019 Photo Album
- 35** Alumni Photo Album
- 40** Welcome to the CHDS Family
- 41** Educational Resources



Herrmann Hall | Photo by Angi English

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.

Watermark is produced by the staff of the Center for Homeland Defense and Security with support from CHDS alumni, faculty, and staff.

Writers: Patrick Kuhl, Marc Pritchard, and Dan O'Connor

Designer: Will McCarty

All photos are submitted unless otherwise stated.

For Comments and Story Ideas:

Heather Issvoran
Director, Strategic Communications
Contract Support for the Center for
Homeland Defense and Security
hissvora@nps.edu, 831.402.4672 (c)

Technical Support/Webmaster/Login:

support@chds.us, 831.272.2437 (PST)

Copyright © 2019 by the Center for Homeland Defense and Security
All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission from the Center for Homeland Defense and Security.

ON THE COVER

Garrapata Beach, Photo by Bill Shewchuk.



CENTER FOR HOMELAND
DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL

FIND CHDS ONLINE



www.chds.us



[npsCHDS](#)



[npsCHDS](#)



[npsCHDS](#)

**1 OREGON
PORTLAND**

Chris Voss
chris77voss@gmail.com

**2 CALIFORNIA
NORTHERN
GREATER BAY AREA**

Sara Kay
sarakayoakland17@gmail.com

**3 CALIFORNIA
LOS ANGELES**

Frank Forman
captain224@gmail.com

**4 CALIFORNIA
INLAND EMPIRE**

David Green
green_da@sbcity.org
Jason Lappin
jasonplappin@gmail.com

**5 GUAM
WESTERN PACIFIC**

Frank Ishizaki
guamgman@gmail.com

**6 ARIZONA
PHOENIX**

Sylvia Moir
moir4@me.com

**7 COLORADO
ROCKY MOUNTAIN**

Ryan Fields-Spack
rfieldss@icloud.com

**8 NEW MEXICO
ALBUQUERQUE**

Angi English
englishangi@gmail.com

**9 TEXAS
EL PASO**

Calvin Shanks
calvin.shanks@ttuhsc.edu

**10 CANADA
ONTARIO**

John Dehooge
johnwdehooge@gmail.com

**11 OHIO
DAYTON**

Darren Price
darrenpricenps1405@gmail.com
Bruce Robertson
brobertson@centervilleohio.gov
Jeff Payne
payne136@gmail.com

**12 TENNESSEE
NASHVILLE**

Patrick C. Sheehan
patrickcsheehan@gmail.com

**13 ALABAMA
HUNTSVILLE**

Jonathan Gaddy
jonathanwgaddy@gmail.com

**14 GEORGIA
ATLANTA**

Kelly Nadeau
kelly.nadeau@dph.ga.gov
Wendy Smith
wendy.smith@fultoncountyga.gov

**15 FLORIDA
NORTHERN**

Ronald Lendvay
rlend2@yahoo.com
Thomas Guglielmo
thomas.p.guglielmo@dhs.gov

**16 FLORIDA
SOUTHERN**

Romeo B. Lavarias
rblavarias@miramarfd.org
Deanna Kralick
deanna.m.kralick@cbp.dhs.gov

**17 NEW YORK
WESTERN**

Patrick O'Flynn
poflynn@monroecounty.gov

**18 NEW YORK
NORTHEAST**

Richard Blatus
firesafeltd@aol.com
Thomas Richardson
richartj1959@gmail.com

**19 MASSACHUSETTS
NEW ENGLAND**

Phil McGovern
tank441@aol.com

**20 NEW JERSEY
MID-ATLANTIC**

Walt Smith
wsmith6067@msn.com
Robert Giorgio
rgiorgio32@gmail.com

**21 WASHINGTON D.C.
NATIONAL CAPITAL**

Samantha Korta
samantha.korta@gmail.com
Heather Isvoran
hissvora@nps.edu



WASHINGTON D.C. CHAPTER



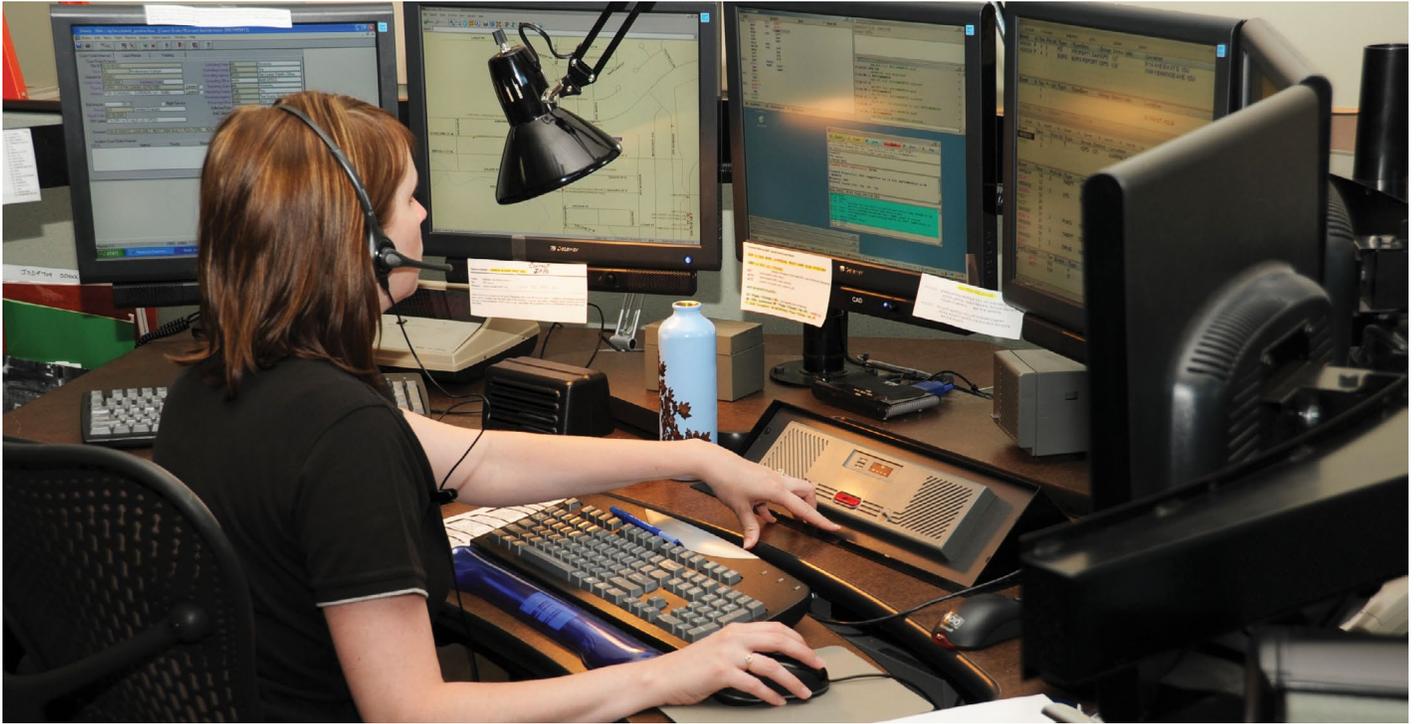
WASHINGTON D.C. CHAPTER



NEW YORK NORTHEAST CHAPTER



COLORADO CHAPTER



Emergency Dispatch Center | Photo courtesy of Unsplash

CHDS ALUM REPRESENTS 9-1-1 DISPATCHERS IN D.C.

BY PATRICK KUHL

D. Jeremy DeMar is an excellent speaker. Not just because he's loud and projects his voice clearly, but because he has extensive experience speaking with the public during times of crises as an emergency dispatcher, firefighter, and emergency medical technician. That's part of the reason he was selected to represent fellow public safety telecommunicators at a press conference introducing the 911 Saves Act.

Center for Homeland Defense and Security (CHDS) master's graduate D. Jeremy DeMar, Director of Springfield Emergency Communications (SEC) in Massachusetts, was invited to Washington, D.C. to speak in support of the 911 Saves Act. The Act seeks to reclassify public safety telecommunicators as 'Protective Service Occupations' in the Office of Management and Budget Standard Occupational Classification. These occupations are currently classified as administrative or clerical jobs, which doesn't accurately represent the lifesaving work and dedication of these professionals. DeMar shared some



D. JEREMY DEMAR

Director of Springfield
Emergency Communications
(SEC) in Massachusetts
MA1505/1506

insight, "The types of calls we deal with can produce vicarious trauma, secondary stress, and episodes of PTSD. On any given day, you never know what's going to be on the other end of that phone line."

To rally support for this zero-cost legislative fix, a press conference was held at the House Triangle of the United States Capitol in Washington, DC. The main drivers behind the 911 Saves Act are U.S. Representatives Norma Torres (CA-35) and Brian Fitzpatrick (PA-1). Torres is the only former 9-1-1 dispatcher serving in Congress and Fitzpatrick is a former Federal Bureau of Investigation (FBI) Special Agent and federal prosecutor. "I know first-hand the challenges our

public safety dispatchers face, the stress they are put under, and the importance of their work," Torres shared. Also in attendance to introduce the bipartisan bill were U.S. Representatives Ro Khanna (CA-17), Donna Shalala (FL-27), Federal Communications Commissioner Jessica Rosenworcel, and other leading public safety industry experts.

Named Director in December of 2017, DeMar has made a concerted effort to position SEC as a leader in public safety strategies. Prior to that, he served as Public Safety Emergency Communications Supervisor for the Rochester (NY) Emergency Communications Department beginning in 2011. He also has experience as a firefighter and EMT. As a dedicated public safety professional, DeMar's affiliations include the Department of Homeland Security's First Responders Resource Group and SAFECOM program, NG9-1-1 Institute, National Emergency Number Association, Massachusetts Communications Supervisors Association, and Association of Public Safety Communications Officials.



DeMar with Congresswoman Torres

One of his main goals is to establish dispatch systems and technology that benefit residents and first responders. The 911 Saves Act aligns perfectly with this goal. “9-1-1 professionals are an integral part of the public safety process nationally, and here in Springfield. The ‘911 Saves Act’ serves to officially recognize the critical services these unsung heroes provide daily to our citizens and first responders,” said DeMar.

To fully illustrate the demanding nature of dispatcher responsibilities, DeMar is also contributing to a survey that researches the critical stress experienced by dispatchers in public safety and emergency communications. The survey incorporates the point of view of dispatchers’ families and close friends. It is titled the “911 Family Impact Study” and the anonymous 10-question survey is seeking immediate family members, spouses and close friends of current and retired 9-1-1 telecommunicators to participate.

The purpose of the study is to gain greater understanding of what effects the profession may have on the social and psychological aspects of dispatcher lives. The survey, launched March 1st, asks participants about the impact their family member’s dispatcher job has had on interactions with family and close friends. Partnering with DeMar on the 911 Family Impact Study are Elizabeth Belmonte, training supervisor with Cambridge Emergency Communications, Anne Camaro, assistant director of administration and training for Cambridge Emergency Communications, and Adam Timm, founder of The Healthy Dispatcher and former 9-1-1 operator with Los Angeles Police Department. When the study concludes later this year, the researchers will release results and materials in order to promote workshops and inform



DeMar speaking at press conference

dispatcher training nationwide.

The push to reclassify public safety telecommunicators has been supported by the Association of Public-Safety Communications Officials (APCO) and the National Emergency Number Association (NENA) for years, but it’s finally gaining momentum on a legislative level thanks to the 911 Saves Act. And, DeMar is excited to be a part of the progressive solution, “Based on the service we’re providing, we’re the first line of emergency response. Dispatchers are an important link in the chain that connects the public with first responders. So, for us, the reclassification is an obvious slam dunk. There’s no reason why they

“The 911 Saves Act serves to officially recognize the critical services these unsung heroes provide daily to our citizens and first responders.”

— D. JEREMY DEMAR

shouldn’t be considered a protective service—especially, with the evolution of technology and the way the program has changed, I don’t think anybody would label the type of work as clerical.”

DeMar first met Congresswoman Torres through the Massachusetts Communications Supervisors Association (MCSA), where he serves as a regional Vice President, during the NENA-sponsored 9-1-1 Goes to Washington event. The event culminated in a conference that brought together professional telecommunicators and national policymakers to discuss emergency communications issues and policy challenges facing public safety. At the conference, Torres was kind enough to accept a spur-of-the-moment meeting

with MCSA staff, and she was very interested in the push for reclassification. After deciding to introduce the legislation, she reached out to MCSA and asked if they would be willing to send some representatives to attend the 911 Saves Act press conference in Washington. Also in attendance from the MCSA were Charles Robert Goodwin, Lee Ann Delp, and Erin Weldon Hastings. DeMar added, “It was a great opportunity to go out there and talk with our representatives. Congresswoman Torres and Congressman Fitzpatrick are both very much committed to seeing this bill move forward.”

There’s also a direct correlation between his master’s thesis research and the 911 Saves Act. His thesis, *Next Generation 9-1-1: Policy Implications of Incident Related Imagery on the Public Safety Answering Point*, emphasized the evolution of the public safety telecommunicator profession—specifically, the arrival of incident-related imagery. As the Next Generation 9-1-1 (NG9-1-1) system becomes implemented nationally, it will change the way in which 9-1-1 calls are processed—allowing callers to send images, video, and other media directly to 9-1-1 dispatchers. “Our profession for the previous fifty-plus years was focused on listening. And suddenly, we’re going to be plunged into this situation where we are exposed to graphic images or videos. What is the impact going to be?” DeMar wondered. Current CHDS master’s student, Kevin Haight, Captain of Statewide Emergency Communications for Idaho State Police, is doing similar research for his thesis. By way of reclassification, the Act opens up many different support mechanisms that law enforcement and fire service professionals already have access to. This would help dispatchers dealing with critical-incident stress or PTSD, and it could potentially enhance recruitment and retention of dispatchers as well.

If we truly want to support the public safety telecommunicators who form a critical lifeline between the general public and first responders, we need to provide them with the resources to perform at the highest level. DeMar added, “There’s not enough dialogue about 9-1-1 dispatchers; we need to continue having these discussions to fully understand the side-effects of stress in this profession. The 911 Saves Act goes a long way towards bridging the gap in resources.” ■

APEX 2019 IN REVIEW



NPS President Ann E. Rondeau addresses the attendees

BY PATRICK KUHL

DAY ONE

Opening Remarks

Day one started with opening remarks from CHDS Director Glen Woodbury. NPS President Admiral (retired) Ann Rondeau also spoke to the audience and expressed her appreciation for CHDS.



Glen Woodbury and Andy Mitchell

Andy Mitchell, 2019 CHDS Founders Award recipient

Andy Mitchell was honored with the CHDS Founder's Award at the 2019 Alumni Professional Exchange and Continuing Education Workshop (APEX).

Andy Mitchell has 40 years of public and private sector experience in homeland security, public safety, and criminal justice. As FEMA's Director of the

Technological Hazards Division, he was responsible for overseeing and enhancing emergency preparedness activities for nuclear and chemical hazards in coordination with federal, state, local, tribal, and key private-sector partners. His association with the Center goes back to 2001 when he served as Deputy Director of the Office for Domestic Preparedness (ODP). He helped establish the framework for the Center's mission and shared innovative concepts about how we educate state and local leaders. Mr. Mitchell received a Bachelor of Business Administration, with a major in Finance, from Georgia Southern College and is a graduate of multiple CHDS programs: Executive Leaders Program (ELP0701) and Radiological Emergency Preparedness (REP1301 and 1502).

"Reexamining North Korea through a G2 Lens & The Future of Biometrics in Aviation Travel"

Jason Lim, Biometrics Capability Manager, TSA/DHS, and Korean Times Columnist

As the Transportation Security Administration's Biometrics Capability Manager, Jason Lim oversees efforts to design and implement a biometrics solution to ensure passenger safety. Jason is also a professional writer and published newspaper columnist. He



Jason Lim

has been writing a bi-weekly column for the Korean Times since 2006 and has contributed articles to The New York Times, Boston Globe, and The Washington Post covering various homeland security topics. Jason is also a CHDS master's graduate (MA1603/1604).

"Domestic Terrorism 2.0: What are the current trends and threats?"

Seth G. Jones, Ph.D., Harold Brown Chair and Director of the Transnational Threats Project, Center for Strategic and International Studies (CSIS), and CHDS Instructor

In his presentation, Dr. Seth Jones discussed the evolving threat of domestic terrorism. While the traditional Salafi-Jihadist movement is becoming



Seth G. Jones

decentralized and deteriorating into smaller, loose networks, we've experienced a resurgence of homegrown terrorist threats. His research shows an increase in far-right extremism within the United States, as well as Europe.

“Space Security: What are the threats?”

Todd Harrison, Senior Fellow and Director of the Aerospace Security Project, Center for Strategic and International Studies (CSIS)

Todd Harrison addressed the topic of space security against the backdrop of the newest branch of military: the Space Force. While some people may have been surprised to learn that space has become a contested warfighting domain, Mr. Harrison asserts this has been true for a long time. He has researched and assessed the threats to space security in an attempt to educate and inform public debate on the topic.



Todd Harrison

DAY TWO

Remembrance of those who recently passed Chris Pope (Acton, Lumpkins, Livingston)

In a somber remembrance ceremony, CHDS Association President Chris Pope led the attendees in a moment of silence. Master's alumnus Stephen Acton was a Lieutenant for District of Columbia Fire & EMS Department. ELP alumnus Donald “Doc” Lumpkins was the CFO for Maryland Emergency Management Agency. Ed Livingston was one of the founding fathers of CHDS and helped fund the Center in the very beginning when there was no promise of future funding and hired many of the contractors that are still here today.

“Nanotechnology: How it is changing society”

Tom Mackin, Ph.D., Professor of Mechanical Engineering, California Polytechnic State University at San Luis Obispo, and CHDS Instructor

Dr. Tom Mackin discussed the role of nanotechnology in homeland security during his presentation. Physics at the nanoscale occur naturally in nature and man often attempts to replicate the same properties. Dr. Mackin introduced the history of nanotech, the reasons why it's important, results of nanotech research, and the implications for homeland security.

“Leading Through ‘Unexpected’ Threats”

Linda Scott, Director, Bureau of EMS, Trauma and Preparedness, Michigan Department of Health and Human Services

Michelle Kuzera, Manager, Operations Management Section, Emergency Management and Homeland Security, Michigan State Police

Linda Scott and Michelle Kuzera both tackled the issue of public health threats in the form of water quality. Scott, a CHDS master's graduate, helped lead the Michigan Department of Health and Human Services' response to the City of Flint water crisis. Meanwhile, Kuzera responded to the water crisis on behalf of the Michigan State Police's Emergency Management and Homeland Security Division.



Gloria Chavez

U.S. Immigration and Border Security

Gloria Chavez, Chief Patrol Agent, El Centro Sector, US CBP

Henry Rolon, Chief Patrol Agent, Spokane Sector, US CBP

Henry Rolon and Gloria Chavez both drew on their experience as Chief Patrol Agents for Customs and Border Patrol to discuss the issue of border security and how it impacts their assigned regions.

PRE-CONFERENCE WORKSHOP: K-12 SCHOOL SHOOTING DATABASE

This year APEX included a special pre-conference session on the topic of school shootings. It was the first time CHDS extended the conference to focus on a specific topic.

School shootings have become one of the highest profile issues for homeland security practitioners to address. Preparedness, response, recovery, and prevention of these incidents spans the tactical to strategic policy levels of police, fire, EMS, public health, and emergency management agencies.

The discussion was led by CHDS alumni David Riedman and Desmond O'Neill, who co-founded the K-12 School Shooting Database as part of a project for the innovative Advanced Thinking in Homeland Security (HSx) program. The database documents the details of more than 1,350 school shooting incidents over the past 50 years and has gained national attention since being introduced in September 2018. ■

REGISTER NOW FOR APEX 2020, FEBRUARY, 18 – 20 AT

www.chds.us/c/apex

CHDS INSTRUCTOR WINS OUTSTANDING PROFESSOR AWARD

BY PATRICK KUHL

On 19 March, Center for Homeland Defense and Security (CHDS) Professor Dr. Cristiana (Cris) Matei was presented with the LCDR David L. Williams Outstanding Professor Award. Each quarter, the award is bestowed upon a Naval Postgraduate School (NPS) faculty member who has demonstrated the greatest dedication to the learning and intellectual growth of students, in-residence and abroad. While most people already know Dr. Matei is a wonderfully-effective instructor and thesis advisor who speaks multiple foreign languages, only a few know that she learned to speak one of those languages in college, Spanish, by watching television—specifically *Telenovelas* (commonly known as Latin American soap operas).

The award is certainly well-deserved, but Dr. Matei humbly deflected credit to her students and colleagues when speaking about the award, “I love working with our students because I have learned so much from them. It makes my job feel so much more rewarding and I appreciate the relationships we develop.” She is an expert on many relevant homeland security topics, but her expertise really shines when speaking about the role of security and intelligence in democratic and non-democratic governance. CHDS Senior Lecturer and Master’s program Academic Associate, Dr. Carolyn Halladay, supported her qualification for winning the Outstanding Professor Award by stating, “Cris brings so much to the CHDS master’s classroom. On the one hand, she has deep knowledge in her formal fields of expertise—civil-military relations, intelligence and intelligence reform, and Latin America. On the other hand, she remains entirely open to learning new things and experimenting with new approaches in her teaching, so she fits right in with the best of our faculty.” Previous award winners from CHDS include Glen Woodbury, Carolyn Halladay, Rodrigo Nieto-Gomez, Nadav Morag, Robert Simeral, David Tucker, Richard Bergin,



Professor Dr. Cristiana (Cris) Matei | Photo courtesy of NPS/CCMR

Chris Bellavita, Anders Strindberg, David Brannan, Greta Marlatt, Jodi Styles, and Erik Dahl.

Before arriving at the Center, Matei earned a Ph.D. in War Studies from the King’s College at University of London, an M.A. in International Security Affairs from the Naval Postgraduate School, and a B.S. in Physics (Nuclear Interactions and Elementary Particles) from the University of Bucharest, Romania. Dr. Matei has been contributing to the NPS community since 2003 when she was brought onboard as a foreign national contractor for the Center for Civil-Military Relations (CCMR). She was later promoted to a Lecturer position where she would go on to research, publish materials, and teach courses on a wide range of topics including democratization, intelligence and counter-intelligence theory, and transnational security challenges. Dr. Halladay also worked with Matei at CCMR, “We both started

our NPS careers at CCMR—thanks, in part, to the boundless support of the late Rich Hoffman. She organized executive courses on campus and overseas and then went and taught in them, so she knows a fair bit about educating busy, curious, diverse professionals with demanding day jobs and a certain amount of pre-existing expertise. She looks forward to the reciprocal flows of knowledge and learning that go on in such courses.” Matei currently serves as Program Manager of CCMR’s Intelligence & Democracy program and Latin America Regional program, in addition to teaching at the National Security Affairs (NSA) department. Dr. Matei previously won the Outstanding Professor Award in 2013 for her work with CCMR.

In 2015, Dr. Matei was offered a position with CHDS where she became a thesis advisor and co-taught the Special Topics course with instructors Dr. Carolyn Halladay and Lynda Peters. According to Peters, who is also a CHDS master’s alum (MA1101/1102), Matei has a knack for engaging students in the classroom, “Cris is an expert in this field and her passion for the topic truly influences our students’ approach to it. She has a catalogue of knowledge at her fingertips, which she can seamlessly weave into discussions, and she willingly shares her firsthand experiences living in communist Romania. Cris’s dedication to learning, critical thinking, and challenging preconceptions motivates the students to do likewise.”

The Special Topics course, American Government for Homeland Security (NS4239), is intel-oriented and the curricula is right in her wheelhouse. Part of the course requires students to partake in a mock scenario where they deal with the fallout of a deconsolidated democracy. “Intelligence is often the first line of defense against threats to national security, and as a homeland security professional you cannot separate yourself from that intelligence,” Matei added. She also enjoys her role as a thesis advisor



Dr. Matei receives the award from NPS Foundation CEO Rich Patterson | Photo courtesy of NPS/CCMR

and the students truly appreciate her assistance. One of the first theses she advised on was Chris Tubbs' thesis titled, "Conditions of Democratic Erosion: Has U.S. Democracy Reached a Tipping Point?" Tubbs currently serves as Fire Chief of Southern Marin Fire District and is also an alumnus of the Executive Leaders Program (ELP1302). When asked about Dr. Matei's influence on his educational journey, Tubbs praised her ability to provide expert assistance, "I have long had an interest in the U.S. Constitution and Bill of Rights. Given the current U.S. political environment, writing my thesis about our democracy was a logical choice for me. I was blessed to be connected to Dr. Matei, an expert on democracy, early in my thesis process. I could not have been more fortunate to have partnered with Dr. Matei as one of my thesis advisors. As a student navigating the challenging process of researching and writing a thesis, having an advisor who is highly responsive throughout the thesis process, and personally invested in your project, is an amazing gift. Dr. Matei was such an advisor and her personal background and knowledge of democracy played a crucial role in my thesis. In addition to her professional expertise and her personal investment in my thesis, Dr. Matei is a genuinely gracious and sweet person who supported this student's process of learning and writing, a gift I am exceedingly grateful for."

As a world traveler, CHDS students benefit greatly from her international

network of professionals. One such example is her participation in the International Studies Association (ISA) where she serves as Program Chair for the Intelligence Studies Section. Dr. Matei will be contributing to the ISA annual conference next week in Toronto as a panel chair, discussant, and presenter. Her presentation topic is "Intelligence Democratization in post-Arab Spring Tunisia: Challenges and Opportunities," which she co-authored with NSA faculty Jumana Kawar. Browsing the conference agenda reveals a handful of other CHDS participants: Professor Erik Dahl will be chairing multiple panels at the conference, while Professor Anne Clunan and Senior Lecturer Wade Huntley will be participating as discussion panelists.

CHDS students and programs also benefit from Dr. Matei's dedication to the *International Journal of Intelligence and Counter Intelligence*. The prominent journal has published several of her original articles but she has also added to the journal's talent pool by inviting scholars and intelligence practitioners from all over the world to contribute their research—some of whom are CHDS faculty. In addition to contributing content, Dr. Matei has served as a member of the publication's Editorial Advisory Board since 2013.

When asked about the future security threats our democracy faces, Dr. Matei cited the field of cybersecurity as one that needs to be monitored. The potential for increase in nationalism is also something that requires consideration. But overall, "we just need to remain vigilant." ■

**We want
to hear
from you!**

**Let us know how
you are using your
CHDS experience
in the real world.**

**We learn from
the strategies and
policies you are
implementing.**

IT'S EASY!



Please send your story
to Heather Issvoran
at hissvora@nps.edu

**What makes
us unique is
how you network
and collaborate.
Send us your
testimonials,
promotions
and examples.**



**CENTER FOR HOMELAND
DEFENSE AND SECURITY**
NAVAL POSTGRADUATE SCHOOL



Brigadier General Burkett during a recent survey of the Southwest border

PROTECTING THE HOME FRONT

BY PATRICK KUHL

As we transition into the second half of hurricane season, parts of the country are still recovering from record flooding and devastating tornadoes. Hurricane season unofficially runs through November, and the National Oceanic and Atmospheric Administration (NOAA) recently warned that “above-normal hurricane activity” has been predicted for the remainder of hurricane season.

The National Guard plays a crucial role in preparing for and recovering from hurricanes and other major disasters. While we might usually equate the National Guard with recovery operations on the home front, they are continuously training and preparing to handle a variety of emergency situations. Proper training is a crucial element of the National Guard’s success. In fact, there are over 5,000 airmen and soldiers positioned



JEFFREY BURKETT

Vice Director of Domestic Operations for the National Guard Bureau

MA0401/0402

throughout the Gulf, Caribbean, and Atlantic coastlines prepared to respond to natural or manmade disasters, Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) incidents, and even cyber-attacks.

One of the leaders charged with preparing the troops for these diverse missions is Center for Homeland Defense and Security (CHDS) master’s graduate, Jeffrey Burkett. Brigadier General Burkett is an accomplished commander who has led at the National Guard’s Group,

Wing, and Joint Task Force levels while serving with distinction on multiple combat tours. Burkett is currently the Vice Director of Domestic Operations for the National Guard Bureau and credits his CHDS education as “invaluable in what I have been doing since graduating. Everything I approach is influenced by having a greater appreciation of the other homeland security partners. Applying the intellectual rigor honed in Monterey to complex problems is a huge benefit to what I do today.”

Burkett is responsible for the planning, coordination, and integration of National Guard activities relating to domestic operations at the national level. Specifically, he provides supervision of the National Guard Bureau’s Coordination Center, Counterdrug Program, current and future domestic operations planning, joint exercises and

training, as well as CBRNE support. He also advises senior civilian and military leaders at the national and state level on matters related to domestic operations.

Burkett was initially commissioned in 1990 through the ROTC of Cadets at the Virginia Polytechnic Institute & State University and spent a decade flying on active duty. During this time, he held various positions at the squadron and group levels, including commanding the Prime Nuclear Airlift Force (PNAF). The PNAF flies nuclear weapons and their components to military bases around the globe. In 2000, he joined the Air National Guard, and in 2003 he was selected to serve at U.S. Northern Command where he spent time in the Canadian-U.S. Bi-National Planning Group developing strategic defense policy. Burkett also served as a National Guard Advisor, improving homeland defense programs and coordination.

Homeland security has always been an integral part of Burkett's responsibilities, but he decided to expand his operational knowledge of the homeland security enterprise by entering the CHDS master's degree program in 2004 (MA0401/0402). He subsequently graduated the following year. His master's thesis, titled, "Opening the Mexican Door: Continental Defense Cooperation," focuses on U.S.-Mexican security challenges and argues that a bilateral transnational emergency management framework can serve as the cornerstone of North American defense by incorporating a civil-military partnership. Burkett was honored with the Philip Zimbardo Award for his thesis research. The Philip Zimbardo Award recognizes the student who demonstrates the best understanding of the psychological aspects of terrorism and whose performance in the master's program embodies the highest levels of academic achievement. The honor is named after Stanford University psychologist and Professor Emeritus Philip Zimbardo, who also taught at CHDS. "It is simply an amazing organization for national and domestic security. Not only does it connect citizens to the defense of the nation, but it also

delivers extremely high national security return on investment and enormous capacity and capability" Burkett shared.

Back on the home front, Burkett is focused on making sure his men and women are prepared to activate at a moment's notice. That means extensive training and exercises for hundreds of units spread across the country. The diverse missions they handle accentuates the level of coordination required by Burkett's position. Most units run their own local exercises, manage their own activation communications process, and identify the units to respond to events in every region of the country. That includes units whose members may become victims of disasters themselves too.

Part of Burkett's coordination plan is guided by principles he developed at CHDS. "My classmates were an amazing group that represented a wide range of

the homeland security enterprise from police chiefs to FBI agents to FEMA officials to firefighters and other emergency responders."

Collaboration and communication is a key component of emergency

preparedness. While the National Guard troops are continuously training, they are also establishing local response networks for "when" (not "if") they are called upon. Coordinated response to emergencies begins at the local level. Local authorities form the first line of defense in the case of disasters while the National Guard acts as the calvary. "We step in when local law enforcement, emergency responders, and public health teams are overwhelmed or need specific forms of support," echoed Burkett.

The last few years have seen a high frequency of natural disasters. The National Guard continues to prepare by introducing more robust planning that anticipates what resources they may need and who to contact in every contingency. Which, again, speaks to the skills Burkett honed while at CHDS. "The people you meet in the program, and even later as an alumnus, are doing things that are extremely important," Burkett said. "You can't put a price on that, especially when you share a passion for our nation's security." ■

"We step in when local law enforcement, emergency responders, and public health teams are overwhelmed or need specific forms of support."

— JEFFREY BURKETT



REMEMBERING THOSE WHO SERVED

IT IS WITH GREAT SADNESS
WE MARK THE PASSING OF
TWO MEMBERS OF OUR
CHDS COMMUNITY.

REMEMBERED BY
YOUR CHDS FAMILY.

IN MEMORIAM

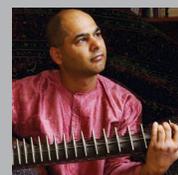


GARY COONS

1972-2019

ELP1002

Chief of Homeland Security,
Indianapolis Department
of Public Safety



SUNIL DUTTA

1964-2019

MA1005/1006

Sergeant, LAPD



Emergence 1701 | Photo by Javier Chagoya NPS/PAO

CHDS EMERGENCE PROGRAM DRIVES CHANGE

BY MARC PRITCHARD

The Emergence Program provides an opportunity for homeland security professionals in the early stages of their careers to experience the transformational education provided through the long-standing Master of Arts and Executive Leaders Programs at the Center for Homeland Defense and Security (CHDS). The six-month hybrid program, with network-based learning and two one-week in-residences at the Naval Postgraduate School (NPS), includes an innovation lab for participants to become organizational change agents through effective research, development, communication, and implementation of creative solutions to challenges facing their organizations. Through collaborative work with their home agency, fellow participants, and CHDS staff, they generate a holistic strategy for implementing new policies, procedures, systems, and/or technologies to address identified

issues. Three Emergence cohorts with 96 total participants have completed the program; their projects serve as exemplars of *the possible* and four stories outlining such impacts appear in this issue of *Watermark*.

The stories are from Emergence cohort 1901 and highlight innovative projects in training, policy, and technology with the collective diversity of solutions representing the broad approaches adopted by all Emergence participants. First, Patrol Officer Sara Khah of the District of Columbia Metropolitan Police Department (MPD) addresses interagency communication challenges through improved training and awareness at the police academy level. Second, Courtney Mayard, the Disaster Program Manager for Medical City Plano, Texas revisits policies surrounding emergency decontamination response and the potential implications for all first responders and smaller, staffing

constrained medical facilities. Next, Laura Mellem, the Public Engagement Manager for the New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP), leverages web-based technologies to manage special events in a city known not only for its parades and celebrations, but also for the risk posed by hurricanes and flooding. Finally, William Powell, a Public Affairs Specialist for the Federal Emergency Management Administration (FEMA) Region III, discusses his efforts to develop a unified annual regional strategy document with an increased focus on intra-regional communication. Additionally, the collective experiences shared by each participant within the Emergence Program continue to expand on the core concepts surrounding critical thinking, collaboration, and networking inherent to all CHDS programs and a strength each alumnus delivers to the national homeland security enterprise. ■

INTERAGENCY RADIO COMMUNICATION

BY MARC PRITCHARD

Communication during a crisis is challenging within a single agency; communication between multiple agencies is inherently more complicated. For Center for Homeland Defense and Security (CHDS) Emergence 1901 alumna, Patrol Officer Sara Khah of the District of Columbia Metropolitan Police Department (MPD), improving the communication capabilities of first responders across the District during such an event served as the focal point for her project efforts. Graduating from the third Emergence cohort in April 2019, Khah embraced the organizational change elements developed within the program to research and propose changes to current communication structures and training for incoming MPD officers.

The opportunity to join Emergence cohort 1901 was one Khah enthusiastically pursued. After receiving the MPD's endorsement from over 50 internal applications, she recognized the importance of maximizing her time at CHDS for the benefit of her agency and the greater cadre of District first responders. Khah stated, "Following my selection to Emergence, I committed myself to identifying a gap in MPD... what were we lacking... what were we missing... these questions drove me to focus on communication." In her four years in the 4th District with MPD, she recognized the complexity of inter-agency communication in the field. "Having to bounce between dispatchers to coordinate with incoming fire or other first responders produced delays and often resulted in misunderstandings," Khah commented. With an established project focus, Khah approached the first of two in-residence sessions with an eye on developing the requisite skills to move her project from ideation to implementation. As such, the instruction delivered within the Emergence classroom rapidly transitioned from the academic to a tangible set of tools for effecting organizational change.

Khah returned to MPD after the first



SARA KHAH

Patrol Officer for the District of Columbia Metropolitan Police Department (MPD)

EMERGENCE 1901

in-residence session ready to begin her dedicated efforts towards addressing the challenges associated with inter-agency communication. Applying the lessons from Emergence, Khah prepared and delivered a briefing on the project to Commander Ralph Ennis, Director of the Maurice T. Turner Jr., Metropolitan Police Academy; Captain Andrew White, Deputy Director; Lieutenant Arthur Davis, Director of Recruit Training; and CHDS Master's alumna, Jessica Bress, Director of Continuing Studies. Khah commented, "Developing the skills

"Communication between agencies in a crisis extends beyond just the technical challenges...we need to understand our networks... we need to have layers of communication...and it all starts with training."

— SARA KHAH

required for such a pitch to leadership is a real strength of the Emergence program... the meeting was phenomenal and exposed new considerations for the project going forward." Specifically, her research and discussions with leadership identified the existence of encrypted communication systems, mostly abandoned due to lack of training on their operation provided to front line officers, as well as a dedicated communication plan to properly outline protocols to avoid communication overload on any singular, joint frequency.

Understanding the propensity for the overwhelming volume of information passed on the air waves during a crisis became exceedingly clear during Khah's second in-residence session.

Discussing the communication challenges stemming from the 2017 Las Vegas shooting, Deputy Fire Chief, John Steinbeck of the Clark County Fire Department (Executive Leaders Program 1802 alum), highlighted the need for clear and concise communication during a crisis. With this real-world example, Khah honed her focus on addressing the communication challenges to the training provided within the Academy. Specifically, issues surrounding the use of encrypted radios and the District's hierarchical communication plan during a large-scale event materialized as the central themes of her efforts. Through her efforts, the discussions surrounding the modification of Academy training are on-going and highlight the strength of the Emergence program through the development of the participants' skills to effect significant and meaningful organizational change.

Summarizing her Emergence experience Khah commented, "the program reinforced and expanded my desire to identify and resolve problems... I learned to never stop asking the 'what if' or 'why' type questions that prevent us from being fully prepared or improving current processes and capabilities." As she looks towards her future as a member of the homeland security enterprise, there is a definite desire to return to CHDS as a master's student. Khah noted, "Even though I already have a graduate degree, I am ambitious and hungry to continue learning... all programs at CHDS are demanding and I am looking forward to accepting that challenge in the years to come." ■

SCALING DECONTAMINATION SERVICES

BY MARC PRITCHARD

Rapidly growing communities often outpace their medical treatment capacity; for patients requiring specialized care such as decontamination from biological or chemical materials exposure, delays in treatment place the patient and future medical providers at increase risk. Addressing this challenge, Center for Homeland Defense and Security (CHDS) Emergence 1901 alumna, Courtney Mayard, the Disaster Program Manager for Medical City Plano, Texas, applied the skills learned within the classroom to establish local decontamination teams scaled to fit the capabilities of north Texas medical providers. An April 2019 graduate of Emergence, Mayard utilized the lessons of the classroom, her previous experience as an Emergency Medical Technician (EMT), and a little help from a Facebook group discussion to identify this significant gap in emergency decontamination response within Medical City Plano (MCP) and the surrounding medical facilities.

In her role as Disaster Program Manager, Mayard oversees a 600 bed, Level I trauma center, two surgical centers, and a small, stand-alone emergency center. Early in her tenure, MCP faced two significant decontamination emergencies.

However, it was not until Mayard read through comments on a Facebook page for medical professionals discussing the topic of decontamination that she recognized both the lack of any scaled service availability and, more importantly, the resignation from most members that such services are untenable with small, local facilities. Through her personal experience and the collective responses from peers in the field, Mayard zeroed in on her Emergence project. Addressing current decontamination protocols, Mayard stated, “CDP [Center for Domestic Preparedness] provides excellent guidance for a Level I trauma center, however, things that apply for the Level I trauma center do not apply to the smaller hospitals or clinics.” Additionally, she commented, “For most small hospitals or facilities, the guidelines seemed too daunting and



COURTNEY MAYARD

Disaster Program Manager
for Medical City Plano, Texas

EMERGENCY 1901

they often defer to the larger facilities or fire departments...however, in a mass casualty event, even these services may be overwhelmed.” Focused on finding a solution to her project, Mayard availed herself to the opportunity provided by Emergence and in the stories and testimonials of her classmates. “During that first week, I listened to the ideas of those in my cohort...and as I started to formulate an action plan, I utilized many of their [cohort members] lessons learned to develop my strategy for going forward,” Mayard stated.

“With two hazardous material emergencies in our local hospital within a year, we had to take a look at our policies and procedures...relying on external support may not be reliable or meet the time critical needs of the patients.”

— COURTNEY MAYARD

The narrowed and focused Emergence project, combined with the skills developed in the classroom, allowed Mayard to brief the MCP Asst. Chief Operating Officer, MMs. Christina Roscoe, between in-residence program sessions. In reflecting upon the briefing, Mayard noted, “I think, to a certain extent, my limited experience (two-years with MCP) helped me in the brief...I used what I learned at Emergence without any preconceived notions of the project being doomed for failure...call it youthful optimism.” With overwhelming agency support, Mayard pursued additional information and expertise, coordinating with the five Level

I trauma centers in the area, corporate assets from across the nation, as well as local fire departments. Collecting and synthesizing all the proposed guidelines, Mayard developed a scaled approach to decontamination procedures with utilizing available personnel and beds at each facility as the primary drivers. However, simply developing the processes and procedures proved to be only part of the challenge; implementing what Mayard heard termed “an unfunded mandate” provided the next series of challenges.

Discussing the implementation challenges, Mayard touched upon several themes common in organizational change initiatives, such as reluctance to adopt new processes and the limited sense of urgency for addressing the problem within some of the smaller facilities. She stated, “Although I was met with some expected skepticism and hesitancy, I had incorporate support for implementing the scaled operations over time to provide for an easier transition...for every individual that was somewhat negative, I probably had three that thought the plan was doable.” Increased acceptance and incorporation of the training and decontamination procedures are producing increased positive feedback including some real-world success stories with effective, local decontamination efforts. Additionally, and a secondary effect of her project, improved communication between organizations and facilities produced other benefits external to decontamination. Mayard commented, “We are much more open to sharing information and asking questions...where we would never ask such questions in the past.”

Throughout Emergence, Mayard absorbed the lessons of the instructors as well as her classmates. “I truly appreciated the broad, cross-discipline approach within the classroom...the different perspectives and stories really helped advance my project,” Mayard stated. As such, her ability to capitalize on the experiential diversity within the classroom continues to epitomize the participants within every CHDS program. ■

SHARING INFORMATION IN THE BIG EASY

BY MARC PRITCHARD

Celebrating Mardi Gras in Louisiana, and specifically in the city of New Orleans, is a way of life; with over 60 parades annually, it is also a significant contributor to city congestion, traffic and crowd control challenges, and concerns for those charged with public safety. These concerns drove Center for Homeland Defense and Security (CHDS) Emergence 1901 graduate Laura Mellem, serving as the Public Engagement Manager for the New Orleans Office of Homeland Security outreach and engagement to address a pressing need within the city regarding the impact of special events on the local and visiting public.

Encouraged by the NOHSEP Director, Mr. Collin Arnold, Mellem entered Emergence cohort 1901 with a focused project and outcome in mind. “I was new to the homeland security and emergency preparedness environment, but I realized the benefit to the public and first responders if we could develop a tool for sharing information on the various events in the city,” Mellem stated. Beyond the basic thought of creating a website to collect and display special events such as parades and festivals, her conceptual framework focused on the inclusion of other significant challenges to the normal flow of people within the city such as detours for construction and the all too common problem associated with flooding. Mellem commented, “In my mind, my project seemed well thought out and ready for production; however, the insightful, diverse, and ‘out of the box’ feedback provided by my faculty and peers at Emergence truly elevated the project.” Continuing, Mellem said, “My cohort got me thinking about basic communication within the various city departments and how I could best collect and synthesize all of the possible inputs into the system...the benefits of which improved communication between departments external to this project.” Beyond the conceptual design, Emergence additionally provided Mellem with tools for turning her idea into a reality.



Mayor LaToya Cantrell (center pink) and Laura Mellem (left of the Mayor) at the 2019 Hero Award Presentation

LAURA MELLEM

Public Engagement Manager for the New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP)

EMERGENCE 1901

Between the first and second in-residence session of Emergence, Mellem applied the course instruction to move into the next phase of development. Reflecting upon her experience she noted, “Emergence doesn’t just get you thinking about a change initiative to solve a problem, it provides the basic skills of organizational change, an understanding of organizational structures, tools for pitching projects to leadership, managing those projects,

“Special events are ingrained into the fabric of New Orleans; finding a way to share information for planning purposes and in real-time is essential to minimizing confusion, frustration, and congestion in a city reliant upon such events for its livelihood.”

— LAURA MELLEM

and maybe most importantly, skills for dealing with the unknown challenges with implementation.” Capitalizing on the exceptional talents of the New Orleans Department of Information Technology and Innovation, and working with the New Orleans Police Department, Mellem delivered a beta-version of the new application entitled “RouteWise” (routewise.nola.gov) prior to the major Mardi Gras events

leading up to Fat Tuesday in March 2019. “We began coding prior to the first in-residence session and had the basic structure of the website ready... we really fine-tuned the layout and interface after the first Emergence session...the benefit of that first [Emergence] session was immeasurable,” Mellem stated. Appreciation and praise from the public and New Orleans city government quickly followed.

Less than two weeks after the culmination of Mardi Gras festivities, Mellem and the team of developers received one of the inaugural Hero Awards from New Orleans’ Mayor, LaToya Cantrell.

The recognition provided another avenue for creating greater community awareness for the RouteWise website, which received over 40,000 hits in the first weeks of operation. In a city thriving on tourism, parades, and major events within a condensed downtown environment, the expansion of RouteWise is inevitable. “We have incorporated text alerts for those signing up for the service and have teamed up to share our data with Waze.com to provide more real-time information to the public beyond the RouteWise website,” Mellem stated. She continued, “The expansion of the system to assist in emergency management and planning is essential and we are already looking into how best to incorporate it during this hurricane season and how to address low income and special needs residents.”

Emergence provided an opportunity for Mellem to expand her skill set and background in community relations to improve homeland security preparedness in New Orleans. She commented, “Without a doubt, the welcoming environment and openness of faculty and participants is something very unique to Emergence...although I may have been concerned with my limited experience in the field before attending, the overall experience was extremely collaborative and conducive with learning.” ■

UNIFIED COMMUNICATION FOR EFFECTIVE CHANGE

BY MARC PRITCHARD

The breadth and complexity surrounding effective organizational communication confounds the most knowledgeable and effective leaders in both small and large, public and private organizations. Center for Homeland Defense and Security (CHDS) Emergence 1901 alum William Powell, serving as a Public Affairs Specialist for the Federal Emergency Management Administration (FEMA) Region III, well understood the difficulties surrounding communication. Encompassing the states of Delaware, Maryland, Pennsylvania, Virginia, West Virginia, and the District of Columbia, Region III represents a unique and diverse collection of geographic, demographic, and cultural areas. With almost five years of public affairs service in the organization, Powell viewed Emergence as an opportunity to not only expand his current skill set through the experiential diversity of each cohort, but also to leverage the instruction provided in his efforts to create or improve those processes responsible for generating region-wide guidance.

Collaborating with the Director, External Affairs, Dan Stoneking, and the Deputy Regional Administrator, Janice Barlow, of FEMA Region III, Powell arrived at Emergence with a solid framework for modifying the creation of annual organizational strategic goals to deliver a vibrant and rich dialogue between divisions during their development and throughout the year to track progress. Powell commented, “We had started working towards a direction similar to my project prior to Emergence...although the basic structure of the plan remained intact, there were significant changes in the operationalization of the concept as a result of Emergence.” Reflecting upon the specific changes, Powell continued, “I had a vision for the project. However, my first week in Monterey caused me to



WILLIAM POWELL
Public Affairs Specialist
for the Federal Emergency
Management Administration
(FEMA) Region III
EMERGENCE 1901

take a step back...I may be writing the strategy, but the goals were really for our stakeholders across the five states and the District of Columbia...I had to be innovative in a way that benefits both our audiences and internal programs and remove any ego associated with my involvement in the project. It was about our success as a region.” For Powell, the first in-residence session was the beginning of the project’s transformation.

“Creating and disseminating goals and metrics embedded in an annual strategy document in a large organization can seem like a paper exercise...we need processes that incorporate all stakeholders in the creation of tangible goals that can be measured and a tool for communicating those goals effectively.”

— WILLIAM POWELL

The second Emergence in-residence in April 2019, brought an increased focus on applying the skills introduced in February; in doing so, the project began to infuse the substance and rigor in outlining the types of goals and communication strategies required to produce a successful launch by September 2019. Powell noted, “We want to work with the divisions to get their

inputs...almost a bottom-up approach throughout our region to understand the objectives, tactics, and measurements to actually achieve those goals and, more importantly, to determine what success looks like for those goals.” Following graduation, Powell returned to Region III headquarters in Philadelphia, Pennsylvania to begin the hard work of creating the first draft of what is envisioned to be a unified annual strategy document. He commented, “Currently, we are in the writing phase and anticipate delivering a draft to the entire region for review and edits... we hope to be live by the end of the fiscal year.” The annual effort includes an increased focus on intra-regional communication to drive the final product. “Moving forward for future iterations, we envision a late-spring review of goals to determine how our communication strategy can support each division’s specific goals, and this can only be accomplished with a new sense of collaboration across the region,” Powell stated.

Reflecting on his overall Emergence experience, Powell remarked, “The two in-residence sessions provide distinct learning opportunities...while the first session focuses on developing the tools associated with ‘big picture’ thinking and organizational change, the second session really brings a focus on their practical application and a discussion of the issues in homeland security through our new lenses acquired in the first session.” However, the benefits of Emergence extended beyond the classroom. In closing, Powell commented, “The networking opportunities and contacts gained across disciplines and jurisdictions are invaluable...I have several contacts within the cohort I speak to weekly and I have a much larger group of peers from which I can share ideas on new challenges concerning homeland security.” ■



U.S. Customs and Border Patrol in Nogales, AZ | Photo by Chapin31 on iStock.com

NPS-CHDS ALUMNA ADDRESSES FAUX FAMILIES ON THE SOUTHERN BORDER

BY PATRICK KUHL

No matter how you consume news—via television, newspaper, radio, or online—you have probably heard reports about immigrants arriving at the southern U.S. border. But in the current climate of politically-charged reporting, it’s becoming increasingly difficult to distinguish real news from ‘fake news.’

One particularly concerning news report indicates that there is a growing trend of immigrants taking advantage of the system by posing as family units. And, the stats seem to validate these reports of what have been termed “faux families.” The number of adult male immigrants accompanied by young children has increased dramatically over the past few months. Is it mere coincidence or are they attempting to exploit a loophole in the system? As a result of the Flores settlement, immigrating families with children can only be held in detention for a maximum of 20 days. Due to a backlog of cases and limited capacity of detention centers, these families are often released



MONICA MAPEL
Assistant Special Agent
in Charge, HSI
MA1205/1206

and assigned a later court date.

As a DHS-ICE Homeland Security Investigator, that’s what Center for Homeland Defense and Security (CHDS) alumna Monica Mapel, Assistant Special Agent in Charge, is tasked with investigating. “I am challenged with huge political and social issues and these needed sound research and execution of facts to push through for solutions,” she summarized. Mapel credits her CHDS education as one of the reasons she is able to investigate this potential shift in immigration trends with an unbiased approach. Mapel received a Master of Arts in Security Studies from CHDS in 2014 (master’s cohort 1205/1206) with

her thesis titled, “Protecting Those Who Protect Us: Federal Law Enforcement Deconfliction.” Her thesis research focused on federal law enforcement deconfliction processes within the United States and proposed solutions that reduce federal law enforcement inefficiencies while saving lives. In her current position, Mapel’s everyday work involves reviewing operational plans for a HIDTA (High Intensity Drug Trafficking Area) group. “In every single ops plan, there is a requirement that a deconfliction should take place. I’m kind of a stickler, like most of us, and my guys know that I won’t sign off until I actually see the deconfliction occur. I think it’s critically important that all agencies do that. ICE always does it and we really believe that safety should always come before anything that’s case related.

Ensuring justice isn’t a competition.”

While working with Homeland Security Investigations (HSI), Mapel has encountered many cases that have potential to affect the social fabric of

our nation. Some of her more notable investigations of late include U visa victim fraud and the tractor trailer smuggling case in San Antonio, TX that resulted in ten deaths. The U visa process helps law enforcement agencies investigate and prosecute cases of domestic violence, sexual assault, trafficking of aliens, and other crimes committed against immigrants. The entire purpose of the program is to provide temporary citizenship for victims that could be helpful to law enforcement or government officials in the investigation or prosecution of criminal activity. Mapel's job was to ensure that the true victims were receiving the benefits instead of someone else fraudulently claiming to be a victim or pretending to be the victim. A maximum of ten thousand U visas are authorized each year, but she would be the first to tell you that she doesn't do it alone. "It requires lots and lots of listening and partnerships between all elements of the Department of Homeland Security (DHS)." Strategically positioned within U.S. Immigration and Customs Enforcement (ICE), HSI is the largest investigative arm of DHS, operating out of 26 principal field offices nationwide and 67 foreign offices in 47 countries.

As the Assistant Special Agent in Charge for the San Antonio region, Mapel is constantly looking for vulnerabilities in the immigration process, such as the one created or revealed by reported 'faux families.' "We have a responsibility all the way from Waco, Texas to the southern border of Mexico, and from the Gulf across to Del Rio, Texas. So we have a really big triangle pie wedge of south Texas." Mapel has been doing this type of work for over 32 years. The first 16 years was in Chicago with the former Department of Justice Immigration and Naturalization Service (INS) focusing on immigration work such as foreign transnational gangs, immigration benefits fraud, human trafficking, and terrorism until the split in 2003 when ICE became an entity and an agency. Since then, she has been with HSI at the San Antonio office. "I was immediately given two field offices in Eagle Pass and Del Rio, Texas, which gave me a huge firehose approach to customs law, and it was a lot to take on at first—but I had a very quick learning curve due to my previous assignment."

Mapel says her time at CHDS truly helped sharpen the critical-thinking

skills necessary to perform her job at the highest level. The combination of Mapel's lifelong experiences and the techniques she honed while studying at CHDS make her a valuable asset to the HS community. The main crux of her job is to identify the anomalous trends, fill in the gaps, and do what is necessary to protect the children and others who are being preyed upon. "Without saying too much because we need to maintain the integrity of ongoing investigations, CHDS led me to find something that is now being reported on nationally as we attempt to improve the immigration process and secure our nation's borders against people who want to exploit the system," Mapel added. "I think I would've retired a long time ago if



Photo Courtesy of iStock

it wasn't for CHDS. Some of my peers left ten years ago. And the reason is because I felt reinvigorated and given a chance to see what I had and then use it correctly. But also because I felt like I owed it to the government to return the favor after they provided me with such a wonderful education and experience."

Mapel's closest colleague from the Center is Robert Hutchinson, Chief of Police for Broward County Public Schools in Fort Lauderdale, FL (master's cohort 0903/0904). And Hutchinson has asked her many times, "Why are you still there at HSI?" But her answer is always the same: because she found her purpose. The lessons and techniques acquired during her time here have directly led to saving children's lives. "It was such a positive experience being in school that it motivated me to want to pay it forward." Through a formalized DHS program, she's taken on three DHS mentees who are within the homeland security family and she makes sure to share techniques

with them that she learned at CHDS. "Everyone in the mentor program gets the CHDS speech from me, I can tell you that." On multiple occasions, Mapel has reached out to her cohort mates for help when she needed a subject matter expert, and even if a classmate wasn't the right person, the network of professionals is able to find the right person. "It is better than any application on your phone. In a time when there are so many ways to associate and connect with people, there is nothing better than having a fellow CHDS colleague available to help. It's just the way we're brought together and we feel like a family together. We are very supportive of each other. It's a very unique brotherhood and sisterhood that's borne from the CHDS experience."

However, when reflecting on her first introduction to CHDS, Mapel described it as initially overwhelming. "I was in front of people who I knew were smarter than me professionally and academically. The caliber of individuals enrolled in the program is overwhelming at first. I came from a small farm community with no sidewalks and no stop signs; only cows, so getting up in front of that group felt intimidating. But once you overcome that and gain experience proving your point against people who can actually challenge you, it makes you feel so much more confident and stronger. I joke that you could probably throw me to the wolves and I could probably still survive." And this is coming from someone who has been on a death-threat list from people who oppose what ICE and HSI do.

Maybe at the time, Mapel didn't see all of the courses as being completely relevant to her job. However, when she looks back, "They were all extremely relevant to what I now do on a daily basis. Even the courses that I felt like I struggled with." The first such course was the Research Sequence. To fully understand an issue, you need to know where the information is coming from and why they may have been motivated to act or speak. Mapel cited Dr. David Brannan and Dr. Anders Strindberg as being strong influences on her ability to discern bias—knowing what your biases are and where they come from. "That course was life-changing because everybody realizes you may have come into this world with certain types of experiences, but understanding what

“CHDS led me to find something that is now being reported on nationally as we attempt to improve the immigration process and secure our nation’s borders.”

— MONICA MAPEL

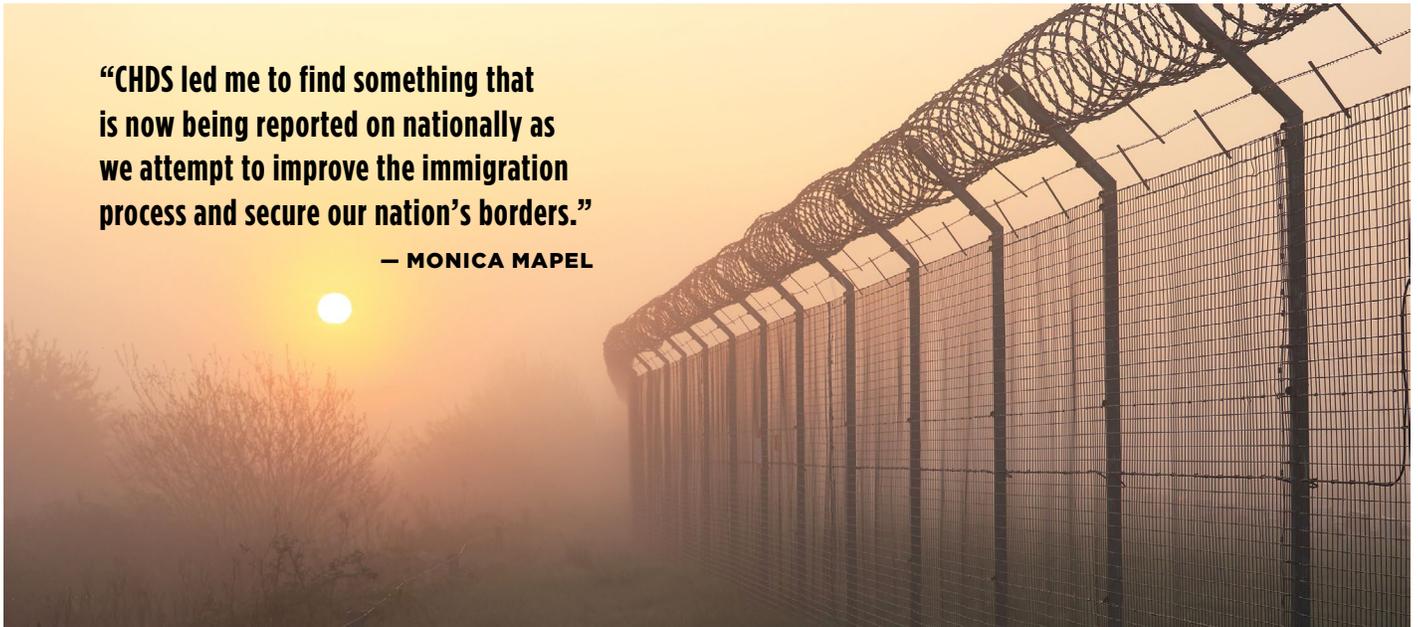


Photo courtesy of iStock

other peoples’ experiences are is very valuable, and especially relevant to what I’m doing today.”

Mapel also points to Dr. Chris Bellavita as having a profound effect on her modus operandi. Especially when it comes to the 3-minute thesis exercise. Although, she admits it wasn’t easy at first. Dr. Bellavita’s first question to Mapel was, “Why is crossing the border illegal?” To which she replied, “Because it’s a law.” But he wanted to know *which* law, who created it, who enforces it, and *why*?” Mapel knows that her leadership’s time is at a premium (as is her time, too) so she needs to deliver information concisely, clearly, and accurately. “I tell my agents to use a 3x5 index card to contain all of the pertinent info for a briefing because if you can’t fit all the facts on the limited space, then you don’t know the subject well enough and you shouldn’t be briefing anybody.” She’s had several agents go on to promote or use this technique to brief leadership on a situation or incident. “I’ve worked with them and practiced with them—to the point where I think I get more nervous about it than they do.”

Mapel’s thesis advisor, Captain Robert Simeral, also played a role in shaping her thought process. She took an intel class with him and had to write a whitepaper on border patrol in south Texas. “I was so out of my element. It was eye-opening because, as federal agents we normally deal with factual things we’ve seen. We’re not used to doing papers on things that are projections

like vulnerabilities or gaps in resources. But I did that paper and about two months after I graduated, I saw an issue that I was able to do something about, and I wrote a multi-page whitepaper providing an assessment of process vulnerabilities.”

Identifying vulnerabilities in the immigration process is a dynamic job because the world evolves and migrant movements evolve—but the immigration process is like a large, slow ship and it doesn’t turn very quickly. “One of the books I read talked about trim tabs, and a trim tab is the little thing on a boat that helps it move more efficiently,” Mapel shared. “In my position, I may not be able to serve as the whole rudder, but by manipulating the trim tab, I can create changes that affect the direction and get to the port faster. I can make a difference and turn the entire ship with that little trim tab.”

When it comes to the subject of ‘faux families,’ Mapel’s immediate focus in San Antonio was to locate stakeholders and establish partnerships where they can understand what the numbers and trends mean, then address it as a team. In 2014, less than one percent of males apprehended at the border had children with them, but in 2019, it’s a staggering 50 percent. Another alarming statistic: in April, May, and June of 2018, there was an average of 9,500 family units apprehended, but the first three months of 2019 saw averages of 29,000 family units per month. Mapel and her stakeholders have been

able to identify some gaps and create a better process for determining if someone is trying to exploit the system. “We always want to make sure that a child is with their parent and that the child isn’t with somebody pretending to be their parent. We cannot allow the kids to be used as pawns. It’s very concerning, and you can imagine the pressure to get that right with all the eyes on you and the well-being of the children in mind. It’s a delicate position to be in because we are all human and we all care for each other.” The delicate nature of this issue is reminiscent of the situation that resulted from the tractor trailer smuggling case a few years ago—in that case, there were many illegal aliens crammed in the trailer and some escaped before the ambulances arrived. Health and safety are always the priority, so, while we want to make sure all of the survivors are not suffering long-term effects from the incident, the storyline of federal law enforcement tracking down people who were abused and narrowly avoided death by heat exhaustion is a delicate situation. On a wall in her office, Mapel has photos of the children she’s helped. It serves as a reminder. Two years ago it was tractor trailers and now it’s ‘faux families.’ Next year maybe it will be something else.

“The bottom line is every part of what I do every single day, CHDS is woven into the fabric of how I operate, and hopefully I’m teaching the folks that I work with, and those who come after me, to do the same thing,” Mapel reiterated. ■

FROM THESIS RESEARCH TO PRESIDENTIAL POLICY

BY PATRICK KUHL

Quin Lucie is a problem solver. It may be attributed to his diverse background as a scholar, Marine Corps Judge Advocate, and FEMA attorney. Or, maybe he's just wired that way. Regardless of the circumstances, he has an incredible knack for "cutting through the BS." As a graduate of the Center for Homeland Defense and Security master's degree program, his drive to understand and address security issues reinforces the point that we must continue learning or be doomed to repeat our collective mistakes.

Mr. Lucie is also an excellent writer. He has authored many in-depth articles that take aim at issues afflicting the homeland security enterprise. "Professional writing has allowed me to break out of the silos that separate agencies. It's a platform that can speak not just to the public, but to your peers and get things jump-started that may otherwise languish," he said. The impact of his writings are measured in results, from new Presidential Policy Directives, to federal antifraud plans, to FEMA's adoption of the disaster deductible concept. While some of his contributions may seem innocuous at first glance (e.g., Stafford Act Disaster Response Authority for Federal Military Forces), his most recent article initially sounds quite abrasive: "How FEMA Could Lose America's Next Great War." However, the *Homeland Security Affairs* journal entry is far from scathing; it's more like a comprehensive summary of his CHDS research. In the article, Quin combines his knowledge of force mobilization and the history of FEMA to explore the strategies and programs that are responsible for protecting the United States from attack by a peer adversary on home soil.

To fully understand the evolution of Quin's latest article, we have to step back and examine the genesis of his work. Harold Quinton Lucie (you can call him Quin) began his career of service as a Marine Corps judge advocate. He earned



H. QUINTON LUCIE
FEMA Attorney
MA1101/1102

the rank of Captain and received the Navy and Marine Corps Achievement Medal for professional achievement while stationed at Camp Lejeune. In 2006, he became an attorney for FEMA, and was immediately deployed to Baton Rouge on the back end of Hurricane Katrina. "It was interesting—back then we weren't too organized yet and I spent two weeks learning to be a public assistance leader (because that was the only kind of training they had for me) which included a half-day of FEMA law," Lucie shared. "By the next week,

"Professional writing has allowed me to break out of the silos that separate agencies."

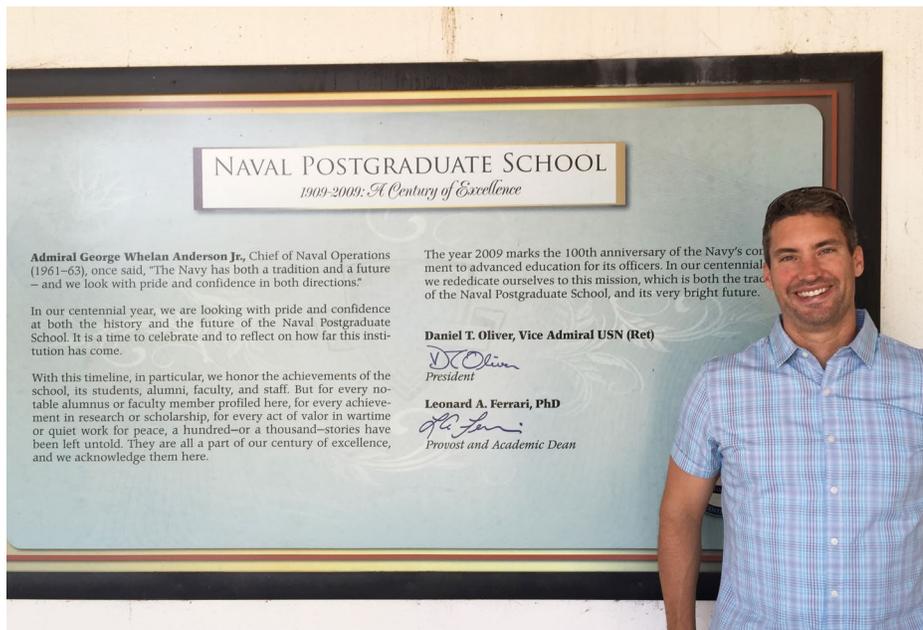
— QUIN LUCIE

I was on my way to Baton Rouge to be a FEMA attorney." That was the training he received, but he was doing everything—whether it was FEMA programs, historical preservation, or the Freedom of Information Act (FOIA).

After completing his six months in Louisiana, Quin returned to FEMA HQ, where he was tasked with reviewing over 7,500 DHS Office of Inspector General (OIG) reports that were related to Hurricane Katrina. "The vast majority were potentially fraud related," he recalled. At the end of his detail, they were able to locate \$11M in potentially-fraudulent payments and prosecute dozens of people who were taking advantage of the system. One interesting anecdote involves a person who was on federal probation in Los

Angeles and yet he received money from Katrina. The suspect never even lived in Louisiana and it only took a few minutes to confirm his status with probation authorities. Two weeks later, he received a call from a DHS Inspector General Agent who said the case 'kind of rings a bell.' At the agent's suggestion, Quin pulled up the case in FEMA's records system and began manually entering addresses from the same street. Before he knew it, they had over 70 fraudulent claims from 90 different people of over \$100K! Looking for an outlet to share his findings in a larger context, Quin drew on his experience as a Marine. The *Marine Corps Gazette* is a professional magazine that provides a platform for Marines to share new ideas with peers and senior officials. He surmised, "The closest I could find to the DHS/FEMA version of the *Gazette* was the *Journal of Homeland Security*." The article, titled "Establishing a Comprehensive Antifraud Plan for FEMA," eventually made its way to the DHS Inspector General and other officials who recognized the issue. Ultimately, the Florida Fraud Prevention Unit became a permanent function and attached to the FEMA Office of Security. The unit's Standard Operating Procedure, which Quin wrote at the request of its creator, became the agency directive on fraud prevention.

Nearly a year after seeing the impact of his article on fraud, Quin identified another issue that needed to be addressed: the growing disconnect between FEMA attorneys and the staff they are assigned to advise. So, once again he engaged the wheels of change by crafting an article that illuminated the problems and offered viable solutions. It was published in the *Journal of Homeland Security*, and it achieved immediate results. The principles he outlined in "The Role of FEMA Attorneys in the New FEMA and Its Renewed Emphasis on Operational Matters" led to a lasting reorganization of the way FEMA's attorneys provide legal



Lucie at NPS

services and advice, including the creation of a legal manual for the Office of Chief Counsel, embedding attorneys with their clients, and providing counsel to each of FEMA's ten regions.

With such a wide breadth of experience within the homeland security field and a desire to learn more, Quin decided to apply for the CHDS master's program. He wanted to synthesize his experiences in a way that provides a broader interpretation of homeland security issues within DHS and FEMA. Upon arriving at the Naval Postgraduate School campus for his first in-residence session, he immediately felt welcomed. There's a lot of similarities among folks in the military and folks that come to FEMA. You're dealing with large, complex problems that can't be completely solved, only mitigated."

While trying to figure out what to do his thesis on, Quin had an idea. Hurricane Katrina was a major flashpoint for FEMA. It is the singular event that most people associate with the agency and Quin was there to experience the recovery efforts first-hand. "Professor Bellavita was my thesis advisor and he's a national asset. I mean that literally. He has an ability to push you and make you think two or three levels beyond what you're doing. I can't say enough about what he does for the program—and I thought to myself, I can bring that back to my thesis...that was a direct result of Katrina."

So, after much discussion and research, Quin identified a thesis topic to investigate:

Unity of Command for Federal Consequence Management. When studying the federal response to major disasters, it was apparent that higher levels of presidential interest provide a positive impact on results. The lack of coordination of federal response efforts, and the inability of the President to impose his will to marshal federal resources effectively, were major problems identified after Hurricanes Katrina and Andrew.

"One of the things I learned while working on my thesis is you can practically cut and paste Hurricane Katrina and Hurricane Andrew. I don't think a lot of people understand that; almost all the issues that you saw with Katrina, you also saw with Andrew—many of which related to breakdown in communication. It is fascinating when you look at both of them," he concluded. The action plans and response programs were very similar, but they had not effectively incorporated lessons learned from previous disasters, so it was plagued by the same issues. Quin's thesis argues that the most efficient way for the President to supervise the federal response to an existential catastrophe is by delegating authority for operational consequence management decisions to a single federal official that would allow the President and his cabinet to focus on strategic decisions. In his proposed plan, the FEMA Administrator would lead the portion of the federal operational response, formerly known as consequence management, while the Commanding

General for U.S. Northern Command, and presumably the Attorney General or their designee, would lead all federal military and law enforcement efforts. Together the three would provide the President complete unity of command over all federal disaster response efforts rather than the more distributed unity of effort that currently exists among federal agencies. After publication, the thesis permeated across the agency; it was directly turned into a Presidential Policy Directive a couple years ago under the Obama administration—to designate lead federal agencies, in all types of events. "This is a great feather in CHDS' cap. I couldn't have done it without the help of Dr. Bellavita and the rest of the staff"

Back to the present, it is easy to see the correlation between Quin's thesis research and his most recent article, "How FEMA Could Lose America's Next Great War." Quin explained, "When I started my master's thesis almost a decade ago was when I first started to come across the basis for my article. That's how I started to peel back the onion." In the article, Quin argues that our capacity in wartime diminishes without a strategy to protect the civilian population and defense industrial base, or to mobilize and sustain the nation. The initial response to his article may have been skeptical, due to the potentially salacious title. "As I went down this road beginning a few years ago, I started with the concept of looking at civil defense before I discovered much of what I was reading actually supported the closely aligned concept of national mobilization," he explained. Now the article is gaining momentum within the federal government. "The U.S. Air Force Academy is making it mandatory reading for the Military and Strategic Studies program next year," Quin added.

What's next? After completing the CHDS program, Quin taught a homeland security course at George Washington University for two semesters. "I heavily relied on the CHDS materials that are available to us post-graduation. While homeland security is being incorporated into more courses and programs at private institutions, CHDS provides that leading edge to the rest of the enterprise; it really does set the standard. It's a great nucleus for all of this other education to occur."

"CHDS has greatly affected my work and will continue to be an integral part of my knowledge-base for years to come." ■

APPLYING EMERGENCY RESPONSE TECHNIQUES TO THE OPIOID EPIDEMIC

BY PATRICK KUHL

The rugged landscape of Snohomish County, WA is a testament to the powerful forces of nature. From the steep banks of Puget Sound in the west to the frozen austere Glacier Peak volcano in the east, it is a place that can play host to a diverse range of natural disasters. Severe weather and seasonal flooding are the most common hazards, while earthquakes pose the greatest threat to public safety. But it was a March 2014 mudslide near the small community of Oso that brought worldwide attention.

The mudslide, often called the SR530 disaster, claimed 43 lives, the greatest loss of life to such a hazard in U.S. history. It reshaped a mile-wide swath of the Stillaguamish River Valley. It also transformed the Snohomish County Department of Emergency Management, fundamentally changing the way it helps the community prepare for and respond to disaster. Now, five years later, the county is attracting attention as leaders apply the Oso mudslide's hard lessons to another unfolding disaster – the opioid epidemic.

Jason Biermann was among the handful of Center for Homeland Defense and Security (CHDS) alumni who were tasked with responding to the SR530 disaster. Biermann is the Snohomish County DEM Director and he knows first-hand what a disaster looks like. He has been a firefighter in Texas, an emergency manager in Wyoming, a soldier in the U.S Army and Army Reserve, and did his CHDS master's thesis on the collective response to SR530. Biermann added, "At the time, I was a program manager focused on disaster recovery and hazard mitigation. But I've been a firefighter in a large city (Austin, TX) and spent almost 29 years in the military (Army & Army Reserve) where I started as infantryman then became a medic when I came off active duty. I eventually worked my way up to Senior Enlisted Advisor to the Commander of the 654th Regional Support Group. I also deployed to Afghanistan shortly after the war started." His thesis, titled "Emergence of Organizational Fit: Applying



JASON BIERMANN

Director, Snohomish County
Department of Emergency
Management

MA1305/1306

Configuration Theory to the Snohomish County (WA) Emergency Operations Center" focused on emergency operations center (EOC) organization with the SR530 disaster as the case study. Based on his thesis recommendations, the Snohomish County DEM updated their EOC doctrine and training to focus on situational factors and flexible configurations. "They took those lessons and incorporated them, completely changing the way our Emergency Coordination Center runs. We used to use a fairly straightforward ICS (incident command structure) but then realized we needed to empower certain positions, allowing them to do ad-hoc thinking and problem solving by design. They're unencumbered from the standard processes."

Biermann attributes his time at CHDS as being a major influence on the way he approaches his job. He has fond memories of his time in the master's program. "Very early in my time here, instructor Chris Bellavita made an impact on my mode of thinking when I responded to a seemingly basic question. He asked if I was from Seattle and I responded, 'No, I'm from Everett.' Right then he challenged me to be as definitive about other things in life. That was literally the first in-residence and it has stuck with me until now." Another element from CHDS that Biermann utilizes frequently is the Strategic Planning course (NS4755) taught by instructors Rodrigo Nieto-Gomez and Nicholas Dew because it exposed him to different business models and varying perceptions, leading to some of the innovative changes Snohomish County DEM has adopted. "It really sparked my interest in organizational management, change, and structure," he

said. It also provided insight on how to rally other people around change and gain consensus for the new process. "A vast majority of people who feel like ICS is the only way forward. And, it's difficult to get buy-in from these folks."

In addition to the naturally-occurring disasters facing Snohomish County, there are also plenty of human-driven threats to homeland security. "We recently opened a commercial airport and Boeing is there manufacturing planes so we have concerns about industrial espionage. We have had and continue to have a flow of hazardous materials through the area, too," Biermann said. Now he's identified a new type of crisis plaguing the Snohomish community. This one isn't as obvious to the naked eye; and it's not spurred by flooding, fires, mudslides, or earthquakes. However, it is a community-wide problem that affects many people of all genders, ethnicities, and religions across a wide age-range.

Biermann's department was asked to coordinate the county's response to the opioid epidemic. In general, Snohomish County only contains about 10% of the state's population but in recent years, it has accounted for up to 18% of the opioid deaths statewide. "People mostly know about our community due to the Oso mudslide, but for each of the last several years we've had double the number of opioid deaths than we did during that disaster," Biermann said. An estimated 70,000 people died in the U.S. in 2017 due to opioids. "Imagine if a hurricane or natural disaster or terrorist attack resulted in 70,000 deaths," Biermann suggested. "And it's something we're a part of, leading the response, using the ECC and the processes that were adapted to fit our group. It's worked well—most of the partnering agencies would say they brought structure to the overall epidemic process." The multi-agency group focused work around seven broad goals then identified granular objectives. Working collaboratively, participants have identified 153 different objectives to accomplish in fighting the opioid epidemic.



Some of the agencies involved in the SR530 response | Photo courtesy of Snohomish County DEM

Of course, Biermann is not working alone. His agency coordinates this work, but they're supported by a number of jurisdiction and agency partners including those led by CHDS master's alumni Dave DeMarco (Everett Fire Chief), John DeRousse (Everett Police Captain), Tom Davis (Lynnwood Police Chief), and ELP alumna Laurel Nelson (Deputy Director of Seattle Office of Emergency Management), among others. "We are a community that can say: over the course of the time since November 2017 until now, collaboratively as a multi-agency group, we have successfully accomplished 106 of the 153 different objectives we initially identified" to fight the opioid epidemic, Biermann added. That accomplishment is a definitive statement, just like Bellavita encouraged during his first in-residence session. Sharing regular reports, including specific data and details about the work being accomplished by agencies, provides critical context about the mission.

Back in 2009 when the H1N1 flu pandemic was looming, many emergency management organizations were standing up operations centers and readying for the flu pandemic that was supposed to be on its way. The opioid epidemic has prompted a different response. Historically, drug addiction has been viewed as a personal problem, the result of individual choices.

"A lot of our work has been destigmatizing it," Biermann said. The data is clear. "This is not just affecting addicts who live under the overpass, there's a large portion of people using it in their homes. So, it's not isolated to a specific segment of the population—it's everybody who is being impacted. Consequently, this puts a strain on

emergency medical services, law enforcement, infrastructure, public health, etc."

The overarching theme here is derived from his time at CHDS: learning to look at things in novel ways. "We have doctrine and we have things that guide us, but we allow for the proverbial thinking outside the box, and sometimes that's just understanding *what* the box looks like. If you can first define the box, you'll have a better chance of fixing the problem."

A number of agencies involved in the opioid response also were part of the SR530 response, but they often worked the problems separately. By activating the county's emergency management system and encouraging multiagency collaboration, leaders are applying disaster response structure to the opioid epidemic. People at many agencies combined to define the box, including elected officials, public health experts, human services professionals, social workers, sheriff's deputies, corrections officers, public works engineers, paramedics, planners, code enforcers, etc. If the list people working the opioid epidemic in Snohomish County reads like a directory for local governments, that's by design. "I don't know who else is doing it this way—although I know there are some...because on a recent spot on NPR, one of our partners stated that we were the only ones doing it this way, and we got feedback pretty quickly from other agencies saying that they're doing it, too (Montgomery County in Ohio, for example)," Biermann said.

The Pacific Northwest is an interconnected place, and it makes sense to encourage collaboration to tackle a community-wide problem. But it's more than just a novel approach because it is truly working. ■



SAVE THE DATE



FEBRUARY
18-20, 2020
MONTEREY, CA

ALUMNI
PROFESSIONAL
EXCHANGE

APEX 2020

Alumni Continuing
Education Workshop

APEX IS NOW
3 DAYS!

For more information
and to register go to
www.chds.us/c/apex



CENTER FOR HOMELAND
DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL



Photo by Brandi Ibrao on Unsplash

HOMELAND SECURITY 2.0; IT'S NOT WHAT YOU THINK

BY DAN O'CONNOR

So, what exactly is homeland security? The question appears to be a very straight forward one. In 2002, the Homeland Security Act was written as a direct response to the attacks of September 11, 2001. The Homeland Security Act's first responsibility was to prevent another act of terrorism from taking place in the United States. After several years, a counter-narrative began to emerge in academia, among policy groups, and throughout government regarding what homeland security is, and what it needs to be.

"You're more likely to die in your bathtub than be killed by a terrorist" and other meme's regarding probability and likelihood were emerging in a variety of writings, conversations, and published narratives. Those anecdotes were not



DAN O'CONNOR
Division Director, Mission
Support Directorate of FEMA
MA1201/1202, ELP0801,
HSx1701

helpful. One of the more salient articles regarding the subject was written by Dr. Christopher Bellavita, a professor of homeland security studies at the Naval Postgraduate School Center for Homeland Defense and Security. It was titled, "Changing Homeland Security: What Is Homeland Security?"

Bellavita posited that there are multiple definitions for what homeland security

is, and one of those definitions is referred to as a meta hazard. Meta hazards imply some dangerous condition that may take a generation or decades to reveal themselves. These hazards, unbeknownst to us, have a self-organized criticality about them and seemingly, without notice or awareness, become present.

We are at the cusp of several of these meta hazards revealing themselves, and we are unprepared for their consequences. Our national focus has been elsewhere. Homelessness is one of these undiagnosed meta hazards and is beginning to self-organize due to complexity, interdependence, and a variety of other conditions. It is time to re-evaluate what homeland security is.

Homelessness is a homeland security issue. Amongst the never-ending themes

in the news cycle, there have been observations and subsequent growing concerns regarding homelessness and its impact on society. America has always had some degree of a poverty problem but not necessarily a homelessness problem. Yes, there were wanderers, vagabonds, transient troupes, tramps, hobos, and bums that moved across the country by various means seeking work, shelter, and just existing. But this time, it is a vastly different situation. The reported numbers fluctuate wildly and are conflated, deflated, or inflated depending on political points of view. But homelessness may be a pre-incident indicator of additional crises to come.

There is a confluence of conditions that make the homeless situation more than a nuisance or nagging social anxiety. The homelessness issue is also exacerbated by a growing lack of affordable housing, a transient economy, mental illness challenges, an opioid epidemic, drug use in general, and cultural dynamics that are driving a host of Americans into the streets (and their vehicles) and creating a set of conditions that will become a full-blown health crisis.

In his book, *The Great Leveler*, author Walter Scheidel points out that historically there is a “Four Horsemen” of leveling that has repeatedly destroyed the fortunes of many countries and “leveled” society; mass-mobilization warfare, transformative revolutions, state collapse, and catastrophic plagues. Keep the last one in mind as we progress. It is essential to recognize not the symptom and its politics, but the cause and its strategic impact on the United States.

Recently, a flurry of news stories began hitting the newswire regarding the emerging crisis in Los Angeles. One of the most dramatic stories on a cable news network featured Dr. Drew Pinsky.

Pinsky, who is commonly known as Dr. Drew, is an American celebrity doctor who is an internist, addiction medicine specialist, and media personality. Pinsky said, “We have a complete breakdown of the basic needs of civilization in Los Angeles right now.” Further examination of the claim netted facts that appeared to support Pinsky’s assertion. Shortly after that, multiple varieties of the story began to populate all aspects of media. Stories from up and down the West Coast are sharing the theme of civilization dissolution.

As of this writing, outbreaks of hepatitis A, typhus, typhoid, cholera, and bubonic plague have all been identified. These diseases are all present in a concentrated area known as Skid Row in Los Angeles, California. These are diseases that decimated Europe centuries ago. These are diseases that were eradicated hundreds of years ago, but are reappearing in Los Angeles in 2019, in the wealthiest country in the world. First responders in Los Angeles are beginning to report symptoms of these diseases. It’s not an isolated phenomenon.

Travel a few hundred miles north from Los Angeles, and one will see thousands more homeless and mentally ill people in San Francisco with similar symptoms, defecating in the streets, which is another known vector of disease promulgation. The volume of untreated waste in water runoff is impacting the city and its coastlines. Cholera, for example, is a waterborne disease that kills tens of thousands a year. It’s also responsible for ravaging New York City in the 19th century in overcrowded and sick communities.

“Homeland security must aggressively continue to evolve beyond just preventing terrorism.”

— DAN O’CONNOR

Travel another several hundred miles north to Portland, Oregon and further north to Seattle, Washington and it is more of the same. Public health officials issued an advisory regarding outbreaks of shigella, a highly contagious diarrheal illness, and Bartonella Quintana, an infection known as “trench fever” when it spread among World War I soldiers. It is not just on the West Coast. Hundreds of thousands of people; many who are convicts, overwhelmingly jobless, and chronically homeless, are unwittingly providing opportunities for diseases that were eradicated hundreds of years ago to re-emerge across the nation. This reemergence of catastrophic diseases is a far greater threat to our “security” than bad actors pontificating in dank caves about how to destroy the Great Satan.

Add to the disease incubator the emerging and persistent detainment and arrest of hundreds of thousands of undocumented or illegal immigrants.

The current trend and pace of people crossing the border will soon exceed one million annually. With this large volume of people introduced into the country comes a higher possibility of introduced novel strains of infectious diseases. Dengue, Chikungunya, Zika viruses, drug-resistant tuberculosis, and smallpox continue to be an increasing concern because of the people making their way to the border.

It doesn’t take much genetic re-assortment or recombination (antigenic shift) of these novel viruses to rapidly move from person to person, leading to multiple outbreaks of disease. A global pandemic, something that occurs approximately three times per century, is inevitable. Pandemics may be relatively minor, like the H1N1 flu in 2009, or catastrophic like the Spanish flu pandemic of 1918 that claimed more than one hundred million lives. All it will take is time.

Homelessness and infectious disease in this context are a far more significant homeland security issue than terrorism.

As previously mentioned, the Department of Homeland Security was primarily formed to combat terrorism. And while there have been increases in homegrown terrorism and terrorists, state-sponsored and independent acts of terrorism are still very infrequent.

Current conversations regarding the economy, the national debt, shifting demography, and opportunity are all rooted in the premise that government has specific roles and responsibilities to its citizens. We have dangerous and critical situations within our borders and at our borders, some of which are more urgent than external situations beyond our borders. Homelessness is one such critical situation.

If we do not tend to this situation now, a tipping point will emerge. Our failure to be realistic in solving the problem will create real and lasting consequences. While not everything that can happen does happen, it is not unreasonable to expect our government to address and solve issues mainly of their own doing. Homeland security must aggressively continue to evolve beyond just preventing terrorism. So, is disease and homelessness a homeland security issue? It depends on who’s talking, who’s asking, and who’s listening. ■

PELP SPEAKER SERIES ADDRESSES THE FUTURE OF CYBERSECURITY

BY PATRICK KUHL

It's not easy to anticipate which cybersecurity challenges we will encounter in the future. If it were easy, we would already have knowledge about the ways in which cyber criminals will take advantage of potential vulnerabilities. However, in the war against cyber-crime, our battlefield is constantly changing and evolving. As technology grows at an exponential rate, it is difficult enough to visualize *where* the battles will be fought; much less envision *how* we will succeed in thwarting future cybersecurity threats.

The next Pacific Executive Leaders Program (PELP) Speaker Series offered by the Center for Homeland Defense and Security (CHDS) will attempt to decipher some of the unknown challenges that lie ahead for our cyber-based infrastructure. PELP's Speaker Series is an excellent opportunity to bring together participants who may otherwise be located across the various Pacific islands. "We bring together industry with emergency managers to have a collaborative dialogue," summarized David Fukutomi, Deputy Associate Director of NPS-CHDS Executive Education Program.

Leading the way through this facilitated workshop is Executive Leaders Program (ELP) alumnus, David Kaufman (ELP0601). Kaufman is the Vice President and Director of Safety and Security at CNA. Kaufman has also served as a thesis advisor for CHDS master's students. The project is called "Cybersecurity Futures 2025" and represents a partnership between UC Berkeley's Center for Long-term Cybersecurity (CLTC), CNA's Institute for Public Research (CNA), and the World Economic Forum's Global Centre for Cybersecurity (C4C). By employing a long-term framework, the project examines cybersecurity challenges we may face in the distant future. Through a series of cybersecurity scenarios, this workshop helps decision-makers anticipate how cybersecurity challenges will evolve and understand how peers in different parts of the world think about those challenges.



CHDS Executive Ed Program brings the learning to you! Group photo from the State of Hawaii Senior Elected Leaders Seminar that included Governor David Ige, Mayors Harry Kim and Micheal Victorino, FEMA Region IX Administrator Bob Fenton, and General Joe Logan, TAG for the State of Hawaii.

"There are many excellent discussions, projects, and presentations about the current environment of cybersecurity, but there are not many that focus on the future effects," said Fukutomi. The future-looking scenarios tell logical stories about how forces of change from a variety of sources—including technology, economics, human behavior, corporate strategy, government policy, natural phenomena, and social and ethical dimensions—could overlap and combine to create a cybersecurity landscape in 2025 that is meaningfully different from what we face today. These future challenges involve a broader set of actors, have higher stakes, reside on different technological platforms, and appeal to human values in unique ways. The scenarios are not literal predictions, but elements from each of these scenarios are likely to be a part of the future cybersecurity landscape. The forward-looking project correlates well with the PELP program because the unique geography of the Pacific often requires alternative processes or approaches. "In the Pacific, many people are culturally accustomed to living in the moment. But operationally, they have to think ahead even more than on the mainland. This is due to the sheer distance and lack of resources. So, in order to prepare for disasters here, you need to look even further ahead," Fukutomi reiterated.

As the next Speaker Series presenter, Kaufman embodies the type of insightful presenters that PELP brings in. Kaufman also introduced the *Cybersecurity Futures*

2025 project to CHDS students at the Cyber Curriculum Forum in May. The overarching goal of that forum was to integrate knowledge of trending cyber threats into course curriculum. The Cyber Curriculum Forum was hosted by the Center for Naval Analyses (CNA) in Arlington, VA. Some of the other topics included "Threat Environment and National Policy" by Tom Bossert (National Security Analyst for ABC News), and "Legal Considerations" by Paul Rosenzweig (Founder of Red Branch Consulting). It's important to have these types of discussions because the topics could eventually become the foundation that enables CHDS to engage and inform the nation's homeland security leaders on cyber-related issues.

Some of the past PELP Speaker Series events have included CHDS master's graduates Jason Lim on the topic of understanding North Korea as a strategic threat and David Gomez on the vulnerability of populations affected by rising sea levels in the future. Fukutomi shared, "Under the PELP umbrella, we've focused on topics specific to FEMA Region IX. For example, recovery of impacted shipping ports after a disaster is crucial for emergency operations in the Pacific."

By understanding different perspectives and approaches that governments, agencies, and societies around the world have about emerging cyber challenges, we can help each other better prepare for a rapidly changing technology security environment. ■

HSx PILOT PROGRAM TAKES OFF

BY MARC PRITCHARD

The Advanced Thinking in Homeland Security (HSx) pilot program, conducted from July 07, 2017 through January 18, 2019, at the Center for Homeland Defense and Security (CHDS) at the Naval Postgraduate School (NPS), focused on how best to prepare for future, unknown grand challenges facing the nation in regards to homeland security. HSx provided an opportunity to combine education and ideation through lectures and discussions delivered by participant selected subject matter experts, and through the development of innovative projects targeting solutions to current and future homeland security issues. Three desired outcomes framed the program's construction: (a) support the acceleration of participants to be extraordinary change leaders; (b) advance the homeland defense body of knowledge to identify new frameworks and cognitive abilities; and (c) test and apply newly created skills through the development of entrepreneurial initiatives. Collectively, these pillars, serving as the foundation for HSx, provided the overarching philosophy guiding the construction and execution of HSx.

The targeted HSx outcomes built upon the success of the CHDS Master of Arts (MA) degree program, with its 18-month, six-quarter, blended-learning (seven in-residence (IR) sessions) curriculum, and the Executive Leaders Program (ELP), comprising a one-year, certificate program with four, one-week IR sessions. Faculty understanding of the learning and critical thinking skills developed within the MA and ELP programs provided an anchor for the three pillars of HSx. From the earliest iterations and conceptual designs, the role of HSx students extended beyond simply being the recipients of the education; they would be integral in shaping the program during execution. As such, HSx provided an ideal platform for examining the transformative evolution of homeland security education and ideation with the students serving as the *designers of the experiment as well as the subjects of the experiment.*

Argonne National Laboratory (ANL), a federally funded research and development center (FFRDC), received a program development contract to assist in the process to include facilitating a focus group with selected CHDS alumni to determine interest in such an offering and a tool for identifying the qualities of potential HSx students. The focus group with CHDS faculty and staff, ANL personnel, and select CHDS alumni occurred in January 2017. The subsequent recommendations for content and curriculum, program length and delivery model, instructor/lecturer selection, and student identification and application process evolved from the collective inputs of the group.

The application and selection process emerged from the focus group and included three key elements: (a) an internal selection process to identify targeted applicants; (b) development of an application; and (c) creating a scoring and final selection process. The internal selection process for identifying potential applicants started with discussions with the focus group attendees and separate, CHDS faculty group meetings. A key element of the applicant selection was the individual's potential for success in a fluid and dynamic ideation and innovation environment as well as their potential benefit to the cohort (i.e., teamwork, work ethic, collaborative approach, etc.). Based upon the combined

recommendations, 60 individuals received invitations to apply representing a mix of MA and ELP alumni. From the pool of 60 invitees, 30 submitted applications with 19 selected for cohort HSx1701.

The six in-residence sessions included ideation discussions lead by industry-leading innovators and proponents of rapid prototyping, such as Tom Chi. As such, a primary HSx outcome centered on participant driven projects. Of note, the K-12 School Shooting Database produced a filtered, deconflicted, and cross-referenced database of more than 1,360 K-12 school shootings from 1970 to present, and gained national recognition as a definitive source of reliable data for future research into the underlying causal factors and true nature of the school shooting problems facing the nation.

HSx offered an opportunity to explore the realm of ideation and innovation with the exceptional alumni of CHDS programs serving as both the designers of the experiment and the experiment itself. Lessons learned will merge with existing offerings under the CHDS purview to add new levels of complex learning and thinking. As with all programs, future iterations of HSx are funding and necessity reliant. However, the benefit of ideation and innovation in this critical sector is infinitely clear and unbounded outside of our traditional approaches to educational deliveries. ■



HSx Graduation in the Tower Room of Herrmann Hall

HOMELAND SECURITY DIGITAL LIBRARY

BY PATRICK KUHL

The mission! The Homeland Security Digital Library (HSDL) is the nation's premiere collection of resources for homeland security professionals and researchers. If you're looking for documents that address homeland security policy, strategy, or organizational management, then you've come to the right place! More than 53,000 registered users access HSDL resources to support their analyses, inform decision-making, and strengthen academic research.

Something for everyone! All the resources are curated by a team of librarians and content analysts who specialize in homeland defense and security issues. These resources cover a wide breadth of topics that are both timely in nature and relevant to current issues. By collecting and sharing an entire

library of documents and resources, the HSDL is serving a key role in strengthening national security through collaboration across local, state, tribal, territorial, and federal agencies.

Spread the word! Anyone may access the HSDL Public Collection without registering for an account. To access the Full Collection of documents, you must register for an account and have an association with the military, government, homeland security education, or critical infrastructure protection. In addition to individual user access, your agency can request organization-wide access. This makes it even easier for your colleagues to utilize the HSDL. More than 790 different organizations have been granted access—from military installations to government agencies to private research institutions and public universities.

SIGN UP FOR ALERTS, CRITICAL RELEASES, NEWSLETTERS AND SUBSCRIPTIONS

Get information you are interested in emailed directly to you.

ASK A LIBRARIAN

Request tailored information

www.hSDL.org



SECURING THE HOMELAND THROUGH THE POWER OF INFORMATION

HSDL TIMELINE



One of the most popular HSDL resources is the timeline feature. It can be customized for a wide variety of homeland security topics. This timeline example focuses on Active Shooter incidents.

NUMBER OF DOCUMENTS AND RESOURCES AVAILABLE

- Public Collection: **107,100**
- Private Collection for Registered Users: additional **75,700**
- Total Resources: **182,800**

MOST FREQUENTLY USED DOCUMENTS IN 2019

- Planning and Managing Security for Major Special Events: Guidelines for Law Enforcement
- Arizona Border Wall Case Study
- Civil Rights Issues and Arab Americans in Wisconsin Post September 11
- The Consequences of Money Laundering and Financial Crime
- How to Read a Mexican Voter Card
- Legal Guide for Commanders
- Terrorism Remains a Global Issue
- Route 91 Harvest Festival in Las Vegas, Nevada - After Action Report
- Information Security Program

MOST POPULAR RESOURCES IN 2019

- Homeland Security Timeline Page
- On the Homefront blog
- Critical Releases in Homeland Security
- NPS Master's Theses
- Featured Topics
- Special Collections
- Research Tools

LIST OF FEATURED TOPICS

- Active Shooters
- Border Security
- Climate Change
- Cybersecurity
- Domestic Terrorism
- Electronic Surveillance
- Fusion Centers
- Hurricane Resilience
- Infrastructure Protection
- Maritime Domain
- Social Media Use in Emergencies
- School Shootings
- Unmanned Systems
- Wildfire Mitigation

CLASS NOTES

Updates from your colleagues since the last edition of Watermark.

MASTER'S DEGREE PROGRAM (MA)

MA0302/0303

Otis McGregor published a new book titled, *Enable Your Team's Success: Succeed in Life and Business With a Strong Team* that is now available on Amazon.

MA0401/0402

Susan Reinertson left Amtrak for an opportunity to be the head of global crisis management for Stripe, based out of San Francisco. [also ELP1502]

MA0501/0502

Mark Landahl retired from the Frederick County Sheriff's Office to become the Emergency Manager for the City of Rockville, MD.

MA0601/0602

John Paczkowski and former CHDS Director, Paul Stockton, contributed to a report published by Auburn University Center for Cyber and Homeland Security (CCHS). The report, titled "Strengthening Defense Mission Assurance Against Emerging Threats," is based on the results of a CHDS policy forum that Paczkowski and Stockton helped organize in March.

Rodney Liberato accepted a new position as Program Manager at Aviation Training Consulting.

MA0701/0702

The City of East Point, GA held a groundbreaking ceremony for the new Chief **Rosemary Roberts Cloud** Fire Station in March. The new station honors Fire Chief Rosemary Roberts Cloud who made history in 2002 as the first Black Female Fire Chief.

Jay Emier is now Deputy Attorney General & Chief Information Security Officer for the Kansas Attorney General Derek Schmidt.

Leeanna Mims started a new position as Health and Safety Regional Liaison for the Florida State Fire Marshal.

MA0703/0704

Tony Russell, the Superintendent of FEMA's Center for Domestic Preparedness (CDP) in Anniston, AL, contributed to an article published by the Journal of Emergency Management (JEM), titled "The Evolution of Response and Management Training at the FEMA Center for Domestic Preparedness." Mr. Russell also recently signed and released the CDP 2019-2023 Strategic Plan outlining the forward-thinking, future focus of the 1st responder training center in Anniston.

Jonathan Lines presented at the annual meeting of the International Police Executive Symposium in Belgrade, Serbia on the topic of collaboration between Operation Underground Railroad and Washington State Patrol.

MA0803/0804

Jennifer Harper was appointed Director of New Hampshire Homeland Security and Emergency Management, becoming the first female to achieve the title. [also FCLP1002]

MA0805/0806

Alex Vargas is now the Deputy Director at the LAPD Joint Regional Intelligence Center.

MA0901/0902

Deputy Chief of Amtrak Police Department, **Lisa Ann Shahade**, has been appointed to the TSA Surface Transportation Security Advisory Committee.

Ross Elliott was appointed to the Kern Valley Healthcare District (KVHD) Board of Directors.

MA0903/0904

Captain **Rob McLellan** was honored at a retirement ceremony on 3 May by the USCG Eighth Coast Guard District in Mobile, AL. Captain McLellan retired after 27 years of dedicated service to the U.S. Coast Guard Sector Mobile.

Tracy Frazzano has been named the Chief of Police for Marco Island, FL.

MA0905/0906

Lt. Col (ret.) **Noel Lipana** was a featured speaker at Mental Health Matters Day annual conference on May 22 in Sacramento, CA.

DHS Program Analyst **Amanda Bogard** has been selected to participate in the DHS Joint Mission Fellows Program.

Steven Sund was selected to be the next Chief of Police for the United States Capitol Police.

Robert Cannon is now the Florida Highway Patrol Public Affairs Officer for Troop A, which covers the Florida Panhandle.

MA1001/1002

Jasie Logsdon started a new position as Program Manager of the Healthcare Preparedness Program at Kentucky Department for Public Health.

James Madia was promoted to Business Operations Manager at Southern California Edison (SCE). Madia was also inducted to the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Global Honors Society for Public Affairs & Administration at USC. Madia is now a NASPAA scholar.

Michael Brody received a term appointment with DHS to serve as a Professor at the National Defense University and its College of Information and Cybersecurity.

MA1005/1006

Greg Bernard served on a panel of government agents and scientists at Comic-Con to discuss the way apocalyptic catastrophes are portrayed in science fiction novels and movies. [also HSx1701]

MA1101/1102

FBI Supervisory Special Agent **Stephanie Yanta**, provided the plenary keynote, entitled "Building Unity of Effort" at the 21st Annual FEMA Higher Education Program Symposium in Emmitsburg, MD.

Samantha Phillips is now director of the Massachusetts Emergency Management Agency (MEMA).

Raymond Gretz has been appointed to the Washington D.C. Police and Firefighter's Retirement and Relief Board.

MA1105/1106

James Prokop was recognized for his dedicated service to the TSA mission during a recent retirement ceremony. He has accepted a position as Vice President at Dynamic Security Concepts, Inc. (DSCI).

Building on her CHDS research to improve Foodborne Outbreak Communications, **Michele Samarya-Timm** presented at the National Environmental Health Association (NEHA) Annual Education Conference on Federal Foodborne Outbreak Communications.

MA1201/1202

Mike Dayton accepted a new position as Consultant for the California State Assembly Committee on Governmental Organization.

MA1203/1204

Chris Christopoulos, Jr. has been appointed as International Director for the New England Division of the International Association of Fire Chiefs (IAFC).

Tom Monahan, Program Manager at the FEMA Office of Counterterrorism and Security Preparedness, contributed a chapter to a book on terrorism, titled *Terrorism in America*, that was recently rated among the 10 Best New Criminology Books.

MA1205/1206

Edward Pearson was appointed by Washington, D.C. Mayor Muriel Bowser to be the Homeland Security Commissioner for the District of Columbia.

MA1301/1302

At the Axon Accelerate Conference, **Sylvia Moir**, Chief of the Tempe Police Department (AZ), received the RISE award for her work with officers and stress relief techniques.

CLASS NOTES

MA1303/1304

Angi English has been appointed Chief of Staff for the New Mexico Department of Homeland Security and Emergency Management. [also HSx1701]

MA1401/1402

Randy DeGering was named NORAD Civilian of the Year based on the air defense radar testing and hypersonic glide vehicle work he performed during 2018. DeGering was awarded the Joint Service Commendation Medal and Commander's Coin from 4-star NORAD Commander, General Terrence O'Shaughnessy.

MA1403/1404

Eric Saylor was recently promoted to Battalion Chief at the Sacramento City Fire Department.

Karrie Jefferson, a Senior Privacy Specialist at CISA, is now serving as Director of Cyber Engagement at the U.S. Cyberspace Solarium Commission.

MA1405/1406

Gregg Favre has been commissioned as an intelligence officer in the US Navy Reserves. Favre was also recently selected as Chief of Staff and Senior Strategist for the Centene Corporation, where he is responsible for physical, technical, and cybersecurity initiatives, as well as emergency and risk management strategy.

Ron Lendvay retired from Jacksonville Sheriff's Office and has accepted a position with JAXPORT as the Director of Public Safety and Security.

MA1505/1506

Tracy Avelar was promoted from Captain to Chief of Police at Foster City Police Department in CA.

MA1601/1602

In a unanimous vote, **Jackie White** was confirmed as secretary of the Department of Homeland Security and Emergency Management for New Mexico. And, BTW, Jackie White recently got married and is now known as Jackie Lindsey.

Jessica Bress is being promoted to Deputy Director of Metropolitan Police Department's Police Academy.

Eric Greening started a new position as Assistant Chief, Patrol Operations Bureau at Seattle Police Department.

Jared Goff, Fairfax County Fire & Rescue Department, has been selected to serve as Captain II in the Fire & Hazardous Materials Investigations Section. This section has numerous specialties, including an arson K-9, UAVs, FARO 3-D imaging technology, and more.

Jason Reardon was recently promoted to Captain and is now serving as the Commander at the San Jose California Highway Patrol office.

Craig Schwartz was officially confirmed as the new Chief of Police for the City of Pacific, WA.

MA1605/1606

Senior Deputy Attorney General of Nevada **Samantha Ladich** was named Office of the Attorney General Advocate of the Month for March 2018, awarded by the Nevada AG, Aaron Ford.

MA1701/1702

Michael Day was promoted to Deputy Director of Security and Emergency Management Programs for California Department of Water Resources.

Anthony Carter was promoted to Deputy Inspector at New York City Police Department.

Wayne Dumais is now the Deputy Director of the Office of Test & Evaluation at Immigration and Border Security Programs.

Elizabeth Barkley was recently promoted to Chief of California Highway Patrol Northern Division.

MA1703/1704

Robert Vasquez, Deputy Chief of Santa Fe Police Department, is going to teach a new Homeland Security course at New Mexico Highlands University.

MA1705/1706

Paul Jara, Arkansas National Guard, was promoted to the rank of Colonel on 5 April at Kordsmeier Hall in Camp Robinson, AR. He has also accepted a new position as Director of Staff with Arkansas Air National Guard.

Stephen Felty has been promoted to Assistant Federal Security Director - Generalist at Transportation Security Administration (TSA).

Kevin Peters helped deliver a seminar on the topic of "Civil-Military Relations: Roles and Missions of the Security Sector in a Changing Security Environment" at the National Academy for Political and Strategic Studies (ANEPE) in Santiago, Chile.

MA1801/1802

Emily McLoughlin has accepted a new position as Program Manager, Emergency Preparedness (Public Safety Communications and Emergency Management) at Arlington County, VA.

Kenneth Pravetz was promoted to Deputy Chief of Services for the Virginia Beach Fire Department.

MA1805/1806

Justin Luna was officially appointed Chief of the Division of Emergency Management for the Nevada Department of Public Safety.

MA1901/1902

William Werner, an Intelligence Analyst for Saint Louis Metropolitan Police Department, received the International Association of Law Enforcement Planners (IALEP) 2019 Arthur J. Barnett Planner of the Year Award of Merit.

MA1903/1904

Emma Krichinsky recently received the Refugee, Asylum and International Operations (RAIO) Associate Director's Award for Employee of the Year.

EXECUTIVE LEADERS PROGRAM (ELP)

ELP0601

Edward Reiskin is starting a new position as Assistant City Administrator for the city of Oakland, CA.

ELP0701

In honor of Women's History Month, **Kris Eide** was recognized as Today's Notable DPS Woman, thanks in part to her time serving as Minnesota's Homeland Security and Emergency Management (HSEM) Director from 2005-2015.

Daniel Alexander is starting a new position as Deputy Assistant Administrator, Field Operations Directorate at FEMA Office of Response and Recovery.

ELP0702

Michael Brown, Assistant Director of DHS Office for Targeted Violence & Terrorism Prevention, and **David Gersten**, Director of DHS Office for Targeted Violence & Terrorism Prevention, were invited to attend the Global Internet Forum to Counter Terrorism (GIFCT), held at Facebook headquarters. The GIFCT is an opportunity for tech sector companies to engage with government (foreign & U.S. officials) to discuss intersections between public policy and technology. [also MA0905/0906 and HSx1701]

ELP0801

Deanne Criswell was named Commissioner of New York City Emergency Management. [also MA1003/1004]

ELP0802

Laurence Raine is now working for the Executive Office of the President (EOP) in the Office of National Drug Control Policy (ONDCP).

Laurence Raine is now on detail to the White House, working in both the National Cocaine Coordination Group and the National Opioids and Synthetics Coordination Group.

ELP0902

Brock Long accepted a new position as Executive Chairman with Hagerly Consulting.

ELP1101

Rich Hildreth has resigned from his position with FEMA to become the Emergency Management Program Coordinator for Texas Parks and Wildlife Division.

ELP1102

Nick Crossley represented the International Association of Emergency Managers (IAEM) at a House Committee hearing on the topic of “Disaster Preparedness: DRRR Implementation and FEMA Readiness.”

ELP1201

Angi English (also MA1303/1304 and HSx1701), New Mexico Department of Homeland Security & Emergency Management Chief of Staff, and **Cathy Lanier** (also MA0401/0402), NFL Senior Vice President and Chief Security Officer, were both named to the Board of Advisors for a new DRONERESPONDERS Public Safety Alliance.

Gwen Keenan is starting a new position as Team Lead and Preparedness Specialist, Florida FEMA Integration Team at FEMA - Region IV.

Peter Gaynor is serving as the FEMA Acting Administrator.

ELP1202

William Evans has been named Executive Director of Public Safety and Chief of Police for Boston College.

ELP1301

Jim Helminski will be starting a new position as San Juan County (WA) Fire Commissioner. He was elected Commissioner in November 2018.

ELP1302

Fire Chief for Southern Marin Fire District, **Christian Tubbs**, was accepted into the July Session of the Harvard Kennedy School of Governments Senior Executives in State and Local Government Program. [also MA1703/1704]

ELP1401

Julie Roberts was promoted to Deputy Chief of Staff for NOAA. Her new role will focus on emergency management and branding while building stronger partnerships with the private sector and government partners.

Perry Plummer has been named Assistant Commissioner of New Hampshire Department of Safety. [also REP1602]

ELP1402

Colm Lydon has been named the Director of Security and Emergency Services for the Boston Red Sox.

ELP1501

Antonio Trindade is joining Dev Technology as the Vice President.

ELP1502

Steven Morelli retired from FDNY but he is serving as the Commissioner for the Office of Emergency Management in Nassau County, NY.

Mitchell Stripling will be leaving the New York City Department of Health and Mental Hygiene for a new position where he will establish and lead a national emergency preparedness and response department for Planned Parenthood.

Skip Kirkwood has been named a Commissioner of the American College of Paramedic Executives (ACPE). The ACPE is the credentialing body for supervising, managing, and executive paramedic officers in the United States.

ELP1601

The National Preparedness Leadership Initiative (NPLI) recently announced its Meta-Leadership project Hall of Fame which includes **Richard Serino**.

Melissa Hyatt became the first female Chief of the Baltimore County Police Department.

ELP1602

USCG Sector Boston recently hosted the Massachusetts’ Under Secretary of Homeland Security, **Jeanne Benincasa**, where they provided a broad overview of Sector Boston’s organizational structure, roles, and responsibilities.

Connor Scott has been named acting Vice President of Security at Johns Hopkins University.

Vice **Anthony DeVita** is now the Chief of Training for FDNY.

ELP1701

Ted Halpin, Director of Madison County (NY) Emergency Management, delivered a lecture at the National Homeland Security Conference in Phoenix on “Executing Complex EM Plans.” The lecture was rated by conference participants in the top 25% of the 60 breakout sessions.

ELP1702

Lillian Bonsignore was promoted to Chief of FDNY Emergency Management Services.

ELP1901

Natalie Gutierrez has been promoted to Managing Director of Administration, City of Chicago Office of Emergency Management and Communications (OEMC).

FUSION CENTER LEADERS PROGRAM (FCLP)

FCLP1502

Leonard Nerbetski is now serving as the Manager of Real Time Crime Center at Albuquerque Police Department.

FCLP1601

On July 1, **Doug Lee** began serving as the Public Safety Chief, overseeing the Fire and Police departments of Lincoln, CA. [also MA1303/1304]

Caleb Cage is now the Assistant Vice Chancellor for Workforce Development and Community Colleges at Nevada System of Higher Education. [also MA1601/1602]

EMERGENCE PROGRAM

EMERGENCE 1701

Dan Murray, Seattle Fire Department, was promoted to the rank of Captain. Dan is now the Station Captain of Station 31 and assigned to Ladder 5.

James Colvin was recently promoted to Lieutenant with the Boston Fire Department and he has been selected for promotion to Lieutenant Colonel in the Marine Corps Reserves in early FY20.

EMERGENCE 1702

Magdeline Decamps has changed agencies from NYC Department of Transportation to NYC Parks & Recreation. Her new position as Emergency Management Project Development Coordinator entails managing the agency’s COOP, Hazard Mitigation Plan, and Coastal Storm Plan, as well designing exercises. She also participates in task forces such as Citywide Health & Safety, Generator/De-watering, and Fuel Task Force.

Shelly Gooding is leaving Calvert County (MD) Emergency Management to start a new position at Anne Arundel County Office of Emergency Management, where she will be the Training and Exercise Coordinator.

EMERGENCE 1901

Dan Koski, NYPD Police Officer, was recently assigned to a new strategic projects office that reports directly to the Chief of Strategic Initiatives.

FACULTY FOOTNOTES

Seth Jones was invited by the Polish Ambassador to participate in a discussion of his novel, *A Covert Action: Reagan, the CIA, and the Cold War Struggle in Poland*. The book tells the story of the CIA operation code-named QRHELPUF which supported solidarity in Poland and contributed to the collapse of communism.

Tristan Mabry and **Cris Matei** teamed with alumnus Kevin Peters to deliver a seminar on the topic of “Civil-Military Relations: Roles and Missions of the Security Sector in a Changing Security Environment” at the National Academy for Political and Strategic Studies (ANEPE) in Santiago, Chile.

Rodrigo Nieto-Gomez was one of the judges for the USCG 2019 West Coast Idea Frenzy in Alameda, CA on July 25.

Cris Matei and **Carolyn Halladay** published a new book titled *The Conduct of Intelligence in Democracies*.

To see your name in the next edition, send a note about yourself or one of your colleagues to **Heather Isvoran** at hissvora@nps.edu.



CENTER FOR HOMELAND DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL

APEX 2019 PHOTO ALBUM

Reflecting on the people and moments that make APEX successful.
 Don't forget to register for APEX 2020 at www.chds.us/c/apex



Andy Mitchell received the 2019 CHDS Founder's Award.



Master's cohort 1403/1404 represents at APEX! Chris Milburn (MA1403/1404), Jim Schwartz (MA1105/1106 & ELP0801), Gloria Chavez (MA1403/1404), Antonio Sajor (MA1403/1404), and Steven Dubay (MA1403/1404 & ELP1202)



CHDS Director Glen Woodbury bestows the 2019 Founder's Award to Andy Mitchell.



Three alumni from the garden state take a moment to reconnect: Chris DeMaise (MA1505/1506), Ray Guidetti (MA0403/0404), and Raymond Bisogno (MA1405/1406).



University President Ann E. Rondeau, retired Vice Admiral, U.S. Navy, addresses the alumni in attendance.



ELP1101 alumni Mark White, Ed Hartnett, Steve Carter, Carol Cunningham, Grayden Lord, and Ray Fisher had a mini-reunion.



2019 marked the first time CHDS extended APEX to 3 days by including a presentation about the K-12 School Shooting Database.



Group shot of MA1603/1604 alumni.

APEX 2019 PHOTO ALBUM



APEX 2019 had the highest number of alumni attendees and presenters to date!



Our own national treasure, Greta Marlatt, wears many different hats for CHDS.



ELP1501 alumni Ari Baranoff, Joe Gallucci, Kelly Nadeau, and Kris Russell.



Jason Lim discusses the future of biometrics.



CBP Chief Patrol Agents Henry Rolon and Gloria Chavez (MA1403/1404) presented on the topic of immigration and border security.



K-12 School Shooting Database founders Desmond O'Neill (MA1505/1506 & HSx1701) and David Reidman (MA1401/1402 & HSx1701).



All 50 states are represented.



Rob Covert, Steven Chumley, and Ed Baldini represented MA1101/1102.

APEX 2019 PHOTO ALBUM



Classmates from MA0603/0604 Chris Bertram, Sara Kay, and Milton Nenneman.



Cohort MA0701/0702 reunited to celebrate 12 years as alumni.



Linda Scott (MA0501/0502) presented on the topic of "Leading Through Unexpected Threats."



Ron Lendvay (MA14045/1405) contributes to the pre-conference discussion.



CHDS Association President Chris Pope (MA0403/0404) addressing the audience.



APEX 2019 was a packed house!



Master's cohort 1603/1604 alumni Ryan Jerde, Rick Griggs, and Troy Hughes were in attendance.



Sara Bentley and Erin Blaz are always happy to see their students return to Monterey.

ALUMNI PHOTO ALBUM

Photos from our NPS-CHDS family.



Chief Lillian Bonsignore (ELP1702) has the distinction of being the first female EMS Chief of Operations for FDNY.



Danny Wu (MA1703/1704) was inspired by fellow graduate Merideth Bastiani's (MA1005/1006 & HSx1701) research and continued with her thesis recommendations.



Joseph Jardin (ELP1801) was promoted to Assistant Chief of Fire Prevention for FDNY.



Nick Crossley (ELP1102), Louie Uccellini (NWS Director), and Judd Freed (MA1001/1002) discuss how IAEM and NACO work closely to protect America from severe weather.



Greg Bernard (MA1005/1006 & HSx1701) served on a panel of government agents and scientists at San Diego Comic-Con to discuss the way apocalyptic catastrophes are portrayed in science fiction novels and movies.



Sylvia Moir (MA1301/1302), Police Chief of Tempe, AZ, receives the Axon Accelerates RISE award.



CAPT Rob McLellan (MA0903/0904) retired after 27 years of dedicated service to the USCG.



Congrats to Laura Thompson (MA1001/1002) who retired from the USCG after 30 years of service.

ALUMNI PHOTO ALBUM



FEMA Region III signed a MOU with Maryland to establish a third FEMA Integration Team. In attendance were Maryann Tierney (ELP0901), Russell J. Strickland, and Peter Gaynor (ELP1201).



Doug Lee (MA1303/1304 and FCLP1601), Public Safety Chief for Lincoln, CA, participating in the Police Unity Tour with Devon Bell (MA1301/1302), Undersheriff for Placer County, CA.



After participating in an eventful group ride from LA to Monterey with his master's classmates (also his first time riding a motorcycle), Giacomo Sacca, Deputy Chief of Elizabeth Police Department (NJ), bought himself a 2015 HD Fat Bob as a graduation gift and got a custom paint job to show off his NPS-CHDS pride.



The talented pool of PELP alumni continues to grow and rise through the ranks. Three members of PELP cohort 1402 recently had an unplanned, mini-reunion when they attended a workshop hosted by the City of Honolulu. Coincidentally, all three were recently promoted and serving in new positions since completing the PELP program. Jennifer Walter was initially the Manager of Emergency Response for Hawaiian Airlines, but she is now Deputy Director of the Honolulu Department of Emergency Management. Captain Arex Avanni was originally Deputy Commander of USCG Sector Honolulu when he completed PELP, but he is now serving as Commander. Hiro Toiya was promoted from Training and Exercise Officer to Director of the Honolulu Department of Emergency Management.



Alicia Welch (MA0403/0404), Fire Chief for Golden, CO, welcomes Fernando Gray (ELP1701), Fire Chief of Aurora, IL, to speak at the inaugural girls fire camp.



Craig Schwartz (MA1603/1604) upon being confirmed as the new Chief of Police for Pacific Police Department in Pacific, WA. Pictured here after the swearing-in ceremony with the Mayor (far right) and some of the department staff.



David Riedman (CA1401/1402 and HSx1701) discussing the K-12 School Shooting Database at the 2019 Public Health Preparedness Summit.

ALUMNI PHOTO ALBUM



The Center for Homeland Defense and Security (CHDS) was presented with an award from the Monterey County Business Council (MCBC) to recognize the K-12 School Shooting Database—which is a project by NPS-CHDS alumni Desmond O'Neill (MA1505/1506 & HSx1701) and David Riedman (MA1401/1402 & HSx1701). The event was co-hosted by Kimbley Craig (MA1505/1506), and Director Glen Woodbury accepted the award on behalf of the Center.



Todd Bensman (MA1401/1402) in New Mexico with Department of Homeland Security and Emergency Management Cabinet Secretary, Jackie Lindsey (MA1601/1602), and Chief of Staff, Angi English (MA1303/1304 and HSx1701).



CHDS alumni enjoying the July session of Harvard Kennedy School's Senior Executives in State and Local Government. Pictured left to right are Manny Morales (MA1505/1506), Fernando Gray (ELP1701), Chris Tubbs (MA1703/1704 & ELP1302), Ed Baberini (MA1003/1004).



At California the POST Command College. "Rodrigo's class was outstanding!" Donna White (MA0705/0706) and Tony Sajor (1403/1404) with Ridrigo Nieto-Gomez.



Mike St. Jeanos (MA1603/1604) was promoted to Captain in the Coast Guard.



Nicole Rosich (MA1603/1604) DHS Office of Policy & Strategy, was presented with the USCIS Director's Employee of the Year award.



Steven A. Sund (MA0905/0906) became Chief of Police for United States Capitol Police Department.



"Who says it's hard to be pregnant, give birth, and write a thesis at the same time?" —Marcie Stone (MA1705/1706 & PELP1502)

ALUMNI PHOTO ALBUM



Scott Ferguson (Emergence1701), Charles Cavnor (MA1605/1606), and Kyle Falkner (MA1703/1704) joined the CHDS Executive Briefs in Texas.



CHDS represents in Colorado Springs with UAPI Director Steve Recca, Ryan Fields Spack (MA1305/1306), Don Reed (MA0403/0404), Strategic Communications Director Heather Issvoran, and Otis McGregor (MA0302/0303).



John Esposito (MA0705/0706), FDNY Chief of Special Operations, was invited by FEMA to discuss and define High Threat Incidents. Pictured here (L to R) with CHDS alums Jim Schwartz (MA1105/1106 & ELP0801), Alicia Welch (MA0403/0404), Kate Roberts (MA1601/1602), Ryan McGovern (MA1601/1602), Mike Marino (MA1901/1902 & ELP1801), and John Delaney (MA0603/0604 & HSx1701).



CHDS alumni gather at the NH Capitol for Jenn Harper's appointment as the first female Director of New Hampshire's Homeland Security and Emergency Management. Former NH State Director Chris Pope (MA0403/0404), former NH State Director Don Bliss (CHDS Subject Matter Expert), Jenn Harper (MA0803/0804 & FCLP1002), newly appointed Assistant Commissioner, NH Dept. of Safety Perry Plummer (ELP1401 & REP1602), and David O'Keefe (CHDS Senior Consultant).



NPS-CHDS master's cohort 1805/1806 went on a class bonding trip to see the San Jose Sharks play the Vegas Golden Knights and even got to meet Knights player Alex Tuch, who happens to be the cousin of master's student, Kaylee Engle.



Martha Ellis (MA1301/1302) at the U.S. Naval Academy in Annapolis, MD.



Josh Davies (MA1403/1404), State Coordinator for Texas Division of Emergency Management, and David Jackson (MA1003/1004), State Hazard Mitigation Officer for Texas Division of Emergency Management, both presented at the 2019 Texas Emergency Management Conference.



Three CHDS master's alumni from 0703/0704—12 years later! Joseph Fernandez, Tony Russell, and Jonathan Yavneh at TEEEX's Active Shooter Incident Management Course, hosted by Broward County Sheriff's Office in partnership with FEMA (CDP) and TEEEX.



Admiral Joanna Nunan (ELP1201 & PELP1101) and Chuck Fosse (ELP1501) team up to lead USCG recruitment efforts.

ALUMNI PHOTO ALBUM



National Capital Region Master's Cohort 1803/1804 huddle in the snow for a group photo.



Alumni get together in the islands! John Comiskey (MA0805/0806 & HSx1701) and David Riedman (MA1401/1402 & HSx1701) on a boat in Waikiki.



NPS-CHDS master's graduate Gregg Favre was commissioned as an intelligence officer in the US Navy Reserves. Favre (MA1405/1406) received a Direct Commission and has been assigned as an officer in a joint operations unit supporting operations in the Middle East, and is primarily focused on counter-intelligence, strategic analysis and combat mission planning.



While in Monterey for APEX, a group of ELP alumni went to dinner, and Joe Gallucci (ELP1501) tries to shut down Monterey Fish House.



The Executive Ed Seminar with Miami PD in preparation for the 2020 NFL Superbowl included CHDS subject matter experts John Bilotta, Mary des Vignes-Kendrick, Bob Stephan, and Clark Kimerer, along with alumni Ron Papier (ELP1802), Manny Morales (MA1505/1506), and Ron Leavell (MA0503/0504).



CHDS master's cohort reunion! Stephanie Smiley, Cody Minks, and Samantha Korta from MA1605/1606 with instructor Rodrigo Nieto-Gomez in Washington, D.C. during the Apollo commemoration.



Patrick Sheehan (ELP1602) teaches at TEMA! Agencies across Tennessee attended the annual Training, Exercise, and Planning Workshop (TEPW) at TEMA. Collaboration and coordination between our partners is critical to disaster preparedness in Tennessee.



ELP1901 classmates Jeffrey Carroll, Assistant Chief of Police Metropolitan Police Department, and Brian Harrell, Assistant Director for Infrastructure Security at CISA recently attended an Active Shooter Workshop in D.C.

WELCOME TO THE CHDS FAMILY!

Congratulations to our most recently completed CHDS cohorts.



MASTERS
1705 | 1706

Outstanding Thesis Award: Kristopher Thornburg
Curtis "Butch" Straub Award: Stephen Felty
Mark Carr Esprit De Corps Award: John Steward



MASTERS
1801 | 1802

Outstanding Thesis Award: Dione Neely
Curtis "Butch" Straub Award: Jason Lyon
Mark Carr Esprit De Corps Award: Robert Duncan (1801) and Jason Lyon (1802)



PELP
1902



ELP
1802



EMERGENCE
1901



REP
1901

EDUCATIONAL RESOURCES

Don't forget you still have access to these valuable research and information resources:

HOMELAND SECURITY DIGITAL LIBRARY

www.hsdl.org

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

www.chds.us/selfstudy

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

www.hsaj.org

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.

LEARNING MATERIALS FROM THE NPS CENTER FOR HOMELAND DEFENSE AND SECURITY

CHDS/ED

www.chds.us/ed

Through a partnership between CHDS and the University and Agency Partnership Initiative (UAPI), we are able to provide free access to specialized curriculum, learning materials, self-study courses, Homeland Security Digital Library holdings, and other educational resources. Open to public and private sector partners, the goal is to make available courses, content and original research to help agencies and practitioners solve problems and carry out their missions and for academics to further homeland security education. The educational materials on www.chds.us/ed also include multimedia elements such as interviews, podcasts, media-enhanced lectures, and Viewpoints interviews with subject matter experts.



STAY CONNECTED WITH CHDS ANYTIME, ANYWHERE



www.chds.us



[npsCHDS](https://twitter.com/npsCHDS)



[npsCHDS](https://www.youtube.com/npsCHDS)



[npsCHDS](https://www.facebook.com/npsCHDS)



**QUESTIONS
COMMENTS
SUGGESTIONS**

HEATHER ISSVORAN

Director, Strategic Communications
Center for Homeland Defense and Security

hissvora@nps.edu
831.402.4672 (c)



**TECHNICAL
SUPPORT**

support@chds.us
831.272.2437 (PST)



CENTER FOR HOMELAND
DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL



FEMA

THE NATION'S HOMELAND SECURITY EDUCATOR | WWW.CHDS.US