

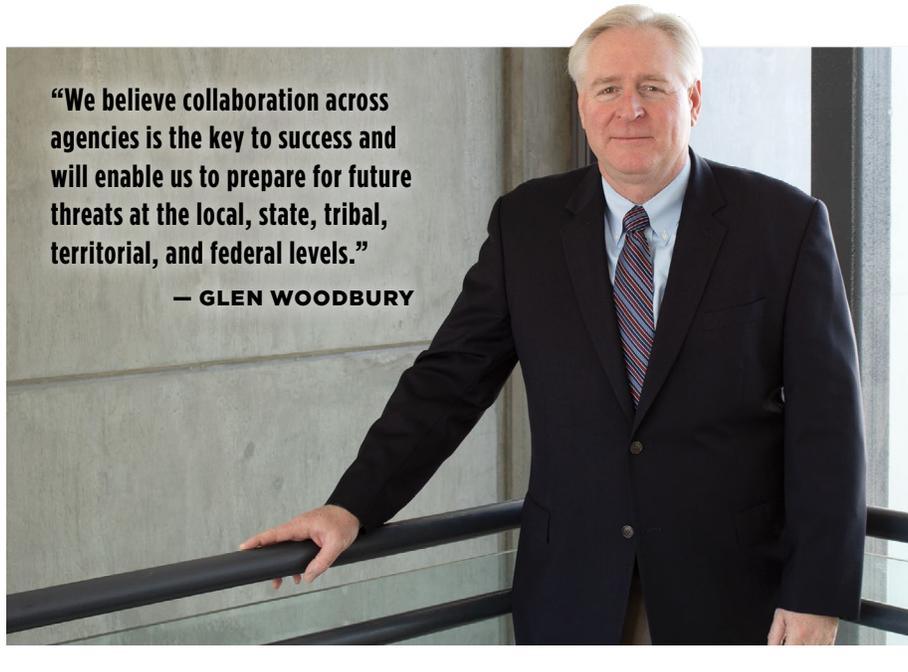


SUMMER 2020

WATERMARK

THE CENTER FOR HOMELAND DEFENSE AND SECURITY MAGAZINE

ALUMNI STORIES | PHOTO ALBUMS
CHDS RESPONDS TO COVID-19 | CLASS NOTES



Dear Alumni and Friends,

This issue of Watermark represents a critical flashpoint in homeland security as we collectively face the unprecedented public health threat of COVID-19. Many of the Center for Homeland Defense and Security’s alumni and partners are on the frontlines leading the response at the local, state, tribal, territorial, federal, and private-sector levels. CHDS serves as their trusted forum to coordinate and collaborate on emerging policies and smart practices in a timely manner. CHDS platforms enable idea-sharing and the collection and dissemination of COVID-19 resources amongst recognized colleagues. This has allowed national leaders and their agencies to work across disciplines to develop solutions and smart practices, utilizing the latest thinking from around the country.

In March, CHDS academic programs transitioned to remote learning so current participants can complete their coursework while also meeting their expanding professional and personal responsibilities. This issue delves into some of the measures we’ve taken at the Center to ensure a safe and continuous pathway to education, along with programmatic updates from our Executive Education Program (EEP), Executive Leaders Program (ELP), and Pacific Executive Leaders Program (PELP). The connection between our program participants and our faculty and staff is a lifelong bond and we remain steadfast in our commitment to provide the highest quality education in homeland defense and security—as evidenced by the love letter from Ted Lewis, one of the Center’s founding fathers, on page 4. We also shine the spotlight on some of our recent Emergence Program graduates as they begin to apply the knowledge and skills they developed at CHDS.

We also reflect on two of our recent annual events: The Alumni Professional Exchange Continuing Education Workshop (APEX) and the University Agency Partnership Program’s (UAPP) Education Summit. Both of which were tremendously successful and set records for attendance. Two of the articles in this issue originated with their presentations at APEX—Noel Lipana’s introspective discussion on the effects of moral injury and how Colin Murray is collaborating with national homeland security practitioners from north of the border.

Even though the COVID-19 pandemic has created uncertainty across the nation, the Center will continue adapting to combat the threat as it evolves. Many of the lessons we’re learning now have translated into innovative solutions that will no doubt apply to future public health threats. Whether you are on staff, or an alumni member, or working hard to graduate from our programs, your dedicated efforts have created curriculum, research, and workshops that are improving homeland security strategies for more than one thousand local, state, tribal, territorial, and federal agencies and three thousand alumni.

Thank you for taking the time to share the knowledge and we hope you enjoy this special issue of Watermark.

Truly yours,

Glen Woodbury
Director, Center for Homeland Defense and Security

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Old Fisherman's Wharf in Monterey, CA | Photo by Angi English

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ON THE COVER

Big Sur, CA | Photo by Cameron Venti on Unsplash



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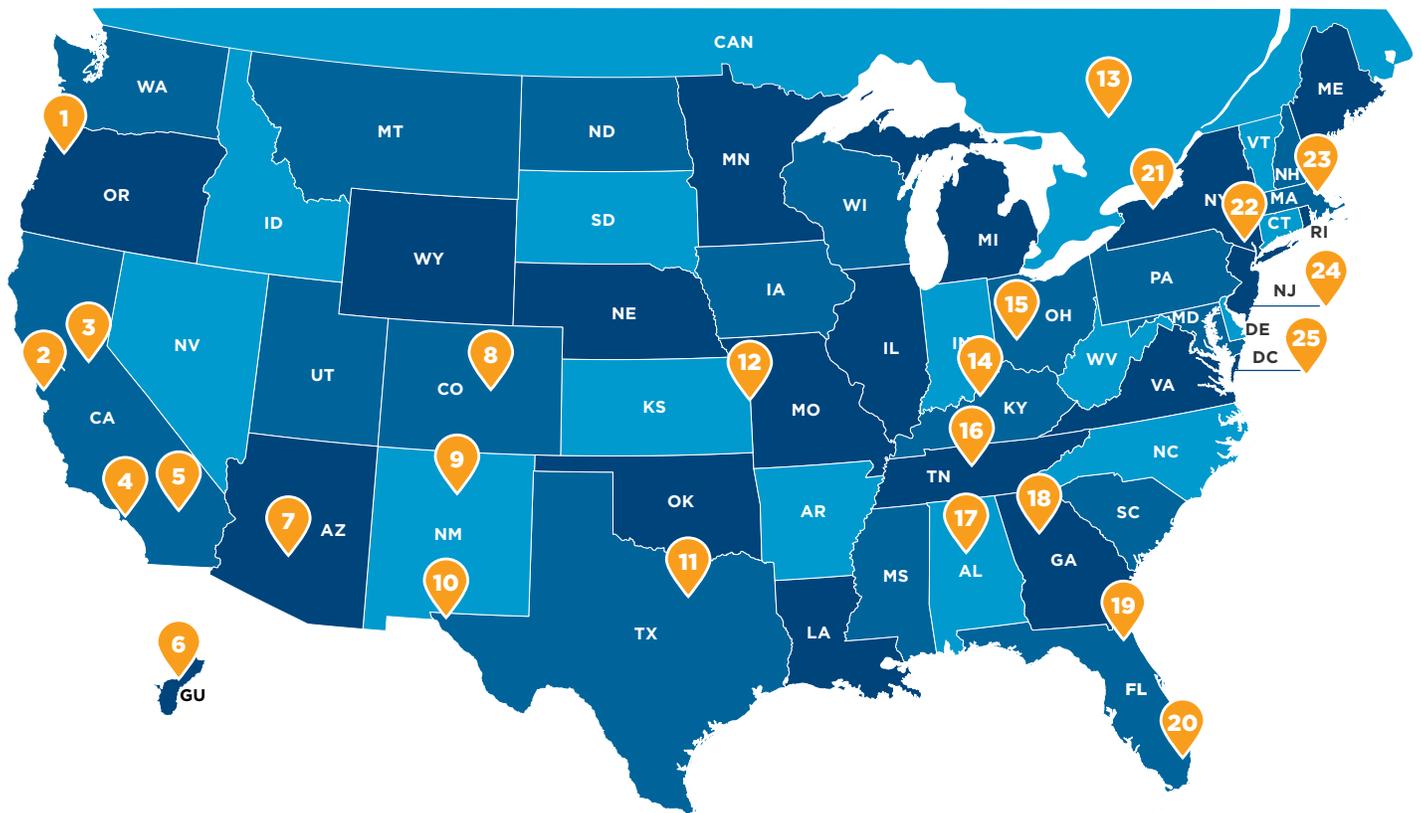
REGIONAL ALUMNI CHAPTERS

CHDS education programs promote collaboration, communication, and information sharing among leaders both during and after their CHDS programs. In order to keep in touch and create a national network of homeland security professionals, 25 regional chapters have been established by alumni throughout North America and United States territories.



CENTER FOR HOMELAND
DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL

ALUMNI NETWORK



NEW | WE WELCOME FOUR NEW CHAPTERS TO OUR NETWORK.

CALIFORNIA
SACRAMENTO



TEXAS
DALLAS



KANSAS AND
MISSOURI



KENTUCKY
LOUISVILLE



INTERESTED IN STARTING A NEW CHAPTER?

SEND AN E-MAIL TO HEATHER ISSVORAN AT hissvora@nps.edu

LEARN MORE ABOUT THE NATIONWIDE NETWORK OF CHDS ALUMNI CHAPTERS.
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Photo by Chris Montgomery on Unsplash

REGIONAL ALUMNI CHAPTER WEBINARS

Find your regional chapter and contact the coordinator to learn more about chapter webinars or to set up a webinar you are interested in sharing.

[LIST OF CHAPTER COORDINATORS](#)

“The collaboration among alumni from federal, state, local, and private sector entities have proven invaluable for sharing information and concerns on a variety of COVID-19 topics ranging from workforce health, public health, and public safety.”

— DAN O’CONNOR
DIVISION DIRECTOR, MISSION SUPPORT
DIRECTORATE OF FEMA

“The webinars are a great place to hear what is really happening and where we should be looking for future issues.”

— ELAINE JENNINGS
ADJUNCT INSTRUCTOR,
UNIVERSITY OF SOUTHERN CALIFORNIA

A Love Letter to CHDS

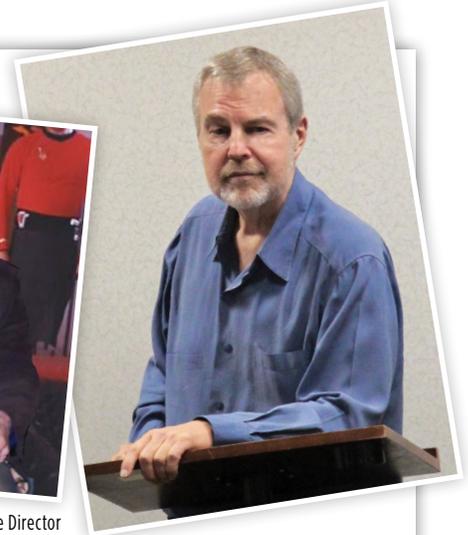
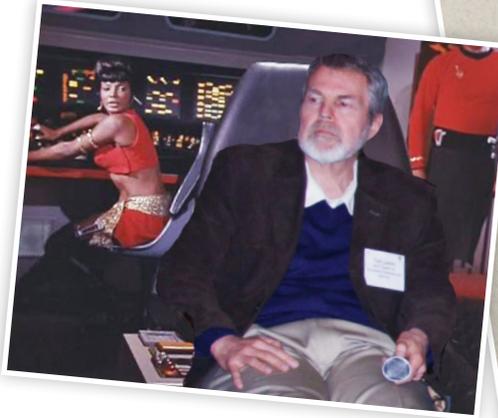
by Ted G. Lewis

In the fall of 2001, shortly after the 9/11 terrorist attacks, Paul Stockton asked me to help him write a proposal to the U.S. Department of Justice to start an educational program centered on terrorism and building capability to combat terrorism. It was an accidental mash-up because Paul and I did not know each other, and I had no experience with the subject matter. I had returned to NPS from a Senior Vice President position at Eastman Kodak and was an unpaid professor of computer science. I did not know anything about counterterrorism, but I knew that computer science wasn't paying me!

I viewed the offer by Paul as an extraordinary opportunity to be a pioneer in the new field of homeland security, whatever that was, because of my experience establishing computer science as a discipline in the 1970s. I knew from the start that it was a chance to define a new field and shape it for all time. I experienced the early beginnings of computer science in the 1970s and 80s, and I knew what it meant to be a "first mover" in a new discipline.

We began with an empty slate. We were no worse off than anyone else because nobody knew what homeland security was or should be. Was it emergency management or civil-military affairs? Was it public health or public administration? Could it be a new branch of law enforcement and intelligence, or could it be beefed up fire service? Paul had pegged it right: it had to educate the first responders and their leadership across jurisdictions at the local, state, tribal, territorial, and federal levels. This was in itself a radical approach. Law enforcement, emergency managers, public health, firefighters, and security forces were traditionally stove-piped agencies spread across all levels of government. And as Paul saw it, this was the problem of "connecting the dots" that had to be solved.

Other than a philosophical orientation best described as a "networked multi-disciplined, multi-jurisdictional, multi-level government-oriented" activity, homeland security was ill-defined. And, that was the opportunity that I saw that motivated me to approach it as a challenge and spend the next 12-years as the Executive Director of the Center for Homeland Security and Defense. I left my chosen field of computer science and immersed myself in studying homeland security. Fortunately, DOJ and then FEMA sponsored us, so we could experiment and move fast.



Ted Lewis, former CHDS Executive Director

I developed the first master's degree curriculum and established it as a hybrid program that augmented face-to-face meetings with network-based learning. That in itself was unusual and precipitated a visit by the accreditation "watchdog" organization that oversees NPS accreditation. We not only passed with flying colors but were commended for our innovative approach and leadership. Students meet for two weeks every quarter to satisfy the in-residence requirements of NPS, and engage the rest of the quarter online to address the problem of being located all around the US. In this way, we satisfied both depth of learning, and 19th-century notions of the "4-credit-hour course."

Paul Stockton was also the visionary leader that established the Digital Library, the outreach program via Mobile Education Team (METs), and the Alumni Network. All of these had, and continue to have, a great impact on government at all levels. CHDS even has international recognition because of these programs. The Center is known in Europe, Asia, and elsewhere. Paul was generally the "outside guy" and I was generally the "inside guy."

I have no training in management nor do I read books on management, but I have held senior management positions in Fortune 500 companies and obtained the first-hand experience in what not to do. I am sure that many people reading this have had bad experiences with bad managers. Similarly, I have experienced soul-crushing managers, managers that manage from a book about managers, and just plain bad managers. So, I set out to establish my own rules and "culture," with the recognition that culture determines everything else. What was the culture of CHDS going to be?

Generally, culture is a trickle-down process or phenomenon – it comes from the top. The leader establishes a set of norms for behavior by its people. Paul established a sense of play and I established a sense of duty

to the mission. In other words, we played hard and worked hard. NPS has a sense of duty to the mission (defense and security) and beyond that CHDS added, “from excellence comes everything else,” integrity, honesty, and dedication to the mission. I cannot emphasize enough the importance of the pursuit of excellence. It is easily said, but difficult to achieve unless it is constantly emphasized.

My first rule is this: Loyalty is a two-way street. If you want employees to be loyal to the organization and mission, a leader must be loyal to the employees. This seems obvious, but in an academic institution where everyone is competitive and self-directed, loyalty to the organization takes second place to loyalty to one’s discipline. The promotion and tenure policies of NPS guarantee an extreme focus on one’s discipline. After all, professors don’t get promoted or recognized in their field by cooperating with others or making their organizations look good. No organization has received a Nobel Prize or Turing Award. Only individuals.

The first rule also means protecting your people. If a leader does not demonstrate an almost fatherly or motherly concern for the people that work for him or her, the people in the organization have little reason to be loyal. One morning I got a call at home. It was about 6 am, and the employee informed me that the school was closed due to a bomb scare. We expected a cohort of 30 students to arrive at 8 am – in just two hours. I suggested that we move the class to a nearby hotel. She said she already made the arrangements. I suggested that she inform the students. She said she already did that. Our conversation continued in that fashion where everything I suggested had already been taken care of by the employee! Later on, I rewarded her with a bonus, because I wanted her to know that I supported her actions even though they were not her responsibility. Loyalty must be rewarded in a tangible way.

This kind of loyalty and initiative will not happen unless employees know their leader will back them up whenever they go out on a limb and take responsibility beyond their pay level. She could have made the wrong decision, for example, she was not authorized to commit funding for rental of the hotel room. She took a chance that I would approve because she was allowed the freedom and responsibility that comes with mutual trust.

Rule number two: The organization always owns an employee’s mistake and celebrates the employee’s success. Everyone makes a mistake, sooner or later. When we experienced a cyber-attack, the Center bore the responsibility. When we experienced an accounting error that left us short of funds, CHDS bore the responsibility – not the person directly connected to those duties. The entire organization must rally around that individual and assure them that the burden will be shared.

The reason this is fundamental is that employees must feel secure in their job if a manager wants them to take risks, innovate, and excel. The extensive literature

on innovation and risk-taking in corporations means nothing at all if employees are punished for making mistakes. Nothing kills innovation faster than the blame game. I used to joke, that the first job of the government is to find out whom to blame. Never mind what went wrong; point your finger at the person responsible! I tried to react in just the opposite manner.

Rule three is about people and team building. A number of new employees joined the Center around year five. We met weekly for about nine months before someone had the confidence and felt secure enough to ask, “Why are we meeting? We never decide anything!” He was right. The purpose of our weekly meetings was to build camaraderie, not to decide anything. Their supervisors held that position. We met for months and talked about surfing, children, projects, and whatever was on their mind without ever mentioning team building, but team building was the purpose. I learned this from a friend who took his team to movies on Wednesday afternoons. Productivity increased dramatically. Later, we only met when we needed to, which was rare because the team worked together so well.

The foregoing is just a sample of the good times I had at CHDS, but it wasn’t perfect. Nothing is. I had little patience with instructors that “mailed it in” or leaned on their co-instructors to cover classes while they stayed home. I had little tolerance for administration officials that claimed excellence is not job number one. I failed to deal with other departments on campus that envied CHDS success. I should have been more diplomatic and “political.” Unfortunately, it was not in my DNA to do a mediocre job or allow colleagues to do a mediocre job, and this caused unnecessary strife. A great leader should never lose his or her cool.

I had the privilege to lead CHDS for more than ten years. It was the best thing that ever happened to me, and I hope it was as good for CHDS. I still get compliments on the program. Alumni come up to me and say things like, “This was by far better than anything I have experienced, educationally,” or, “This completely changed my life,” or, “I got a Ph.D. after I went through the master’s program, and the CHDS master’s program was by far the best education.” It is very satisfying to get such feedback.

Many of the graduates of the master’s program have advanced to senior positions in their organizations or moved on to another organization. The feedback I get is that CHDS enabled them to excel at new jobs and under pressure from major challenges. CHDS set a standard of excellence that has spread to other agencies and organizations. It is gratifying to see these people succeed beyond their expectations, and it is gratifying to see some of the things I set in motion live beyond my tenure.

Thank you, CHDS!



Madeline Kristoff, San Diego Field Office Director, U.S. Citizenship and Immigration Services, DHS and Kevin Peters, Chief, National Threat Evaluation and Reporting Program, Office of Intelligence & Analysis, DHS



Samantha Korta and Katelyn Mason present "How Fake News and Information Laundering Threaten Homeland Security"



Director Woodbury presents the Founders Award to Captain Robert Simeral.



Brock Long, Executive Chairman, Hagerty Consulting & Former Administrator, FEMA, DHS

RECORD NUMBER OF ALUMNI ATTEND APEX 2020

BY PATRICK KUHL

The 16th annual Alumni Professional Exchange–Continuing Education Workshop (APEX) was recently held at the Naval Postgraduate School in Monterey, California. APEX is organized and hosted by the Center for Homeland Defense and Security (CHDS) to provide alumni the opportunity to explore critical homeland security issues from different perspectives while visiting with classmates, expanding networks with professionals from other cohorts, and catching up with instructors. CHDS Association President, Chris Pope, summarized the conference appeal, “APEX has content and speakers that are relevant to the diverse missions our alumni serve. There is something here for everyone to learn. The collaboration between local, state, federal, tribal,

territorial, and private sector leaders is second to none.”

This year’s event set a record with 228 attendees from 37 different states, representing over 200 agencies. In addition to the traditional speakers and panel discussions on Wednesday and Thursday, February 19-20, CHDS added a pre-conference option that featured short TED Talk-style presentations from the alumni on Tuesday, February 18. “The pre-conference Short Talks on Day One were a wonderful addition to APEX,” noted alumna Meredith Infantino (MA1005/1006 and HSx1701). Each of the Alumni Short Talks focused on a novel idea, perspective, or approach to homeland security within a 20-minute presentation, followed by a Q&A session with the audience. After the Short Talks

were finished, everybody was invited to attend an APEX Meet & Greet Reception at Monterey Tides Hotel. The reception was hosted by the CHDS Association and sponsored by FirstNet AT&T.

CHDS Alumni “Short Talks” morning session

Climate Security: A Pre-Mortem Approach to a Sustainable Global Future

- John Comiskey, EdD, Associate Professor, Monmouth University
- Michael Larranaga, Ph.D., President, R.E.M. Risk Consultants

Beats Thinking: Detecting Deception & Eliciting Truth

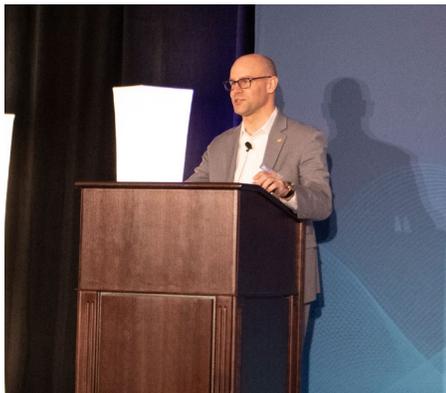
- Nick Catrantzos, Investigator



“APEX has content and speakers that are relevant to the diverse missions our alumni serve. There is something here for everyone to learn. The collaboration between local, state, federal, tribal, territorial, and private sector leaders is second to none.”

— CHRIS POPE
PRESIDENT
CHDS ASSOCIATION

Alumni Professional Exchange Continuing Education Workshop | APEX 2020



Chad Gorman, Assistant Administrator National Preparedness, National Preparedness Directorate, Federal Emergency Management Agency, DHS

Countering Human Trafficking

- Bentley Nettles, Executive Director, Texas Alcoholic Beverage Commission

Health Equity is a Homeland Security Issue

- William Pilkington, Research Professor and HOPE Program Director, North Carolina Central University at North Carolina Research Campus

CHDS Alumni “Short Talks” afternoon session

How Fake News and Information Laundering Threaten Homeland Security

- Samantha Korta, Deloitte & Touche LLP

- Katelyn Mason, Lead Intelligence Analyst, Northern California Regional Intelligence Center

A Network Approach to National Critical Functions

- Marilee Orr, Senior Enterprise Risk Management Analyst, Office of Finance, U.S. Department of Health and Human Services

Moral Injury

- Noel Lipana, DSW, Vice President, DJD Art Foundation

Whistle-Blowing: An Unyielding Duty

- Colonel (Select) Tom Rempfer, U.S. Air Force (Ret.)

The second and third days of APEX followed the traditional conference format by offering four different plenary sessions both days. The plenary sessions were approximately an hour long and focused on a specific topic. Glen Woodbury, CHDS Director, provided the Day Two welcoming remarks while setting the stage for one of the best APEX conferences to date. Woodbury then introduced Chad Gorman, Assistant Administrator of National Preparedness for the FEMA National Preparedness Directorate. Gorman is a graduate of the NPS-CHDS Master’s

APEX 2020 ALUMNI SHORT TALKS
TO VIEW OUR SHORT TALKS VIDEOS
www.chds.us/ed/alumni-short-talks

Program (MA1005/1006). He discussed the complex nature of the threats currently facing homeland security and how they will continue to evolve. “I believe in continuous improvement. No matter which program you participated in at CHDS—Master’s, ELP, Emergence, HSx, REP, or PELP—the projects you worked on and the issues you tackled have made an impact towards eliminating homeland security threats,” Gorman added.

Following Gorman’s insightful keynote, Director Woodbury returned to the stage to present the CHDS Founders Award to Captain Robert Simeral, USN (Ret.). Captain Simeral joined the NPS-CHDS faculty in 2004 and was promptly appointed NPS Executive Director for Intelligence Research. His lifelong dedication to the



Crystal Watson, DrPH, Senior Scholar, Johns Hopkins Center for Health Security & Assistant Professor, Department of Environmental Health and Engineering



(L to R) Erik Dahl, 2020 Founders Award winner Captain Robert Simeral, Patrick Miller, and CHDS Director Glen Woodbury



Bentley Nettles, Executive Director, Texas Alcoholic Beverage Commission



Climate Security: A Pre-Mortem Approach to a Sustainable Global Future (L to R) Michael Larranaga, PhD, President, R.E.M. Risk Consultants John Comiskey, EdD, Associate Professor, Monmouth University



"Whistle-Blowing: An Unyielding Duty" by Colonel (Select) Tom Rempfer, U.S. Air Force (Ret.)

SAVE THE DATE
APEX 2021
FEBRUARY 16-18, 2021
MONTEREY, CA


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homeland security enterprise is outstanding and he expressed his gratitude for receiving the CHDS Founders Award. "I'm grateful to be here at APEX. It draws on the whole CHDS excellence, academic performance, and innovation. There's a lot of commitment here, as shown by the great attendance of alumni, and that's what really makes this award special for me; being able to accept and share it with the CHDS family."

**Plenary Session 1:
Preventing Domestic Targeted Violence**

- Aaron Cotkin, PhD., Social Science Research Specialist, National Threat Assessment Center, Protective Intelligence and Assessment Division, U.S. Secret Service, DHS
- Diana Drysdale, Supervisory Social Science Research Specialist, National Threat Assessment Center, Protective Intelligence and Assessment Division, U.S. Secret Service, DHS

**Plenary Session 2:
Canada's Approach to Homeland Security**

- Colin Murray, Defence R&D Canada & Senior Advisor, Science & Technology, DHS
- Kristin Wyckoff, Science & Technology & Senior Advisor, DHS, Defence R&D Canada

**Plenary Session 3:
Emergency Management 2.0**

- Brock Long, Executive Chairman, Hagerty Consulting & Former Administrator, FEMA, DHS

**Plenary Session 4:
Collaborative Security: How Information Sharing is a Team Sport**

- Denise Anderson, President, Health Information Sharing and Analysis Center (H-ISAC) & Chair, National Council of ISACs

As is the tradition, the CHDS Association hosted an Alumni Networking Reception after the conclusion of plenary sessions on day two. The reception allows participants to unwind after a long day and an excellent opportunity to reconnect with your former classmates or meet colleagues from other cohorts.

Day Three began with a message from Chris Pope, CHDS Association President. He led the audience in a moment of silence during the remembrance ceremony honoring the members of our NPS-CHDS family who have passed (Michael McGrath, NYPD Deputy Inspector, ELP1201).

**Plenary Session 5:
Public Health Risk Forecast –
What Can We Expect?**

- Crystal Watson, DrPH, Senior Scholar, Johns Hopkins Center for Health Security & Assistant Professor, Department of Environmental Health and Engineering

**Plenary Session 6:
Border Security – Perception versus Reality**

- Madeline Kristoff, Acting San Diego Field Office Director, U.S. Citizenship and Immigration Services, DHS
- Kevin Peters, Chief, National Threat Evaluation and Reporting Program, Office of Intelligence & Analysis, DHS

**Plenary Session 7:
5G & Homeland Security Leadership
in the Age of Digital Transformation**

- Ryan Burchnell, Director, FirstNet Strategy & Policy, AT&T

**Plenary Session 8:
CHDS Updates & Alumni Meeting**

- CHDS Updates from Glen Woodbury, Director, Center for Homeland Defense and Security, NPS ■

TAKING A SECURITY STUDIES DEGREE IN A VERY DIFFERENT DIRECTION

BY JAMES JEFFREY

Becoming a Doctor of Social Work and an organizer of performing arts events was certainly not on the radar when Noel Lipana joined the Center for Homeland Defense and Security master's degree program in 2009. "I didn't plan it that way; it's been a meandering journey, for sure," Lipana said, adding he expected to continue in the defense world after he graduated in 2011. But life had other plans for him due to the personal fallout from his 2008 military tour in Afghanistan. Lipana's ability to discuss his struggles since that tour—primarily his moral injury—is almost unnerving in its candidness and articulateness. It's also an incredibly important ability that is enabling him to bridge the divide between the military and the civilian worlds, and in doing so, expand the discussion about treating veteran trauma to other civilian professions.

"When I made the turn onto this path, I was like, I'm going to have to be really vulnerable and open with people," Lipana said. "I think it's important that we speak—that we speak plainly and courageously. We have to normalize it; we can't step around it." It's now widely accepted that veterans can return from war with invisible wounds that need healing. Post-Traumatic Stress Disorder, the best-known condition usually referred to as PTSD, refers to a mental and biological reaction that recurs for months and even years after an individual endures or witnesses a traumatic event. Lingering anxiety and fear can induce behavioral changes and lead to withdrawal from family and friends. What's not as well-known is a condition related to—yet distinct from—PTSD called *moral injury*, sometimes described as a "wound to the soul." This invisible wound most often occurs when a person commits, fails to prevent or witnesses an act that is anathema to their moral beliefs. This experience burdens an individual with acute guilt and shame that both distorts their self-identity and provokes reflexive distrust of others. Guilt has been identified



NOEL LIPANA

DSW, Vice President,
DJF Art Foundation
MA0905/0906

as the crucial factor that distinguishes a moral injury, even as other symptoms— anxiety and despair, flashbacks, social isolation, and suicidal thoughts—overlap with PTSD.

Lipana deployed to Afghanistan as an Air Force major acting as his unit's counter-improvised explosive device officer. He oversaw and trained U.S. troops in how to detect and disable IEDs planted by insurgents. Two army soldiers he worked alongside died in separate explosions during his deployment. "They were killed by the thing I was meant to protect them from. You play over what you could have

"They were killed by the thing I was meant to protect them from. You play over what you could have done; should have done differently."

— NOEL LIPANA

done; should have done differently." He was also involved in an operation during which four Afghan children were killed in a blast. After he returned from his tour, he struggled with anger, flashbacks, insomnia, even suicidal thoughts, leading to a diagnosis of PTSD and a traumatic brain injury as a result of exposure to cumulative low-level blasts during the tour. "The military doctors said, 'Wow, we really broke you.'" He was prescribed medication by VA clinicians in California and enrolled in successive programs of long-term therapy. Nothing improved though, until in 2013 when he joined a group therapy program in Sacramento for veterans beset by moral injury. "It made all the difference.

Traditional trauma treatment is about what's going on between your ears; it said you are just thinking about the incident wrong. That has zero to do with the connection I have with my battle buddies, those kids, with our fundamental spiritual soul connection in this universe."

He realized he couldn't continue in the military and was medically discharged near the end of 2016. As part of the healing process and making a new life, he wanted to work with those marginalized populations of society that "are not as well advocated or lobbied for or resourced as the veteran demographic." He looked into a social work doctorate run by the University of Southern California. The program wanted applicants from the upper tiers of social work and counseling, but Lipana saw a way he could be relevant. "I took a hard look at what social workers actually do and I thought, man, this reads like a job description for counter-insurgency." He noted how social work focuses on gaining people their fundamental human rights, dignity, equal opportunities, access to education, and equalizing the playing field. It all sounded very familiar to him. "It's like Nation Building 101, just these people are doing it on the streets of America." His former CHDS Master of Arts degree came to the forefront, too. "In my statement of purpose, I said that though the content of my master's degree was security studies, the academic rigor, and structure, the regimen and research discipline, is what I am bringing to the table."

During his doctorate, he began to reflect on how the veteran population is a good entry point for having a broader discussion about those struggling sectors of society he wanted to help. Sectors such as the incarcerated, kids in the juvenile justice system, child abuse victims, and the homeless. Lipana notes how the Department of Veterans Affairs treats about 500,000 veterans a year, while the National Institute of Mental Health estimates about 7.9 million civilians suffer from some form of PTSD. "We as veterans are the focal point of the



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(L to R) Dr. Lauren Wollman, Chief Steve Sund, Noel Lipana Michael Brown, and Amanda Bogard.

In D.C. to attend Noel's doctoral capstone presentation on moral injury. | Photo by Diego Mendoza

trauma discussion,” Lipana said. “If we can’t get it right for veterans with the resources, lobbying, advocacy, and public support, these other populations don’t stand a chance.” Beyond the ethical dimension, he said it also becomes a public safety issue. “The more we take care of some of these wicked problems, the more secure we are and safer we are.” He said this applies both to internal and external threats, especially given the way social media, news, and information flows operate nowadays. “We see external foreign actors—some state-sponsored—inserting themselves and finding these seams between groups and exploiting divisiveness.” He notes how the negative reaction many Americans have toward social work—accompanied by accusations of changing the fabric of American democracy and taking from people to give to the undeserving—illustrates that “we are not tight as a community and do not have a strong understanding of the issues and their roots, which is ripe for exploitation from an external threat.” At the same time, he says there is a need at all levels of society—from the media, to Congress, to the military—to move beyond the usual fixations on operations, strategies and political nuance, and take ownership of the moral dimension. This entails a more candid discussion—that doesn’t get distracted by

the “more sexy” elements, such as technology or talk of terrorist cells—about whether a national security objective is worth spending the currency of human life on. “Having those sorts of discussions is hard, but we need to have them.”

Lipana’s remarkable post-military journey has also seen him become a storyteller, artist, and director. Since finishing his social work doctorate in 2018 he has trailblazed using performing arts as a portal to open the conversation about moral injury. Imagine a mix of music, poetry, and movement, especially kinetic dancing—as it’s depicting a struggle—portraying the attributes of moral injury like guilt, shame, isolation, and loss. Initially, he focused purely on moral injury from a veteran’s perspective. But now he is scaling the approach outside the veteran population to the likes of healthcare workers and first responders. “I use art as an educational tool because the message I am giving to people is disruptive and, in some circles, heretical.” He notes how if people feel they are being lectured to or being told everything they thought was wrong, they often get defensive and are less likely to collaborate. “It becomes a didactic and competitive environment, whereas art makes for a creative space where people are more open to learning and innovation.” When it comes to healthcare workers being susceptible to moral injuries, he gives the



Noel Lipana's heartfelt Short Talk on Moral Injury drew a standing ovation from the audience at APEX 2020.

“If you have an inkling that one of your subordinates or someone that you’re mentoring has an issue, don’t refer them. Don’t hand them ‘the pamphlet,’ give them an 800 number, or hand them off to EAP. Be velcro. Stick with them. If they’ve given you an invitation to come alongside them, come alongside them then and there. There is nothing more important in that moment. Delegate your duties for the remainder of the day. This person came to you. When you write that person off by referring them, that is a form of institutional betrayal. This individual is looking for connection. Stick with them.”

— NOEL LIPANA

example of a physician who wants to carry out an intervention but is prevented from doing so because it isn’t covered by an insurance policy. “You have these competent, caring individuals who are thrust into an impersonal and economically driven system.” These types of dilemmas extend to first responders such as firefighters and police, who can find themselves hindered from doing what they think is right or necessary by the likes of unions and city councils, or the threat of being sued or investigated by internal affairs. “It’s an incredible strain, and it needs attention.” Lipana said a large problem is a deficit of empathy, even among the public, about the reality first responders face. Also, he notes how they often work in institutions where the majority of policies and regulations have more to do with protecting internal bureaucracies rather than the agency of individuals. The result can be a huge loss of trust among workers, to the detriment of an organization.

Lipana describes how he now has a much more informed sense of humanity, for which he is grateful, despite all the pain endured to get to it (and despite the fact he will have to endure the side-effects of his traumatic brain injury for life). He explains it has

given him access to other people’s pain, which therefore places a responsibility on him regarding his lessons about the military and moral injury. “If it’s not going to be of any use or value, or I just keep it to myself, that’s no good. It’s also pretty selfish to say we are the only ones who suffer from this, as there are so many others out there that are in need.” What he hopes to see is the discussion of moral injury being normalized and not compartmentalized as only a military issue. That’s one of the reasons he has three art performances scheduled this year, accompanied by a documentary film release, all of which deal with how moral injury goes beyond veterans. It’s the sort of cross-pollination potential he identified as an alumnus of a CHDS Security Studies degree who earned his doctorate in social work. “They were looking for people who could come into the social work sphere and do disruptive things and be innovators,” Lipana said. “So I said, ‘Hey, I’m an outsider coming in. Teach me what you have, and we can make this intersectionality work.’” ■

Contact Noel for conducting line level and leadership targeted training on the topic of moral injury at noel@quietterrain.com.

MORAL INJURY

TRIGGERING EVENT
Acts that violate deeply held moral, spiritual, or personal values

ROLE AT TIME OF EVENT
Perpetrator, recipient, or witness

PREDOMINANT PAINFUL EMOTIONS
Shame, guilt, anger, outrage

POST TRAUMATIC STRESS DISORDER
Re-experiencing, avoidance, cognitive/mood changes, physiological arousal

WHAT IS LOST?
Trust

WHAT IS NEEDED?
Forgiveness

HOW TO HELP
Be velcro. Stick with them.

PTSD

Symptoms of PTSD and moral injury can overlap, making distinguishing between the two difficult. The outlying symptoms of moral injury are guilt, shame, alienation, and anger. You can have PTSD and not moral injury, moral injury and not PTSD, or both.

FIND MORE INFORMATION AT
www.voa.org/moralinjury-resources

Source: Nash, W. (27 July 2017). Moral Injury Recognition and Care [Webinar]. Cohen Veterans Network Webinar.

A VISITOR FROM THE NORTH

COLIN MURRAY

BY NICK CATRANTZOS

Many professionals take nonlinear routes to their responsibilities in homeland security. So has it been for presidents and college professors, police and fire chiefs, infrastructure stewards, and public health officials. So too, was it for Canadian helicopter pilot Colin Murray, who toggled between flying in the North Atlantic from small decks on stormy nights during the height of the Cold War, to flying in the heat of the Strait of Hormuz during the early days of the War on Terror.

Today, Murray serves as the first Canadian exchange officer at the U.S. Department of Homeland Security. An old hand at wearing multiple hats, he is embedded in DHS's Science and Technology Directorate holding senior responsibilities for DHS while concurrently serving as an emissary to his parent agency, Defense Research and Development, Canada.

By searching out the capacities to support both countries in the defense and security realm, he winds up a facilitating liaison between multiple US and Canadian agencies. In practical terms, one example is the 2019 FEMA summer exercise SHAKEN FURY. It fell to Murray to put together a science and technology stream within the exercise to bring innovations for urban search and rescue teams and to work closely with the Central US Earthquake Consortium to bring their emergency operations centers to the next level of connectivity with FEMA.

Career Progression

Retiring from his military career in the opening decade of the present century, Lieutenant Colonel Murray transitioned into emergency management as a public servant. It was this transition that ultimately led to his current role in facilitating US-Canadian liaison across the homeland security landscape in matters ranging from border protection to emergency exercises. On a national level, he had already helped establish Canada's Centre for Security Science, mobilizing innovation in support of domestic and multinational safety and security operations. Although he has led



COLIN MURRAY

Canadian Exchange Officer
at the U.S. Department of
Homeland Security
ELP1802

teams in support of large national security events, such as the 2010 Olympics and G20 Summit, it is those aspects of his work that touch on community resilience and improving the lot of first responders that resonate most vividly for Colin, who regards his best successes as those that have come in supporting responders.

Professional Pedigree

In addition to graduating from Canada's Royal Military College, Colin earned a master's in Disaster and Emergency Management from Royal Roads University in Victoria, British Columbia. Before accepting his current assignment at DHS headquarters, he exercised responsibility for the emergency management and first responder domain, pushing innovation in support of fire, paramedic and police chiefs across Canada and acting as a champion for a number of related associations and nonprofit organizations, including serving on the board of the Canadian Risks and Hazards Network. Indeed, staying networked within the broader realm of homeland security writ large remains part of his job description, hence the appearance of the Center for Homeland Defense and Security on his professional radar.

CHDS Connection

It was another Canadian, Fire Chief John de Hooge (ELP 1002), the first Canadian alumnus of the Executive Leaders Program, who encouraged Colin to consider applying for ELP. Taking advantage of a DHS commitment to support the professional development of his position as an exchange officer, Murray pursued the same program with gusto (ELP 1802). He savored both



Kristin Wyckoff and Colin Murray at APEX 2020

the course content and the attending opportunities for professional exchanges with new colleagues in the CHDS orbit. In February 2020, he returned to Monterey as a featured speaker at the annual CHDS Alumni Professional Exchange (APEX) conference.

Murray enthusiastically notes, "The CHDS ELP journey is unmatched. Within a forum of national leaders, it offers the opportunity to exercise critical thought to address the most pressing security challenges facing the homeland, including Canada, guided by the best experts in the country. And now, as we transition in this global pandemic, the multi-jurisdictional alumni network offers informed insight into best practices at all levels. Incredible!"

Making a Difference

Often it is the less ostentatious but still measurable successes that take precedence over more lofty awards and ceremonial recognition. Despite holding national-level responsibilities, Colin takes pride in initiatives that directly impact responders at the community level. This is true in his team's exploration into why a high percentage of Canadian paramedics increasingly lost duty time for medical leave. The investigation determined that a



Executive Leaders Program 1802 | Photo courtesy of Javier Chagoya/NPS-PAO

high proportion of on-duty injuries resulted during handling of stretchers. The findings and report, in turn, helped department chiefs and response agencies justify the purchase of electric stretchers, despite budgetary pressures and conventional wisdom doubting cost-effectiveness. “There are few things more rewarding than an expression of personal appreciation from a chief for helping front-line responders better protect their community,” says Murray. To this day, the combination of investigation and unearthing of a workable solution to reduce avoidable responder injury stand as tributes to evidence-based decision making across the emergency responder community.

Looking Ahead

Murray looks forward to continuing to serve the Canadian government in international government partnerships. In the near term, such work is likely to continue under Defense R & D Canada, returning him to Ottawa. Eventually, he foresees returning exclusively to community nonprofit organizations to improve the resilience of his own community around Ottawa.

Topical Observation

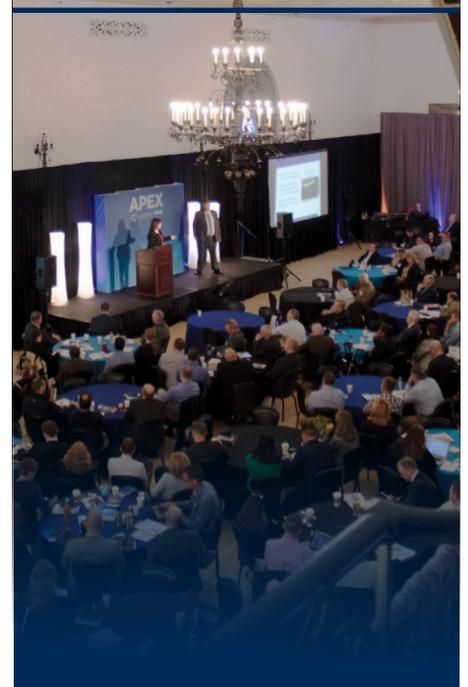
Colin notes, “Coming out of the shadow of the last 20 years that we have lived under from 9/11, we’re now transitioning to a new shadow that will guide much of our policy and politics and economy for the next 20 years, as the result of this current pandemic.” ■



Colin Murray and Kristin Wyckoff, Science & Technology & Senior Advisor, DHS, Defence R&D Canada, delivering their presentation on Canada’s Approach to Homeland Security at APEX

APEX

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NAVAL POSTGRADUATE SCHOOL

INNOVATIVE LEADERSHIP EXPLORATION AND DEVELOPMENT PROGRAM (I.LEAD)

BY MARC PRITCHARD

For many students within any of the Center of Homeland Defense and Security (CHDS) programs, the classroom discussions with cohort mates on the challenges facing the homeland security enterprise and innovative proposals for addressing the issues are often an aspect of the respective program missed most by the alumni. Emergence 1902 alum, Nicole Markuski, serving as the Training and Exercise Program Manager for the Maryland – National Capital Region Emergency Response System (MDERS), decided to bring the CHDS academic environment with her as she returned to Maryland.

Markuski's approach was simple; she chose for her Emergence change initiative project to create a program to foster strategic and critical thinking across the broad spectrum of homeland security professionals in her area that would provide a forum for experts in the field to analyze local/regional issues and explore innovative ways to address those issues. The Innovative Leadership Exploration and Development Program (i.LEAD) will foster discussions and collaboration among public safety and homeland security professionals at all organizational levels in the Maryland-NCR. Markuski developed the framework for increasing communication between the agencies of Prince George's and Montgomery counties, who often respond within each other's districts, and, in her words "often find themselves working together, without fully working together."

Inspired to pursue the Emergence program by her previous program manager with the Maryland Emergency Response System and CHDS Master's alum, Philip Raum, fellow MDERS coworker and Master's alum, Michael McAdams, as well as the current Director, MDERS, Luke Hodgson (Executive Leaders Program 1702 and current Master's student in CA1901/1902), Markuski entered Emergence with high expectations and a supportive home office. Markuski



NICOLE MARKUSKI

Training and Exercise
Program Manager for the
Maryland – National Capital
Region Emergency Response
System (MDERS)
EMERGENCE 1902

commented, "During the first in-residence, I began to develop the i.lead concept to address the challenges with coordination I witnessed with MDERS, but I also knew that if I could bring the Emergence experience into my organization, I would likely have a champion in my corner with our Director." She continued, "Having a 'CHDS educated' leader, the push to be innovative and to look at challenges critically has been exceptional...it has really given me the freedom to explore cutting-edge solutions."

"The environment at CHDS is unique... we collaborate on critical issues as a matter of course with people from all disciplines and jurisdictions; taking the Emergence model into my home district seemed like a logical next step."

– NICOLE MARKUSKI

Conceptually, one of the key i.lead concepts focus on the relationship-building outside of emergent demands. Markuski explained, "Our hope is that i.lead will allow us to bring the homeland security professionals into a room to discuss issues and solve problems before we have to be in the room reacting to issues and trying to solve problems." With the framework for i.lead developed, Markuski and her Director briefed the program to their executive steering committee to secure funding through the Urban Area Security Initiative Grant provided by the Federal Emergency Management Agency (FEMA),



Nicole Markuski at the CHDS 2020 APEX Workshop with fellow Emergence alumni.

which funds MDERS. Following their successful delivery, i.lead is now on track and beginning the process to identify those individuals who can serve as effective change agents for their respective organizations. Markuski noted, "Once we get the right people in the room to engage on the critical issues, we will create a positive, cascading effect and begin to make real changes to improve all of our organizations."

"I am looking forward to applying my Emergence experience in a manner that can make a difference...I have already started my application for the Master's program and I want to continue to engage with those professionals who consistently look to think critically about the challenges facing all of us in homeland security," Markuski stated. With her i.lead efforts, she may have figured out a way to bring the CHDS experience with her until she returns as a Master's program student. ■

ASSISTING EMERGENCY MANAGEMENT THROUGH CROWDSOURCING

BY MARC PRITCHARD

Accurate and timely information is critical to the success of any emergency operations center (EOC). For EOCs handling Gray Sky day events across large rural areas, gathering and displaying actionable information is one of the early challenges. Center of Homeland Defense and Security (CHDS) Emergence 1902 alum Eric Shreve, serving as a Geographic Information Systems (GIS) Applications Developer for the Arizona Department of Emergency and Military Affairs (AZ DEMA), is leveraging his Emergence experience to connect existing social media technologies with his expertise in the GIS environment.

Utilizing the Survey123 mobile application, Shreve adapted existing technologies to maximize data-driven decision making for AZ DEMA. The easy-to-use mobile application allows the collected data and geospatial information from any smartphone or mobile device equipped with GPS. Shreve utilized his GIS expertise to incorporate Survey123 data into actionable information through real-time map creation stemming from observations arriving from the field. Whether originating from first responders or, more importantly, civilians living in the remote areas of Arizona who are often the first ones on the scene following a natural disaster, the integration of Survey123 provides a significant force multiplier and source of information.

With his previous experience serving on the front lines with the U.S. Forest Service as a wildlands firefighter, Shreve applied his first-hand knowledge of the informational challenges associated with natural disasters, particularly in remote and lightly populated areas, into the focus of his Emergence change initiative. “There is often a disconnect between information technology and GIS specialists and those serving on the ground... my experience as a firefighter unquestionably gave me insights essential to this project’s success,” Shreve stated. With his knowledge gained through the Emergence program, Shreve deployed Survey123 and is now incorporating field observations into the



ERIC SHREVE

Geographic Information Systems (GIS) Applications Developer for the Arizona Department of Emergency and Military Affairs (AZ DEMA)
EMERGENCY 1902

EOC. He commented, “People in the field can simply take a picture of flooding or an impassable road on their smartphone, the system collects the corresponding GPS data, and through the application, we can now bring that data into our decision-making processes.” Following Emergence, Shreve coordinated with the Phoenix National Weather Office and established a beta test of the application with the local storm reporting community to expedite information sharing from the public.

“The facilitated [Emergence] discussions are unlike anything I had experienced and something I am bringing back to my organization.”

— ERIC SHREVE

Although the technical issues associated with the project proved less challenging, Shreve still needed to mitigate the traditional individual and organizational resistance to change. Luckily, the CHDS footprint extended into AZ DEMA leadership.

Wendy Smith-Reeve, a graduate of the Executive Leaders Program (ELP) Cohort 1702, served as the DEMA Deputy Director/ Emergency Management Director and was instrumental in encouraging Shreve to apply for the Emergence program. “She was exceptionally helpful in building my interest and understanding of CHDS programs and a true champion of my project upon my return.” Additionally, he worked closely with the Federal Emergency Management Agency (FEMA) and the National Alliance for Public Safety GIS (NAPSG) Foundation

representatives to analyze similar efforts originating from recent hurricanes in Puerto Rico and Florida. Collectively, with his agency’s support and incorporation of lessons learned from other FEMA efforts, Shreve effectively turned an Emergence project into a deployed tool to assist emergency managers.

Beyond the change initiative projects, the Emergence program brings together professionals within the homeland security enterprise building an exceptional network that extends beyond the classroom. Working with his fellow 1902 cohort mate Patrick Campion, a Homeland Security Program Analyst with the New York State Division of Homeland Security and Emergency Services (DHSES), he will be presenting a paper entitled *Building a Data-Driven Culture within Emergency Preparedness Agencies* at the 2020 National Homeland Security Conference in Chicago this summer. The presentation highlights several strategies organizations can implement to build a data analytics culture within their agency, with the focus on assessing and building emergency preparedness capabilities. The presentation includes several data analysis best practices and program successes from the DHSES and AZ DEMA. “The networking opportunities are such an amazing aspect of the program...I would never be presenting at such a prestigious conference without the connections made at Emergence,” Shreve noted.

Reflecting on his overall experience, Shreve discussed the uniqueness of the Emergence classroom. “The facilitated discussions are unlike anything I had experienced and something I am bringing back to my organization,” he stated. Continuing, Shreve remarked, “I learned so much about the homeland security enterprise by simply engaging in critical discussions... it is a true strength of the program.” Going forward, it is clear he will continue to positively impact AZ DEMA through the implementation of new technologies as well as his ability to generate the critical thinking expected from all CHDS alumni. ■

USING A MATERSHIP TO IMPROVE LOGISTICS AND MISSION EFFECTIVENESS

BY MARC PRITCHARD



ALEXIS WILDE

Lieutenant Junior Grade (LTJG) with the United States Coast Guard (USCG)

EMERGENCE 1902

Center of Homeland Defense and Security (CHDS) Emergence 1902 alum Lieutenant Junior Grade (LTJG) Alexis Wilde with the United States Coast Guard (USCG), currently stationed at USCG Pacific Area in the Office of Cutter Forces, reflected upon her previous experiences within the USCG as she prepared for Emergence 1902.

In her previous roles assigned to Coast Guard Cutter (CGC) STRATTON and CGC ACTIVE, she conducted counter-drug operations throughout the Eastern Pacific Ocean (Ecuador/Columbia to the Mexico/United States border). The vastness of the area of operation made logistical support and multi-national cooperation essential to mission success. Addressing those challenges became the focus of her Emergence change initiative project.

LTJG Wilde sought to capture the unique ideation and implementation aspects of the Emergence program to think differently about the difficulties faced in her previous tours. Utilizing a commercially contracted vessel as a mothership for logistics support (berthing, refueling, etc.), detection and monitoring, and training, the USCG and partner nations could increase the reach of patrol boats well-beyond the littoral zones in the effort to interdict drug-trafficking

throughout the Eastern Pacific Ocean. Beyond allowing for increased range and time on-station, LTJG Wilde's concept additionally reduces force protection and operational security issues tied to ship movements in and out of foreign ports.

Encouraged to apply to Emergence by Commander Melanie Burnham (USCG), a CHDS Master's alum in cohort NCR1503/1504, LTJG Wilde viewed the Emergence experience as something beyond any traditional training opportunity. "I did not fully comprehend how unique of an educational program Emergence would be... the faculty are simply exceptional as are the students... the high level of classroom discussions really do not occur outside of the environment created by CHDS," LTJG

Wilde commented.

"Drug interdiction operations in the Eastern Pacific require multi-national partnerships and cooperation and a continuous presence at sea; sustaining that presence demands new ways of thinking to find innovative solutions."

— ALEXIS WILDE

Throughout the six-month program which combines network-based learning with two, one-week in-residence sessions, Emergence students cover a variety of topics including elements of organizational change ranging from ideation, through gaining organizational support, and into

implementation. LTJG Wilde stated, "The program really gives you tools for conceiving, pitching, and implementing the types of changes that typically reside at the executive level."

For LTJG Wilde, the next steps for her project tie directly into the executive level. "The Pacific Area Maritime Forces divisions have been huge supporters. I will soon be briefing our Pacific Area Operations leadership on the high-level concepts surrounding my project... the level of coordination to make this work is vast and, clearly, this isn't something we can simply implement overnight and



Emergence 1902 | Photo courtesy of Javier Chagoya, NPS-PAO

without significant support and buy-in from our Joint Interagency Task Force, US Naval Forces Southern Command, US Fourth Fleet and international partners.” Although complex from an acquisition and funding perspective, LTJG Wilde’s concept represents the type of thinking and ideation that embodies Emergence. “We have a real opportunity to make a greater difference when it comes to drug interdiction operations...we must rise to the challenge of ever-changing tactics and push the capabilities of assets available to become less predictable and more effective. We can change how we conduct operations to stem the flow of illicit contraband into our country,” LTJG Wilde noted.

LTJG Wilde discussed the phenomenal bond and networking established during Emergence stating, “Emergence allowed

me to meet and interact with others in fields and jurisdictions that I would never have met professionally...I gained a real understanding of their role in protecting the homeland security enterprise...Emergence is a one-of-a-kind program.” Looking forward, LTJG Wilde is thinking of the CHDS Master’s program following a future tour afloat. She commented, “I have no doubt that I want to return to the CHDS environment, faculty, and cohort mates following my next tour; this experience really sparked a desire to continue to look at challenges and obstacles we face in our organizations with a critical lens and find solutions.” Undoubtedly, with her drive and passion for looking beyond traditional solutions to complex problems, LTJG Wilde will be revisiting CHDS and the Naval Postgraduate School in the years to come. ■



LTJG Wilde on patrol in the Eastern Pacific Ocean.



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INCREASING STAFFING IN REMOTE LOCATIONS

BY MARC PRITCHARD

Hiring within the federal government is often a long and tedious process; the remoteness of the location only exacerbates the challenge. Requirements to travel long distances for formal interviews or background investigation protocols all but eliminate potential applicants within these areas from pursuing such efforts. Along the northern border with Canada, Center for Homeland Defense and Security (CHDS) Emergence 1902 alum Joshua Conroy, serving as a Customs and Border Protection (CBP) Officer and Collateral Duty Recruiter in Jackman, Maine, knows all too well the difficulties in hiring and retaining qualified candidates and the impact of simply being understaffed by even the smallest of margins. Upon acceptance into the Emergence program, Conroy seized the opportunity to address the challenges he faced in northwestern Maine.

He commented, “Our hiring timeline is simply too long...nine to 18 months places a significant burden on existing officers and the remoteness of Jackman makes retention an on-going struggle.” His approach, and one he honed during his tenure in the Emergence 1902 cohort, was to focus on simplifying the processes for recruiting and hiring northwest Maine residents. Conroy remarked, “New officers rarely arrive in remote locations such as Jackman without at least an eye on transferring at some point in the near future...if we can create an environment more supportive of hiring qualified individuals familiar and comfortable in the area, we can greatly reduce turnover.” In discussing the hiring process, similar to all federal law enforcement organizations, Conroy focused on two key elements within the CBP process: the oral boards and polygraph requirements. “In most cases, a local Jackman resident needs to drive to our Boston [Massachusetts] office for the oral board and Plattsburg [New York] for the polygraph...most times of the year that



JOSHUA CONROY

Customs and Border Protection (CBP) Officer and Collateral Duty Recruiter
EMERGENCE 1902

Joshua Conroy with U.S. Senator Susan Collins

is over 10 hours of driving,” Conroy stated. For qualified applicants, those currently working fulltime, such trips require a significant investment in time off from their current employment and potentially challenging discussions with their current employers. Developing an alternative became the focus of Conroy’s Emergence change initiative project.

“Hiring and retaining qualified and capable officers is always a challenge; it is even more difficult in remote areas along our nation’s border.”

— JOSHUA CONROY

Working closely with his Port Director, Tim Lacasse, Conroy began the process of constructing a framework for shifting some of the hiring steps from a centralized and hierarchical methodology to allow for greater inputs at local offices. Forwarded through his chain of command, to include the Recruiter in Charge for CBP in Boston, Brian Levitre, Conroy focused on those items within CBP’s organizational control; specifically, the oral boards. By simply shifting their location from Boston to Jackman (in Conroy’s instance), one of the earliest steps in the hiring process is greatly streamlined and allows for improved recruitment of qualified, local candidates with an increased opportunity for long-term retention. The critical nature of recruitment and retention in the remote areas of Maine was widely recognized by state political leaders and Conroy’s project drew the

interest of U.S. Senator Susan Collins (R), U.S. Senator Angus King (I), and U.S. Representatives Chellie Pingree (D) and Jared Golden (D). “Briefing state congressional leaders in March 2020 was an outstanding opportunity to discuss state-wide challenges with those capable of promoting the greater organizational change required to truly make a difference,” Conroy remarked.

As a six-year veteran of CBP, Conroy found Emergence through an organizational email highlighting the program. He noted, “I was intrigued by Emergence starting with the application. He continued, “Most education programs offered to us as government employees fail to demand much from the applicant...the Emergence application made me believe the program was simply different.” The differences between Emergence and other programs became more apparent on day one. Conroy reflected, “I remember sitting in class on the first day in amazement...everyone was so exceptionally smart and gifted...you can’t help but wonder if you are the weak link in the cohort.” Beyond his fellow cohort members, he also found the course design of mixing six months of online work with in-residences exceptionally supportive of learning. “The two, one-week in-residences were really effective in giving us time to explore the material without being under a firehouse and also allowed us to bond as a cohort over the six months of the program,” Conroy stated.

The totality of the Emergence experience Conroy viewed as truly unique. “There are so few places, if any other than CHDS, where the quality of individuals and diversity in backgrounds and experiences can come together to discuss critical issues in homeland security,” Conroy stated. He continued, “The networking opportunities have continued well past the completion of the program...we routinely come together to work through issues facing all of us and with COVID-19, we are even more reliant now on the collective knowledge of the cohort.” ■

OUT OF THE CLASSROOM... LITERALLY AND FIGURATIVELY

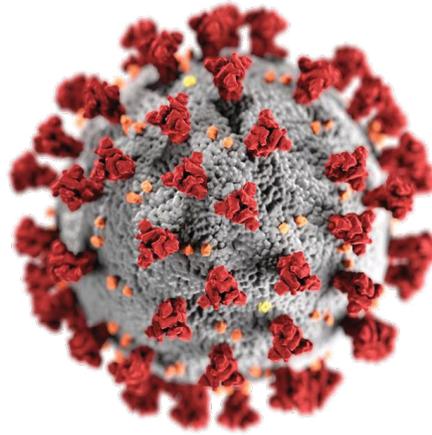
BY MARC PRITCHARD

The Center for Homeland Defense and Security (CHDS), as is the nation, continues to adjust to the significant public health threat stemming from COVID-19. In response to the pandemic, CHDS, like most academic institutions, adapted quickly to continue course delivery utilizing synchronous meeting tools such as Zoom. Due to student and faculty travel requirements, the transition into remote learning began earlier than most universities with courses on Zoom starting March 9. As such, CHDS served as the model for the Naval Postgraduate School as the campus began that transition at the end of the Winter quarter. The successful shift from in-residence delivery, however, represents only a small aspect of the overall CHDS COVID-19 response.

The challenges associated with COVID-19 provided an opportunity for CHDS faculty and leadership to utilize the collective knowledge and experience within the alumni network to facilitate the formulation of response strategies on a national level. This vibrant network of skilled practitioners on the frontline of the COVID-19 battle combined with subject matter experts in the fields of public health, law enforcement, emergency management, constitutional law, and education provided a forum for thought-leaders to address the current crisis and to disseminate critical lessons learned in real-time. Throughout the months of March, April, and May, CHDS focused on making those critical connections to best serve states, cities, and communities overcome by COVID-19 and to prepare the others who had yet to experience significant outbreaks.

Master's and Executive Leaders Programs (ELP)

The rapid shift to synchronous online deliveries within the Master's and ELP programs represented a significant change to educational deliveries and the overall student experience. However, the first challenge centered not on the technology or pedagogy;



rather, the hurdle to overcome time zone differences. Working with the CHDS faculty, staff, and current students, course deliveries started at 7:00 a.m. (Pacific). With each delivery, pedagogical changes served to flip the classroom away from traditional lectures during synchronous sessions to allow for increased classroom discussions and breakout sessions.

Executive Education Program (EEP)

The EEP offered a national forum for leaders in myriad disciplines and jurisdictions through the Lecture and Webinar Series. Starting on March 25, 10 Lecture and Webinar Series events provided a platform for subject matter experts to discuss pandemic-related issues with 2,851 total viewers. The collaboration between leaders delivered actionable insights on response strategies as well as a greater understanding of the limitations facing government agencies as they attempt to prevent the spread of the virus. Additionally, EEP conducted surveys in conjunction with the International Association of Emergency Managers (IAEM) and the University and Agency Partnership Program (UAPP) to prioritize critical topics and issues in education related to COVID-19 for future development.

Alumni Network

CHDS stood up several forums to assist alumni in their response efforts. The online Alumni Network Forum enabled

alumni to ask each other questions, share information, and crowdsource solutions in real-time. A weekly summary sheet of the latest COVID-19 resources, guidelines, and research was assembled and distributed. In addition, CHDS moderated seven webinars for alumni, students, faculty, and staff beginning on March 19. The structure of the webinars remained grounded in the traditional trusted environment (Monterey Rules) of the CHDS classroom to promote honest and direct conversations. The webinars allowed dialogue between those in the hot zones of the virus to prepare those in areas not yet under shelter-in-place orders. The experiential diversity within the webinars encompassed the entirety of the homeland security enterprise and provided critical information and emerging smart practices as the pandemic unfolded.

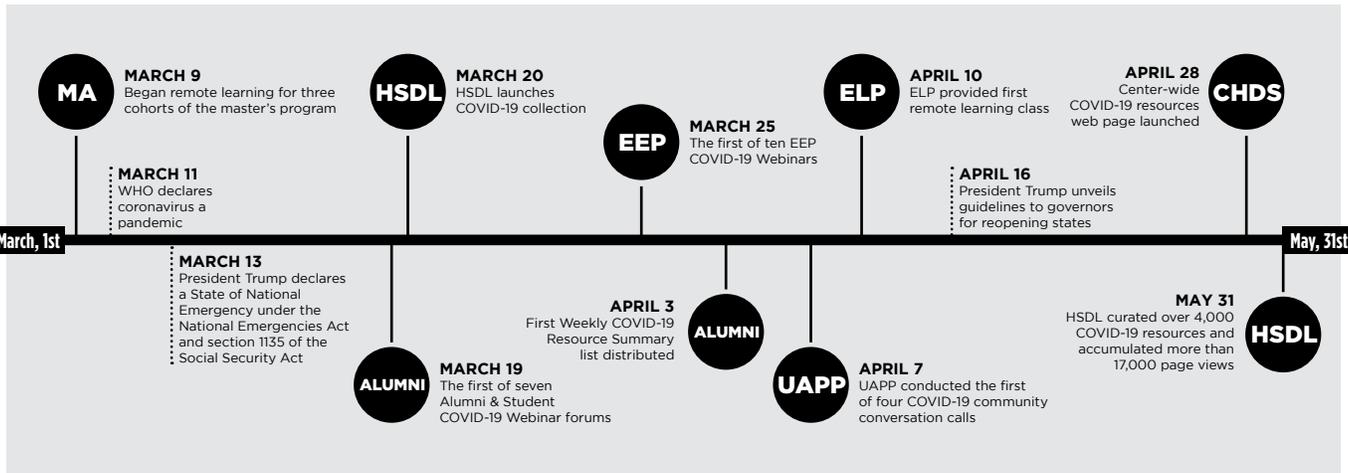
Homeland Security Digital Library (HSDL)

The rapidly expanding volume of information addressing COVID-19 and the limited consensus to date on the spread and containment of the virus produced a concerted effort within the HSDL to collect and catalog resources to best serve homeland security practitioners. Starting on March 20, HSDL analysts collected and curated over 4,000 COVID-19 resources. The COVID-19 Resources Special Collection accumulated over 17,000 views and provides content-rich documentation on current and previous epidemics and pandemics.

What is Next?

The virulent nature of COVID-19 and the likelihood of multiple phases of the virus represents a new reality for CHDS. A schoolhouse centered on delivering in-residence education is now adapting to deliver education in an asynchronous and remote learning environment. Additionally, due to the very nature of the homeland security mission, CHDS must, and will, continue to explore new opportunities to facilitate learning and improve our nation's collective responses to emerging threats. ■

CHDS SUPPORTS THE NATIONAL RESPONSE TO COVID-19 | MARCH-MAY 2020 TIMELINE AND LIST OF EVENTS



ELP | Executive Leaders Program

Provided Two Webinars with Cohort 1902

The guest speaker was Dr. Nancy Zarse, Professor, Forensic Psychology, The Chicago School of Professional Psychology.

TITLE OF THE SESSIONS:

- The Psychology of Survival: Crises and the Locus of Control
- The Psychology of Survival: Organizational Resilience

IMPACT: The participants were provided information to help them, as leaders, mitigate the psychological crisis their organizations face. They were provided information on the importance of leadership, preparedness, and community relationships.

HSDL | Homeland Security Digital Library

COVID-19 RESOURCE ARCHIVE

Curated over 4,000 COVID-19 resources and created a special collection for users.

The COVID-19 Resource Archive brings together documents from agencies and organizations that capture the environment, debates, and hard realities affecting governmental and public health policy decisions in preparedness, response, and recovery.

IMPACT: The COVID-19 Resources Special Collection that is available on the HSDL offers our users a content-rich opportunity to research past and present materials on not only COVID-19 but also strategies, policies, and operational documents from past epidemics and pandemics. The COVID-19 related resources have accumulated more than 17,000 page views.

MA | Master's Program

MA faculty transitioned to full remote learning March 9th.

IMPACT: Four MA cohorts continued and one new cohort began without disruption. Students and instructors will meet all academic requirements and program deliverables.

MA faculty are experimenting with new modalities of teaching.

IMPACT: They have discovered smart practices for the current courses as well as the MA curriculum refresh.

ALUMNI

CHDS Student & Alumni COVID-19

Public Health Threat Landscape

Dr. Crystal Watson, Senior Scholar at the Johns Hopkins University Center for Health Security, discusses the COVID-19 outbreak and the status of U.S. preparedness to combat the virus. She explores the broader public health risk environment and identifies additional threats, both natural as well as man-made, and the changes in U.S. policies and practices necessary to mitigate the risks. (Note: the talk was recorded on February 20, 2020).

CHDS Student & Alumni COVID-19

New York City Fire Department

In this NPS-CHDS Weekly Student & Alumni COVID-19 Webinar, recorded May 14, 2020, leadership from the New York City Fire Department (FDNY) share some of the lessons learned to date and how they are planning for the next phases of reopening. The main objective of the webinar series is to exchange smart practices and crowdsource information with those who will be coordinating strategies to mitigate the threat of COVID-19.

Provided seven weekly webinars that allowed an average of 150 of our alumni to collaborate across jurisdictions in real-time.

The subject matter ranged from understanding what was known/unknown about the virus, smart policies, and strategies, protecting/vetting employee health, vulnerable populations, testing, and considerations for re-opening.

IMPACT: Alumni could discuss in a trusted environment (Monterey-Rules) what they really wanted and needed to know as they were sharing ideas, strategies, and policies across local, state, tribal, territorial, federal agencies, and the private sector.

Each week, the resources that were discussed during the Alumni & Student webinars and shared on the secure Alumni Network are collected and organized into an easy to read document.

IMPACT: Alumni use and disseminate the document for reference, follow-up, and coordination across agencies.

CHDS/Ed

Center-wide COVID-19 resources placed into easy to view/use section of the website.

IMPACT: 24/7 access to all CHDS webinars and relevant materials for homeland security practitioners.

EEP | Executive Education Program

LECTURE AND WEBINAR SERIES

CHDS-NATIONAL EMERGENCY MANAGEMENT

ASSOCIATION (NEMA) WEBINAR:

NON-TRADITIONAL AUTHORITIES IN COVID-19 RESPONSE

The National Emergencies Act (NEA), the Defense Production Act (DPA) and the Section 1135 waiver authority for the Social Security Act (SSA) offer new tools to help with the Nation's response to COVID-19. This webinar provides context to these non-traditional emergency authorities and explores how states can effectively utilize them in their responses to the outbreak.

IMPACT: Collaboration with national leaders/organizations; 210 participants, nationwide.

CHDS Lecture and Webinar Series:

Federalism During a Global Pandemic

During this webinar, John Yoo, Heller Professor of Law, University of California at Berkeley, explores the constitutional allowances/case precedents regarding the roles and responsibilities of federal, state, and local government in national emergencies like COVID-19.

IMPACT: Collaboration with national leaders/organizations; created content to be viewed by CHDS alumni/students – utilized by the new MA cohort on April 29.

CHDS Lecture and Webinar Series: How Can You "Score" Great Decisions in Stressful Times?

Solving the right problem, the first time is an indication of great decision-making. In this webinar, Dr. Jackson Nickerson reviews a three-step plan that can help you and others access your best thinking during stressful times and "SCORE" a great decision.

IMPACT: Collaboration with national leaders/organizations; created content to be viewed by CHDS alumni/students.

Briefing to CHDS: Rockefeller Foundation's

National Testing Action Plan

The Rockefeller Foundation provided a closed briefing to CHDS alumni, students, and faculty on its consensus-driven National Action Plan released on April 21, 2020, to fund states and cities as they ramp up testing. The Foundation also announced a Testing Solutions Coalition for states and cities to gather lessons learned and drive iterations to the strategy which will run until there is a vaccine.

IMPACT: Collaboration with national thought leaders; provided exclusive briefing access to CHDS alumni, 126 participants, nationwide.

CHDS-National Emergency Management Association (NEMA)-

International Association of Emergency Managers (IAEM) Webinar:

Lessons & Observations from Frontline Resilience Professionals

In Part 1 of this two-part webinar, panelists focus on lessons and observations from the frontline from resilience professionals. Anne Miller, Director, Colorado Resiliency Office, discusses what states and local partners are doing now to collaborate for recovery and how they will put resilience planning into practice. Stewart Sarkozy-Banoczy, Managing Director, North America/Global Strategic Partnerships Lead, Global Resilient Cities Network, provides a "report from the frontlines" and discusses considerations for short-, mid-, and long-term resilient recovery and keeping the "resilience dividends" as we balance many cascading effects.

IMPACT: Collaboration with national leaders/organizations; 300 participants, nationwide.

CHDS-National Emergency Management Association (NEMA)-International Association of Emergency Managers (IAEM) Webinar: Personal, Organizational and Community Resilience

In Part 2 of this two-part series, this webinar focused on strategies to maximize resilience for ourselves, our organizations, and our communities. Dr. Jackson Nickerson, Subject Matter Expert, Center for Homeland Defense and Security and Frahm Family Professor of Organization and Strategy, Washington University, discussed how to make good decisions, apply brain science & remain resilient in the stress of a global pandemic. David Kaufman, Subject Matter Expert, Center for Homeland Defense and Security and Vice President and Director, Safety and Security, CNA, delved into lessons learned from community resilience and preparing for a “new normal.”

IMPACT: Collaboration with national leaders/organizations; 292 participants, nationwide.

CHDS-National Criminal Justice Association (NCJA) Webinar: Understanding FEMA and Coordinating Coronavirus Response with State and Local Emergency Managers

In this webinar, NCJA members and national experts discussed how best to maximize collaboration opportunities and leverage Coronavirus emergency supplementary funding through enhanced relationships with local, state and federal emergency management agencies.

IMPACT: Collaboration with national leaders/organizations (first partnership with NCJA); 153 participants, nationwide.

Public Policy and Legal Issues During the Pandemic: What Have We Learned and What Is on the Horizon?

In this webinar, the Center for Homeland Defense and Security (CHDS) featured a panel of attorneys representing public health departments and the private healthcare industry reflecting on the challenges that have confronted policy-makers, public health, and emergency management leaders during the COVID-19 response. The panel discussed legal issues on the horizon during recovery and policy considerations for lawmakers in upcoming legislative sessions.

IMPACT: Collaboration with national leaders/ organizations; 80 participants, nationwide.

Governmental Decision-Making During a Pandemic

Decisions are being made every day to close and re-open the economy. Travel restrictions are in place in some areas but not in others, beaches are opening and/or ordered closed, barbershops and floral shops are on different re-opening schedules, and orders have been issued and rescinded about wearing masks in public. Who gets to decide and why? This webinar discussed the power held at the federal, state, and local level for each of these decisions, how the power is being exercised, and the impact these decisions have on first responders and the people they serve.

IMPACT: Collaboration with national leaders/ organizations; 120 participants, nationwide.

Strategic Communications: Challenges and Opportunities During COVID-19

The ever-changing COVID-19 world has caused many leaders to ask, “When no one knows the answer, how do you field questions from the media and the public?”. In this webinar, CHDS communications experts weigh in on the challenges and opportunities in educating the public when everything changes every day.

IMPACT: Collaboration with national leaders/ organizations; 80 participants, nationwide.

COVID-19 Issue Surveys

CHDS-International Association of Emergency Managers (IAEM) Issue Survey

The CHDS Executive Education Program partnered with the International Association of Emergency Managers (IAEM) to survey its members to ascertain the most critical issues and preferred delivery format for immediate educational content regarding the pandemic.

IMPACT: Collaboration with national leaders/organization; 300 survey responses that have helped CHDS prioritize topics and format for educational content.

WWII PROPAGANDA POSTERS INSPIRE COVID-19 MESSAGES

Posters by USACE Headquarters | Thank you Michael Billeaudeau, MA0601/0602 and HSx1701, for sharing this creative project.



CHDS University and Agency Partnership Program Issue Survey

The CHDS University and Agency Partnership Program (UAPP) sent a survey to all partners requesting their input on short- and longer-term higher education needs, including classroom/teaching content and instructor/administrator support.

IMPACT: Collaboration with national university and agency training partners; CHDS will apply the results of the survey to identify means to advance UAPP's mission as a resource hub for our partners.

CHDS Homeland Security Enterprise-Wide Issue Survey

CHDS launched a survey to 81,000+ homeland security practitioners, students and academic partners to determine topics of interest as leaders navigate the current COVID-19 environment.

IMPACT: Opportunity to promote CHDS COVID-19 resources; Survey results pending; CHDS Executive Education Programs will prioritize topics and format for educational content based on response.

Executive Education Program COVID-19 Outreach

CHDS University and Agency Partnership Program Community Conversations
The CHDS University and Agency Partnership Program (UAPP) conducted four COVID-19 community conversation calls to exchange resources related to higher education's response to the pandemic. UAPP provided information on CHDS approaches to shifting MA and EEP activities to remote format, while partners provided feedback on community-wide and institution specific challenges and approaches. UAPP is consolidating the information exchanged and will post through the CHDS forums.

IMPACT: Collaboration opportunity with university and agency training partners; based on feedback, UAPP has identified and forwarded higher education-specific resources to partners. UAPP has also coordinated with CHDS MA faculty to share their research and general questions with the UAPP community.

Continued (daily) engagement with jurisdictional and organizational leaders nation-wide to offer CHDS educational support, including discussions of alternate deliveries for Executive Education Seminars planned for in-person deliveries in the spring/summer.

Cultivation of new and expanded subject matter expertise to meet the new and evolving educational needs of the nation's homeland security community. ■

PLANNING FOR POSTCURVE RECOVERY

BY DAN O'CONNOR

Baseball is a sport with its own language and littered with metaphors. In baseball parlance, if hitters cannot hit a curveball, they will have a brief opportunity to play. Baseball scouts call it having "trouble with the curve."

Right now, we as a nation and as a world are trying to handle the "curve." We are trying to anticipate and flatten the curve while trying to create both "cognitive space" to solve novel problems and exercise operational and tactical patience because novel issues create the need for innovative solutions.

And depending on where one gets their information and their respective bias, we're doing a fair job. But all this activity is in the present. We are reacting.

What we have to do is start forecasting and strategically preparing for a post-COVID-19 world. What does this look like post-curve? The backside of the curve has both macro homeland security requirements and meta homeland security requirements.

Here are a few things we need to consider on the backside of the curve—the threat vectors, the economic turbulence, significant unemployment, and healthcare.

Three distinct threat vectors will continuously require awareness and action. They are nation-state activity, organized crime, and terrorism awareness, and interdiction.

North Korea, China, Russia, and perhaps Iran are continuing to exercise information operations within and against the United States. The epidemic of manufactured disinformation has tangible and intangible consequences. These operations create friction and interrupt a host of resources and their activities. Organized crime will both enhance and exploit these vectors and amplify the already in place restriction, trade, manufacturing, distribution, and denial of product shipment. And the threat of terrorism, both kinetic and information operations, will remain something not to dismiss.

The effects of these threat vectors will also impact law enforcement and first responders. Potentially thousands of cops



DAN O'CONNOR

Division Director, Mission
Support Directorate of FEMA

MA1201/1202, ELP0801,
HSx1701

and first responders will test positive for COVID-19. They are not "combat ineffective" yet, but it seems inevitable. Still, law enforcement that's suppressed or likely diminished, and first responders that are incapable and unable to respond, will have a cascading negative impact on the vectors above and negatively impact society.

We have to start the conversation and pose solutions, again on what is homeland security, post curve.

"Will we prepare for what is to come, or we will continue to react and have our fate dictated by circumstance?"

— DAN O'CONNOR

Intermixed within these risks is the potential for emergent insider threats and targeted violence. When sectors of our society are left behind, marginalized, and isolated for extended periods, the addition of a global pandemic is a catalyst for disruption.

Economics will also be a significant factor in a post-COVID-19 world, behind the curve activity. Bad loans, shady deals, collapsed financial sectors, economic contraction of upwards of 25%, and unprecedented unemployment will all have a significant impact. Our economy was already highly overleveraged, and trillions of paper wealth are gone. And even though interest rates are at historic lows, without the risk model changing, there will be little capital available for recovery, let alone research or innovation.

We will have to reorganize and better manage our resources and our outcomes. The transfer and shedding of trillions of

dollars of global wealth and economic power are underway. The bubble(s) have burst, and there will be an aggressive and volatile period to reposition and recover. We may still have existing infrastructure, capability, and opportunity, but we will need legitimate economic governance and leadership to exploit the opportunity.

There will also be tens of thousands of businesses that are not likely to recover and will no longer exist. And other companies that have chosen not to sell their products to Americans but instead to their highest bidders will pay the price too. Business in America will change, post curve COVID-19.

We will also come to realize that our perpetual indebtedness and anxiety-ridden society is a critical healthcare issue and undermines our resilience.

Our anxiety and depression rates continue to rise, and we gobble valium, Xanax, Zoloft, and Prozac in a means to cope. Mental health and healthcare, in general, will be changed, and healthcare workers will continue to perform as never before. A sick nation is a weak nation.

The strain of isolation and risks that may emerge in the extended social distancing will also have negative consequences. Society and culture blend into a harmony of interaction. That societal harmony and cultural bias for action continue to be interrupted. In addition to our healthcare challenges, we are realizing and continue to recognize that our extended supply chain in many sectors may be dangerous to our national health and wellness. Manufacturing of essential medical equipment, medicines, and other necessary products will need to redistribute themselves and come back to North America.

So yes, challenges exist, and there are many threats and more difficult days ahead, but we have to plan for the future or we will continue to react and have our fate dictated by circumstance.

Now, we can either choose to see all the negative consequences or embrace these opportunities as a disruption to make us better than before. There is significant and dangerous turbulence behind the curve. There is uncertainty, risk, and...opportunity. ■

SHARING INFORMATION HORIZONTALLY TO INCREASE RESILIENCE

BY PATRICK KUHL

Earlier this year, before all conferences and events were interrupted by the COVID-19 pandemic, Naval Postgraduate School Center for Homeland Defense and Security (CHDS) master's alumnus (0905/0906) Gustavo Rodriguez served as a panelist at the RSA Conference Emerging Threats Seminar. Alongside fellow panelist Timothy Lee (Chief Information Security Officer for the City of Los Angeles) he discussed the topic of "Lessons from America's Two Largest Cities on Preparing for Cyberattacks." Rodriguez noted that there have been over 140 cyber-attacks on municipalities since the beginning of 2019. Oftentimes it's ransomware that cripples public infrastructure and forces a city to succumb to the hacker's demands or suffer the consequences. What's at stake for New York City? As an example, and as stated during the RSA panel, the New York Police Department (NYPD) typically responds to approximately 25,000 emergency 911 calls per day and they're usually able to respond within three minutes. It requires communication between multiple sectors of infrastructure to pull that off. If any of the links in this chain of infrastructure is compromised, it could create a major problem for public safety.

While cyber-attacks on municipalities might seem like a newly emerging threat to the general public, investigating cybercrime has been part of Gus' daily life since being assigned to complete a Cyber Fellowship at the FBI National Cyber Investigative Joint Task Force (NCIJTF) in 2013. However, it has been a topic of interest for him for much longer, exemplified by the impact his master's thesis on DOMESTIPOL is still having 10 years later. "When I first received the opportunity to go to NPS, I already knew that there were 800,000 officers and 18,000 police departments in America, but I didn't know how they exchanged information or how I could help improve communication across different agencies," he shared.

Lieutenant Rodriguez joined the NYPD in 1998. While working in the 41st, 20th, 19th precincts, Intelligence Bureau, and



GUSTAVO RODRIGUEZ

Lieutenant/U.S. Marshal
NYPD Intelligence and
Counterterrorism FBI
N.Y. Cyber Task Force
MA0905/0906

Police Commissioner's Office, he has held uniformed and investigative posts throughout his career. Rodriguez was accepted to the CHDS master's program in 2009 and completed his thesis on "Creating Domestipol: Increasing National Resilience by Reflecting on the NYPD Counter Terrorism Model." It examines the challenges of information sharing between police departments in the 50 largest cities

"The more we work with our federal counterparts, the better we are able to capture that 360-degree investigative cyber view of what the threats are, to help us continuously refine our cybersecurity strategies."

— GUSTAVO RODRIGUEZ

of the US and advocates the formation of a DOMESTIPOL. The DOMESTIPOL model is similar to INTERPOL (International Criminal Police Organization), but on an inter-state level. INTERPOL has been sharing information since 1923 with 188 different countries. But the difference is most other countries have one national police force compared to the US where there are 18,000 police departments.

The overarching theme of his thesis promotes an increased emphasis on horizontal communication (between different police departments around the country) in addition to vertical communication (between local, state, and federal levels). In 2011, Rodriguez explained, "DOMESTIPOL is a national

system of police coordination that takes into account the 50 largest urban areas and asks the question, "How are we leveraging the burgeoning banks of information that reside within these agencies and speaking horizontally—instead of the vertical stovepipes—to increase national resilience by mitigating homegrown terrorism?" His thesis research used a combination of open-source information and direct exchanges with various departments.

The second part of his thesis is a prescriptive case study of policies drafted by NYPD to mitigate terrorism in New York City. It is a case study that can be used by other jurisdictions across the nation because it's easily scalable and can be replicated. "While there may be some agencies using a similar structure right now, there isn't existing literature that gives a police chief (whether they are in Texas or California or Washington) the ability to easily refer to a blueprint that could be used to mitigate any types of threats in their municipality," he explained. Since 2001, the NYPD has drafted many innovative policies that are being applied as best practices throughout the nation. Rodriguez was awarded the Senator John Warner Homeland Security award from the Intelligence and National Security Association (INSA) in December of 2010 for his work on DOMESTIPOL.

The impact of Rodriguez's thesis continues to resonate 10 years later. More recently, at this year's INSA Achievement Awards, he was cited as a prime example of past award winners by the keynote speaker, the Honorable Ellen E. McCarthy, Assistant Secretary of Intelligence and Research Bureau at the Department of State. McCarthy was the President of INSA when Rodriguez won in 2010 and played a large role in the creation of the INSA Achievement Awards.

The INSA Award, based on his thesis research, also vaulted him into a position to serve in the NYPD's International Liaison Program (ILP) as the department representative with the Singapore Police Force from 2011-2013, covering Asia from Tokyo to Sydney, Sri-Lanka to Manila. He'll



Rodriguez on patrol in the South Bronx during his first year with NYPD (1998).



Rodriguez volunteering at the NY Ronald McDonald House with the FBI Cyber Canine in 2018.

tell you “I got lucky” when discussing his opportunity with the ILP, but in reality, it was partially due to the hard work he already put into his DOMESTIPOL thesis. As the saying goes, ‘Luck is what happens when preparation meets opportunity.’

Upon his return from Singapore in June of 2013, Rodriguez “got lucky” again when the FBI called the NYPD and asked them to send someone to complete a fellowship at the FBI’s National Cyber Investigative Joint Task Force (NCIJTF) in Washington, D.C.

[In 2008, President Bush mandated the NCIJTF to be the focal point for all government agencies to coordinate, integrate, and share information related to all domestic cyber-threat investigations. The FBI is responsible for developing and supporting the joint task force, which includes 19 intelligence agencies and law enforcement, working in tandem to mitigate cyber-terrorism.]



NYC CCSI at the IBM Cyber Range in 2018

“The NYPD has a robust cyber program,” Rodriguez said, “but the department thought it would be wise to see how the NCIJTF collectively addresses the cyber intrusion threat.” Now as an NYPD Lieutenant Commander, deputized as a U.S. Marshal, he got a chance to learn how they do it, and “it was eye-opening.” It was also the first time anyone from NYPD had been assigned to the cyber side of the FBI, so they ran him through rigorous training. “At first, in 2013, the discipline of cybersecurity, sounded very foreign but after a few months of training it all started coming together,” he joked. “What helped, was already having an investigative background: identifying suspects, evidence collection, building cases for prosecution and then applying those skills to cyber intrusion investigations—the same investigative acumen applies in cyber.” Rodriguez also noted that he’s been blessed to have the tremendous support and guidance from his boss, NYPD Deputy Commissioner of Intelligence and Counter-Terrorism, John Miller. “DC Miller has been an absolutely amazing leader/mentor during the last seven years and has been very supportive of our cyber initiatives.”

As Rodriguez mentioned during his RSA presentation, an initiative the NYPD began to study in January of 2015, with help from their LAPD counterparts, was the Los Angeles Cyber Intrusion Command Center. After corresponding with LAPD, learning more, and sharing findings, NYC Mayor DeBlasio signed an executive order to create NYC Cyber Command in 2017. Rodriguez went back to FBI NY in 2015 and is now working on the FBI Cyber Task Force, focusing on critical infrastructure protection. “The more

we work with our federal counterparts, the better we are able to capture that 360-degree investigative cyber view of what the threats are, to help us continuously refine our cyber security strategies.”

That experience led the team to identify somewhat of a grey area in the horizontal communication network between the 17 sectors of critical infrastructure in NYC. In July 2017, the team researched how those sectors are speaking to each other. For example, how is the transportation department communicating with emergency services or how is the water agency speaking with the power company? It seemed like it wasn’t happening as much as it should. Due to this, a public-private sector partnership to protect critical infrastructure, NYC Cyber Critical Services and Infrastructure (CCSI), was formed in July 2017, spearheaded by the NYPD, Manhattan District Attorney’s Office, NYC Cyber Command, and the Global Cyber Alliance. The first time they convened, they gathered all 17 sectors of critical infrastructure and briefed them on cyber threats as a group, with the mission of sharing real-time information horizontally, training for the cyber fight as a group, and responding if needed to a cyber-attack in NYC as a volunteer team. “We are getting NYC local Digital First Responders together and training them on how to proactively share information to protect our NYC power, transportation, emergency services, finance, water, etc. The mission is to share, train, and respond together,” Gus noted. If it sounds familiar, that’s because the group’s concept is reflective of his thesis that advocates for sharing information horizontally to increase resilience.



Rodriguez at the 2020 RSA Conference Emerging Threats Seminar.

Looking at the bigger picture, “The key is working with America’s 800,000 officers and 18,000 police departments to share what we have learned and mitigate how cyber-terrorism can manifest itself as a public safety threat. One way for Digital First Responders to ‘share, train, respond’ together is by conducting digital fire drills. Since forming, the CCSI group has grown exponentially and organized several exercises to see how critical infrastructure would hold up during a security breach. A key resource has been access to IBM’s Cyber Range—which runs scenarios for different agencies and companies. “We called an IBM partner, and asked if we can bring our NYC CCSI team to the Cyber Range located in Massachusetts, in December 2018 and they agreed,” Rodriguez detailed on stage at RSA, on how the partnership evolved. The Cyber Range had not yet hosted a city, so they had to create a new scenario and the CCSI Team looked at the past examples of attacks to draw up a new city-wide scenario. The group has repeated a number of similar exercises since then. The second visit to the Cyber Range in July 2019 was two days after Louisiana declared a state of emergency due to a massive cyber-attack, which was timely because the idea of the tabletop exercise was to create a makeshift scenario where a cyber-attack shuts down key infrastructure, causing anywhere from a loss of power to mass casualties. The test could expose blind spots for first responders and reiterate the need for leaders at the local level to meet and exchange information. “I’m so grateful for the partnership with IBM. Putting our NYC team through this real-time cyber-attack simulation is critical,” Rodriguez beamed. “Getting them organized locally, briefing them on current threats,

pushing the sharing of IOC’s (Indicators of Compromise) and bringing them to the range to collectively fight against multiple cyber scenarios has been a fruitful process. Due to us sitting on a Federal Cyber Task Force, we were lucky to include our federal partners as well. To train like you fight, we want to make the team always look like what game day would resemble.” Rodriguez is currently assigned to NYPD Intel and Counterterrorism and detailed to the FBI NY Cyber Task Force, as the NYPD Lead on a Cyber-Terrorism Squad.

CCSI isn’t just sharing information horizontally among their group. The key is to get the word out to all municipalities, villages, towns, counties, cities, and states around the country, “so that we can learn from what they are doing too and hopefully, push for a CCSI in multiple municipalities around the country. Organizing the local officials that actually protect the critical infrastructure that we all use is key,” as Rodriguez puts it. The upside for NYC is that although no municipality is perfect, the building blocks for the cyber team have been laid down as they’re sharing critical information with all agencies, their federal counterparts, and the Digital First Responders who have hands on keyboards that protect the firewalls.

CCSI is fielding many requests to brief other agencies and the program always receives positive feedback. These types of interactions benefit CCSI, as they often learn from the other agencies they’re briefing as well. “We learn from each other.” Rodriguez compares it to the cross-pollination that occurs in the CHDS classroom and makes the program uniquely strong. So, it would make perfect sense that this model could benefit other members of the CHDS community in different jurisdictions. Reflecting on his time at NPS and the influence the CHDS program had on his frame of thinking, he’s confident that “we can tackle any problem if we work together and share cyber information across all available pathways to protect our digital infrastructure that our families, friends, and community utilize every day. From the first day at NPS in September 2009, my professor and thesis advisor Dr. Kathleen Kiernan always told me, “You can change the world.” I sincerely thank her for that mentorship and guidance, because that is exactly what we have been relentlessly trying to do in Cyber, with DOMESTIPOL as the base. ■



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



**THEODORE (TED)
MONETTE**
ELP0701

Director, Federal Coordinating
Officer Operations - Federal Emergency
Management Agency (FEMA)



**DR. DAVE MCINTYRE,
USA COL. (RET.)**

Founding Director of the Texas A&M
Bush School of Government and Public
Service and UAPP contributor



MPD Chief Lanier speaks at George Washington University on the Navy Yard Incident in 2013.



Lanier briefs the media on the multi-agency effort to prepare for Super Bowl LIV. Screenshot from NFL 360 video.

CHDS ALUMNA FEATURED ON NFL 360

BY PATRICK KUHL

Last month, Center for Homeland Defense and Security (CHDS) master's degree alumna, Cathy Lanier, was featured on the National Football League's (NFL) show *NFL 360*. The show focuses on impacts by women on the game of football and the NFL—where Lanier serves as the Chief Security Officer. Her job is crucial to maintaining security for players, spectators, and events. The episode also talks about contributions by groundbreaking female broadcasters, coaches, and players. As the first female to achieve the rank of Chief Security Officer, her story is highlighted as an example of the contributions women have made (and continue making) to the game of football. But what is most interesting is the unique path she took to get here.

The episode of *NFL 360* delves into Lanier's challenging childhood and subsequent teenage years. Lanier dropped out of high school in ninth grade when she became pregnant. But the birth of her son created a new resolve in her. From that point on, Lanier would dedicate herself to providing the best possible life for her son. Intrigued by an ad in the *Washington Post* that mentioned the incentive of tuition reimbursement, Lanier applied to the DC Metropolitan Police Department (MPD) in 1990. The help with tuition would allow her to continue her college education while



CATHY LANIER
Chief Security Officer,
National Football League
MA0401/0402

working multiple jobs. When she joined the Department, it was not always easy to be one of the few females in a male-dominated profession. "When I started in 1990, it was a very different environment," Lanier shared. "You couldn't assign two women to a patrol car, they had to be paired with a male officer. It's always been a male-dominated job, and that's just how it was back then. In DC, female officers weren't allowed to ride along in marked patrol cars until 1972. So, within my lifetime we've seen some remarkable changes that allowed me to get where I am today." Over the years, Lanier experienced varying degrees of inappropriate treatment—including sexual harassment by a supervisor—even after being promoted to Sergeant. But there were also many bright spots during her time in the Department. She formed great friendships and had the chance to perform a wide range of rewarding police work during her tenure with MPD. "I came here to be a police officer. From being

dispatched to crimes in progress to helping my fellow DC residents, that's what I loved about it and I didn't want to get pigeonholed into what they considered traditional female roles." After moving up the ranks to Lieutenant and patrol supervisor, in 1999 Lanier became a Captain and, later that year, was promoted to Inspector and selected to lead the Department's Major Narcotics Branch/Gang Crime Unit. In August 2000, she was promoted to Commander of the Fourth District of the city. With a renewed focus on homeland security, Lanier attended CHDS in 2004 (MA0401/0402). "At the time, I was Commander of the Special Operations Division and recently established the department's first Homeland Security/Counter-Terrorism Branch," she said. Lanier wrote her thesis on "Preventing Terror Attacks in the Homeland: A New Mission for State and Local Police."

Bolstered by her experience at CHDS, Lanier became the first female Police Chief of Washington, DC, in 2007. "I think my master's degree from CHDS played a part [in getting the Chief job]. I think education is very important and whenever they are looking for a high-profile public official, your resume has to matter. So when there was speculation about who the new DC mayor was going to nominate for the Chief of Police, I felt like I had the qualifications thanks in part to my education—which also includes a



Screenshot from NFL 360 video

master's degree in management from Johns Hopkins University." She oversaw many changes to the department during her time on the force, and worked hard to implement innovative practices while in charge. During that time, she led several high-profile events in the nation's capital (including the largest Presidential inauguration ceremony in 2009). As the Chief of Police, there is always tremendous pressure to perform well. But as a female in this role, there is added pressure, "Once you are given an opportunity that people didn't think you could do, it kind of gives you more motivation to prove you belong and show that they made the right decision. Knowing that there are eyes on you and there's a chance to be an example for other women gives you momentum. That momentum is a sense of responsibility and it helps you get through the tough times and challenges. I have to get this right because if I don't, I'm letting a lot of other women down."

As the NFL's Chief Security Officer, Lanier needs to synthesize information from many different sources to pull off an event as popular and complex as the Super Bowl. Having come up through the ranks of MPD and attended CHDS, Lanier has performed a wide range of security functions and that gives her a more holistic view of what it takes to collaborate on security operations. "Coming from DC, there are roughly 36 federal law enforcement agencies in the region, so I was already used to that multi-federal IC [intelligence community] component but when I got to CHDS, it somewhat changed that way of thinking," Lanier reflected. "When you're in a small cohort with classmates from the FBI, and the Coast Guard, and FDNY, you're very close and it really promotes sharing information about different types of policies or

procedures. We're not just in class debating issues—we're spending time together learning about what other agencies are doing to combat similar problems, and ultimately collaborate on common solutions...that could impact national security together. It changes the dynamic and level of respect you have for each other and our collective mission."

The *NFL 360* show follows Chief Lanier as she is planning security operations for Super Bowl LIV at Hard Rock Stadium in Miami, FL. The depth of collaboration required across regional agencies is evident from the start—as she quickly runs down the list of various partners contributing to the security planning

"Knowing that there are eyes on you and there's a chance to be an example for other women gives you momentum."

— CATHY LANIER

efforts during the previous 18 months, "the Department of Homeland Security Secretary's Office, US Secret Service, FBI, DHS Homeland Security Investigations, Miami Police Department, Customs and Border Protection, Coast Guard, Miami Fire Chief, Florida Highway Patrol..." one can't help but notice the striking similarity between the list of NFL Super Bowl partners and Lanier's CHDS master's cohort—which included participants from the National Guard, Washington Metropolitan Transit Authority, FBI, Oak Ridge National Laboratory, Douglas County Sheriff's Department, FEMA, USCG, and Nevada Highway Patrol to name a few.

Speaking of her former CHDS classmates, one of them recently joined Chief Lanier at the NFL. GB Jones recently moved from the FBI to become the NFL's Director of

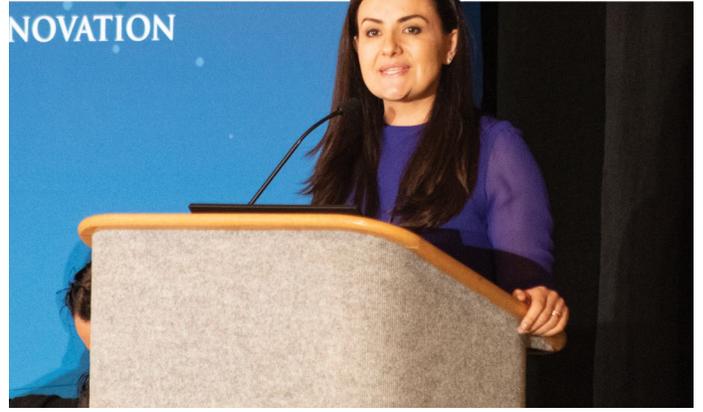
International Security Services. "When I heard about the potential opportunity to work with Chief Lanier, I jumped at the chance. We were classmates together in cohort 0401/0402, and at the time we were both doing a lot of work with special event management and special event security. I always found her to be very operationally focused, and she had a knack for translating good ideas into better operations."

Lanier noted how GB's diverse background will benefit the NFL's security operations, "GB is a good fit for us not only because of the international aspect, but also for his knowledge about the counter-Unmanned Aerial Systems (UAS) mission. GB has a background in emerging technology—he has a pilot's license and is a drone operator, so he understands how those technologies could be leveraged against us." She described a situation in 2017, when a drone flew over Levi's Stadium in Santa Clara, CA and dropped leaflets into the seating area, and later attempted to do the same over a game at Oakland Coliseum. However, after coordinating with local authorities, the police were waiting for him. In this case, it was just paper but it allowed the NFL to establish measures to mitigate the chance of it happening again—potentially with something worse than marketing pamphlets. "As the world has changed, special events security has gotten more complex," Jones added. "Cathy's assignments have allowed her to stay engaged with those changes at a huge number of large-scale, important special events, where she has been out front carving out best practices. My professional assignments took me away from national-level special events management for a time, but I continued to stay abreast of changes to the landscape while doing some impactful things with crisis management planning, mass casualty incident response, and aviation security (particularly drone and counter-drone operations). I'm very pleased to be able to put that experience to good use helping Cathy move forward on some specific initiatives she wants to accomplish on behalf of the NFL."

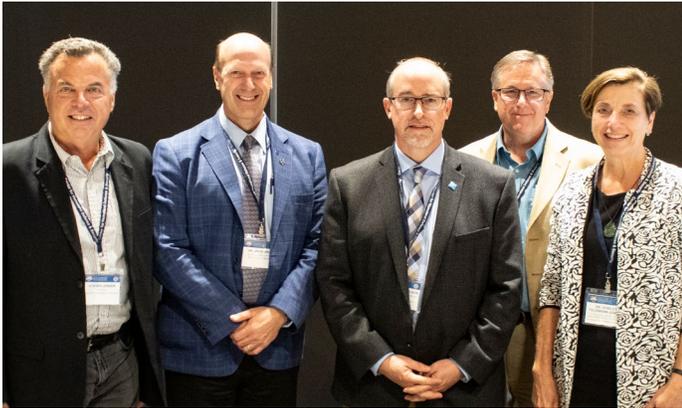
While the *NFL 360* show documents Lanier's preparation for Super Bowl LIV, she's already making plans for the next Super Bowl in 2021. "I've already been to Tampa a handful of times in preparation for Super Bowl security planning. My job is to stay two steps ahead of our adversaries." As she says in the show, "Life is just a series of challenges and challenges are exciting." ■



Day one panel discussion on "Countering Disinformation"



Day two panel discussion on "Border Issues" with Brenda Estevan Former Security Attache, Mexican Embassy Senior Advisor on International Relations, Mexican Ministry of Governance.



Day one panel discussion on Security Education and Research



Former Commissioner of US Customs and Border Patrol "CBP" Gil Kerlikowske and CHDS Director Glen Woodbury

UNIVERSITY AND AGENCY PARTNERS 12TH ANNUAL EDUCATION SUMMIT

BY PATRICK KUHL

When the Center for Homeland Defense and Security (CHDS) was established in 2002, it was entrusted with the goal of solving homeland security issues and sharing the knowledge base with local, state, tribal, territorial, federal, and private sector partners. By sharing the information, CHDS is helping to bridge gaps across various agencies and organizations, creating a stronger homeland security enterprise. One of the main platforms for disseminating this knowledge is the University and Agency Partnership Program (UAPP). UAPP brings together academic institutions and learning centers to increase the number of students and practitioners receiving homeland security education, accelerate the growth of high-caliber academic programs, and provide opportunities for collaboration. UAPP is currently comprised of over 400



STEVE RECCA
DIRECTOR
University and Agency
Partnership Program
www.uapi.us

academic institutions that have access to CHDS curriculum, distance learning technology, Homeland Security Digital Library, and other critical resources. By providing access to these resources and shared knowledge, the participants create an intellectual multiplier effect that furthers the study of homeland security.

Each year, UAPP organizes national and regional events that encourage collaboration between homeland

security practitioners and academia. The cornerstone of these events is the annual UAPP Education Summit. The Summit attracts program faculty and directors who want to refresh their curricula, enrich and grow their programs, integrate best practices, and engage in professional development. In the past, UAPP hosted the Education Summit at inspirational venues like George Mason University, Valencia College, and the University of Albany. This year, the Summit was hosted in Monterey, CA at the newly renovated Conference Center. Each day provided a range of opportunities to learn from roundtable discussions, research presentations, and moderated panels with subject matter experts from top-tier institutions like the Bush School of Government and Public Service at Texas A&M University, the School of Professional Advancement



Wendy Walsh, FEMA Higher Education Program Manager, National Training & Education System



Dr. Ed Campbell, NORAD/USNORTHCOM Joint Education Chief



The Education Summit provides excellent opportunities to expand your network

at Tulane University, the National Domestic Preparedness Consortium, the Cybersecurity and Infrastructure Security Agency, the U.S. Army War College, St. John's University, Stanford School of Law, and of course, the Naval Postgraduate School and the Center for Homeland Defense and Security.

“The 12th Annual Homeland Defense & Security Education Summit perhaps was the most timely ever,” according to UAPP Director Steve Recca. “This year’s themes around ‘public interest security’ – including information/disinformation campaigns and border issues – really struck a chord with the higher education and policy participants.” The theme *Public Interest Security: Leveraging Education to Connect Policy and Operations with American Perspectives of Homeland Security* produced a number of diverse discussion topics by focusing on two specific research presentation tracks: Border

Issues and Technology and Influence Operations. To complement both tracks presentation topics, the three-day Summit also addressed pertinent sub-themes in the realm of evolving homeland security threats, critical infrastructure protection, emergency preparedness, and new approaches in homeland security education.

The first day was comprised of pre-summit meetings and general program updates. Attendees learned about ongoing accreditation processes from a few of the newer institutions. The program brief provided by Wendy Walsh on the FEMA National Training and Education System was very encouraging. Afterward, there was an author’s roundtable discussion moderated by Keith Logan of Kutztown University. Rowman and Littlefield Publishing House presented a session titled Book Publisher Insights: Getting Your Book Published. The hosted social was well attended and sponsored by Bush School of



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MORE INFO AT
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CHDS Director Glen Woodbury with Associate Director Ellen Gordon and Associate Director Dawn Wilson



Panel discussion on 'Implications of Climate Change and Environmental Security'



Panel discussion on 'Influence Operations Across Borders – Security and Intelligence Challenges'



Day two panel discussion on 'Border Issues'



Research panel session on 'Innovative Approaches to Border Security'



Michael Brody and Lynda Peters with fellow panelists before their discussion on 'Security Education and Research'

Government and Public Service at Texas A&M University and School of Professional Advancement at Tulane University.

Day two began with a warm introduction from Steve Recca and transitioned into welcoming remarks from CHDS Director Glen Woodbury, FEMA National Training and Education Director Scott Kelberg, and NPS President VADM Ann Rondeau. Afterward, the Honorable Thomas Modly, Undersecretary of the Navy, delivered a rousing keynote speech. Many of the sessions focused on topics related to the use of technology to influence operations. The three research panel sessions explored the intersection of disinformation and homeland security. “The challenges with ‘false news’ explained by our first panel illuminated a new range of threats,” Recca added. “These issues are exactly what our students – and future workforce – will need to tackle. A fundamental takeaway from the discussion

with our panelists: the threat is real, it’s current, and the will likely grow with time and technology.”

Day three explored the relationship between homeland defense and border security. Glen Woodbury also shared some programmatic news about the newly rebranded UAPP name. It is changing from UAPI to UAPP. After 12 years of operation, the University and Agency Partnership is no longer an ‘initiative’ because it’s fully implemented, operational, and self-sustaining—thus the change from University and Agency Partnership Initiative to University and Agency Partnership *Program*. To set the stage for upcoming sessions on border security issues, Former Commissioner of US Customs and Border Patrol CBP Gil Kerlikowske discussed future challenges to border security. Advocating for proactive solutions, Kerlikowske suggested, “Just like the opioid epidemic, we can’t arrest our way out of the problem.”

Similar to day two, after the morning break there was a roundtable discussion on security challenges and opportunities with extremely insightful panelists, moderated by Alan Bersin, former CBP Commissioner.

“We tend to think of border security in terms of actions at the border,” according to Recca. “Our accomplished international panel addressed the deeper complexities surrounding motivations of those that have nefarious purposes as well as those, however well-meaning, enhance the wicked problems we are seeing from Central America well into the US. These issues and the subsequent discussion will inform both policy and the classroom for years to come.”

After lunch break, there were three concurrent Border Security and Human Security Research Panel Sessions. Each session focused on a specific topic—ranging from Integrated Approaches to Border Security, to International Issues in Border Security and Emergency Management, to Innovative Security Approaches. At the same time, there were also two special topics sessions that examined the K-12 School Shooting Database and Community-based Security Initiatives in the Balkans, respectively. The final three panel sessions revolved around the topics of Homeland Defense, Emergency Management and the Border; Security Education and Research; and Implications of Climate Change and Environmental Security. ■



Group photo of the PELP 2001 participants in Hilo, HI.

PELP WORKSHOP SHIFTS FOCUS TO THE CORONAVIRUS PANDEMIC

BY PATRICK KUHL

Another stimulating and timely session of The Center for Homeland Defense and Security's Pacific Executive Leaders Program (PELP) was conducted the week of March 2nd in Hilo, Hawaii, at the Imiloa Astronomy Center on the campus of the University of Hawaii, Hilo.

While the focus of PELP the session was on leadership, collaboration, critical thinking, and communications, the backdrop of the developing Coronavirus situation added a heightened sense of reality to the discussions.

PELP is a partnership between FEMA's National Preparedness Directorate, FEMA Region IX, and CHDS to build collaboration, capabilities, and resilience in the US Pacific Territories and the Hawaiian Islands.

Each session utilizes a combination of presentations, facilitated discussions, and group activities between faculty, participants, and subject matter experts. Topics include strategy, policy, complex problem solving, resiliency, capacity building, critical infrastructure, crisis communications, and emerging homeland security issues, with an eye towards how they impact the Pacific. Participants represent a cross section of government officials, Non-Government



DAVID FUKUTOMI
DEPUTY ASSOCIATE DIRECTOR,
Executive Education Program
www.chds.us/eep

Organizations and relevant private sector organizations from the US Pacific Territories, Hawaiian Islands and or have significant responsibilities in the US Pacific jurisdictions. Prior topic-specific PELP sessions have addressed Port Reconstruction and Resilience, Power Restoration, and Post Disaster Housing.

The faculty included CHDS Subject Matter Experts; Tom Bossert, ABC News National Security Analyst and former White House Homeland Security Advisor, Donalyn Dela Cruz, Senior Vice President of Strategies 360, Jim Featherstone, Executive Director of the Homeland Security Advisory Council at Pepperdine University's School of Public Policy and Bill Carwile, former FEMA Associate Administrator for Response and Recovery.

The emerging real-world challenge provided an opportunity to compare and contrast the discussions with what was

playing out or projected to play out in the near future. David Fukutomi, Deputy Associate Director, Executive Education Program, credited the experience and skills of the team to quickly adapt to incorporate relevant aspects of the Coronavirus into each discussion. "You don't get very many opportunities to discuss leadership challenges and engage in a learning environment, while an actual threat is emerging. It added a lot of relevance to the topics each of the faculty addressed and helped ground the lessons and discussions for each participant."

This session included 24 attendees representing the State of Hawaii, Saipan, Commonwealth of Northern Mariana Islands (CNMI), American Samoa, and Guam. Some of the notable participants included Michael Dahilig, Kauai County Managing Director, Lynn Araki-Regan, Deputy Director, Administration, State of Hawaii Department of Transportation, Jeff Grimes, Commanding Officer at Navy Base Guam, Todd Raybuck, Kauai County Chief of Police, Lydia Mertyris from Hawaiian Electric Company and representatives from US Army Pacific, US Coast Guard, Matson and the American Red Cross, Pacific Island Region. ■

SUPPORTING LEADERS' DEEP DIVES INTO UNCHARTED TERRITORY

The Center for Homeland Defense and Security (CHDS) Executive Education Program (EEP) provides tailored homeland security education to government leaders requiring best-in-class subject matter expertise, often on short notice.

In the context of unprecedented demands attending the whole-of-government response to the COVID-19 pandemic, the EEP's traditional customers have surfaced new needs. Such needs include:

- deep dives into unprecedented subject matter,
- novel content delivery for executives and staff conforming to social distancing mandates, and
- a turnaround time from request to delivery that now measures in days and hours what was once measured in weeks and months.

How has the EEP risen to this challenge?

The short answer is content on demand. A longer answer is through webinars, videos, and virtual workshops and seminars. For example, when national media first highlighted the impending presidential invocation of the Defense Production Act, government leaders at the state and local levels called on CHDS to fill this knowledge gap. The net result was a rapidly organized EEP webinar on the topic and two other emergency acts. The National Emergency Management Association (NEMA) hosted the webinar on its platform, while EEP supplied timely access to CHDS experts via a video conference for over 200 webinar participants (watch the webinar at <https://www.chds.us/ed/items/20594>).

The EEP has also developed pandemic-related webinars with partners in the International Association of Emergency Managers (IAEM) and the National Criminal Justice Association (NCJA), and has several more planned for national audiences in upcoming days and weeks. The EEP has



DAWN WILSON
ASSOCIATE DIRECTOR,
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www.chds.us/EEP

also connected CHDS faculty, students, and alumni with real-time COVID-19 briefings from national thought leaders and groups like the Rockefeller Foundation who briefed CHDS on the day they rolled out their National Testing Strategy.

Changing World, Changing Gauges of Success

The success of the foregoing webinars was as much a matter of timeliness as of content. Thanks to ongoing EEP surveys of national association partners and University and Agency Partnership Program (UAPP) members, the EEP team realized certain key changes affect how the Program moves forward to stay relevant and to answer needs of the moment:

- The need for educational content in the homeland security sphere has never been greater, with the issues and challenges confronting leaders changing so rapidly that CHDS instruction must evolve almost daily to reflect the current state of affairs.
- The emerging trend from surveys conducted by the EEP to date is that government leaders are currently placing more of a premium on instructional content from subject matter experts than on informational exchanges with counterparts who are colleagues from sister agencies.
- Frontline leaders are expressing more interest in horizon-scanning education that gives them a sense of what to expect as they strive to recover from the pandemic. This

focus stands in contrast to investing the same time reviewing after-action reporting that they historically valued but now consider retrospective at a juncture when their greater priority is looking forward.

Under the COVID-19 circumstances, the EEP is changing gears to better optimize for content delivery that is rapid, virtual, and even asynchronous. Consumers of this educational content place a higher premium on rapid delivery than on production value. As a result, an unscripted video presenting relevant, perishable information that may later be revised takes precedence over a polished, peer-reviewed strategy paper that arrives too late to inform local decision-making.

Just-in-Time Meets D-I-Y

In addition to plunging wholeheartedly into the timely delivery business, the EEP re-emphasizes the collaborative nature of its value proposition. As EEP Associate Director Dawn Wilson points out, what the EEP does is more akin to strategic brainstorming than consulting. While the EEP subject matter experts supply depth that local, state, tribal, territorial, and federal leaders may not have on tap, these experts neither decide nor carry out actions that remain within the sole purview of the leaders they are there to support. It is up to the latter to decide what to do and how to do it – or not.

As David Fukutomi, EEP Deputy Associate Director has observed, one of the revelations that the COVID-19 pandemic has brought to light is that there is no single discipline with all the answers. Consequently, it comes as little surprise that national associations and other EEP customers are eager to collaborate and are extremely open-minded, because they admit that they do not possess all the answers themselves. Nor, does any EEP team promise such claims. Instead, as Fukutomi puts it, EEP serves up “a potluck of best thinking” from which the consumers fill their own plates. ■

EXECUTIVE EDUCATION PROGRAM LECTURE AND WEBINAR SERIES

MARCH, APRIL, MAY 2020

During the COVID-19 response, the CHDS Executive Education Program (EEP) is working with experts from around the globe to provide real-time educational opportunities, identify emergent practices, and develop resources to support executives, practitioners, and educators during the pandemic. Please contact us for more information on offerings for public health and safety, homeland security, and emergency management leaders, agencies, and communities.

View our lecture and webinar series at www.chds.us/eep

MARCH 25, 2020

Non-Traditional Authorities in COVID-19 Response

Review aspects of the National Emergencies Act, Defense Production Act, and Section 1135 waivers of the Social Security Act during the COVID-19 response (in conjunction with the National Emergency Management Association).

www.chds.us/c/item/13698

APRIL 3, 2020

Federalism During a Global Pandemic

Explore the constitutional allowances and US court decisions on the roles and responsibilities of federal, state, and local government in national emergencies like COVID-19.

www.chds.us/c/item/13695

APRIL 14, 2020

How to “Score” Great Decisions During Stressful Times

Review strategies for identifying the “right” problems to solve and applying brain science to make good decisions in stressful times.

www.chds.us/c/item/13692

APRIL 21, 2020

Rockefeller Foundation Briefing to CHDS on a National Testing Strategy

Provide briefing for CHDS students, faculty, and alumni on Rockefeller Foundation National Testing Strategy and Testing Solutions Coalition for States and Cities.

This session is available only to CHDS students and alumni.

www.chds.us/c/item/13649



Photo by Hayden Dunsel on Unsplash



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APRIL 22, 2020

Lessons & Observations from Frontline Resilience Professionals

Discuss resilience lessons and observations from the frontlines of the COVID-19 response and recovery (in conjunction with the National Emergency Management Association, International Association of Emergency Managers).

www.chds.us/c/item/13689

APRIL 23, 2020

Understanding FEMA and Coordinating Coronavirus Response with State and Local Emergency Managers

Provide a forum for NCJA members and national experts to discuss how best to maximize collaboration opportunities and leverage Coronavirus emergency supplementary funding through enhanced relationships with local, state, and federal emergency management agencies (in conjunction with the National Criminal Justice Association).

This session is available only to NCJA members.

www.chds.us/c/item/13655

April 29, 2020

Personal, Organizational, and Community Resilience

Discuss strategies to maximize resilience for individuals, organizations, and communities as we prepare for a “new normal” (in conjunction with the National Emergency Management Association, International Association of Emergency Managers).

www.chds.us/c/item/13646

MAY 7, 2020

Public Policy and Legal Issues During the Pandemic: What Have We Learned and What Is On the Horizon?

Explore challenges confronting policy-makers, public health, and emergency management leaders during the COVID-19 response and legal/public policy issues on the horizon during recovery with a panel of attorneys representing public health departments and the private healthcare industry.

www.chds.us/c/item/13643

MAY 15, 2020

Governmental Decision-Making During a Pandemic

Discuss the powers held at the federal, state, and local levels for re-opening decisions and the impact these decisions will have on first responders and the people they serve.

www.chds.us/c/item/13640

MAY 20, 2020

Strategic Communications: Challenges and Opportunities During COVID-19

In this webinar, CHDS communications experts weigh in on the challenges and opportunities in educating the public when everything changes every day.

www.chds.us/c/item/14015

Also, please see the CHDS Homeland Security Digital Library (HSDL) for the special COVID-19 resource archive.

www.hSDL.org

Executive Education Program webinars are ongoing--this list only represents events through May. More are being produced every week.

www.chds.us/eep

EXECUTIVE LEADERS PROGRAM ADAPTS TO CHANGE

BY PATRICK KUHL

The Executive Leaders Program provides a unique educational opportunity for senior-level homeland security and public safety leaders who are at the forefront of the Nation's homeland security mission. Each cohort is comprised of leaders from a variety of disciplines to promote collaboration across the homeland security spectrum. We sat down with some of the participants from our most recent ELP cohorts (1901 and 1902) to talk about their experience at CHDS and how it has helped inform their response to the COVID-19 pandemic.



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ASSOCIATE DIRECTOR,
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WILLIAM BARNES
EXECUTIVE DIRECTOR,
Cook County (IL) Department
of Homeland Security and
Emergency Management
ELP1901

Participation in the Executive Leaders Program provided access to thought leaders in the homeland security enterprise, helped me build a network of similar-minded associates on which I can rely, and honed the skills I need to chart Cook County's future path. The iterative learning process is driven by thought-provoking subject matter experts. Each session was augmented by class participation, flavoring each issue with the unique perspectives and varied experiences possessed by a diverse group of participants. I struggle to identify whom I learned more from—

the instructors or my fellow cohort members. This is an excellent opportunity for executives to hone decision-making skills and to learn from the experiences of other similarly situated individuals.

As the Emergency Manager for the nation's second-largest county, I am in the trenches of the COVID response. To say that the challenges posed by COVID are complicated is an understatement. It is a global disaster that has taxed the resources and lifelines to which my County would normally turn to augment our response efforts. Approaching this complex situation, I draw upon lessons learned from folks such as Christopher Bellavita who taught me to identify root causes of each symptom and prioritize their solution. While not perfect, it helps to impose a semblance of order on a very difficult and fluid situation.



MARDRAH STARKS-ROBINSON
DEPUTY BUREAU DIRECTOR,
Louisiana Department
of Health
ELP1901

I applied for the CHDS Executive Leaders Program because it presented an opportunity for me to meet a multidisciplinary cadre of emergency management professionals that I could learn from, network with, and further develop my leadership skills. There is no other forum available to give you such an up-close, personal, and candid account from emergency management professionals. I enjoyed the entire program, but I most enjoyed learning from the "heroes" in the room. Yes, heroes...men and women that have responded day in and out, not worried about accolades but only concerned with protecting the people of our country. Participation in this program has been a high point in my career. I have fostered new friendships and gained colleagues from around the country to share information, to seek guidance, and to partner with.

I recently touched base with another CHDS alumni and we were able to share our different state's perspective on the COVID-19 response. It is always good to know you are not fighting a battle alone; we share expertise and learn new things that can be used on your home front. I now have a stronger network to reach out to and learn from.



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Tufts University School of
Medicine, Maine Medical Centers
ELP1902

I applied to the program after hearing about it from several EMS Physician colleagues. I was particularly interested in the focus on collaborative decision-making and information-sharing in public safety, as well as an intensive curriculum that includes emphasis on emerging threats to our country, constitutional law, communication, and collaborative problem-solving. The faculty and subject matter experts have been very accessible, as well as my classmates. It has been an amazing experience to closely interact with such a dedicated, hard-working, and accomplished group of people from across the homeland security spectrum. I would highly recommend the program. It has put me in contact with a wide range of talented faculty and colleagues and has enabled me to further develop interests in several HSE areas, including global health security and the emerging threat of disinformation campaigns.

Our class has been in regular contact throughout the COVID crisis to date. It has been an excellent source of information-sharing and support during a very difficult time in our country's history. I am currently immersed in the COVID-19 pandemic crisis as an academic Emergency Physician, Medical Director for multiple Fire/EMS/law enforcement agencies, and as a member of the Maine Board of EMS. The ELP experience has helped shape our response at the local, county, and state levels, including the creation of pandemic-specific operating protocols for public safety personnel, as well as the development of novel statewide EMS crisis standard-of-care response guidelines.



NATALIE GUTIERREZ
MANAGING DIRECTOR OF
ADMINISTRATION,
City of Chicago Office of
Emergency Management
and Communications
ELP1901

The volume of daily tasks and fast-paced decisions expected of modern leaders often disrupts the potential for strategizing and leaves little time to debate evolving issues. The ELP program offered the uninterrupted opportunity to contemplate larger issues with colleagues on a plethora of topics. Participating as an equal partner in the classroom process, versus just a student, was vastly different and extremely satisfying. Learning from my fellow participants was the most enjoyable and unexpected part of this ELP experience. Having those discussions and allowing the time to foster those thoughts has made me a better leader and a better contributor to the homeland security enterprise at large. The discussions that continued beyond our daily class time were as important as the curriculum developed for us, if not more so. The content for each cohort session is composed with great care to adapt to the capabilities and interests of the participants. This program is truly tailor-made for those in each unique cohort. Through this program, I recognized my own growth and renewed my approach for some of the outstanding tasks on my list. This program is truly a 360-degree learning environment and your contributions are just as critical as your takeaways.

I am actively responding to the COVID-19 pandemic as part of the City of Chicago Emergency Operations Center (EOC) Finance/Administration Section. I was fortunate enough to have completed session 4 of my cohort just before the COVID-19 crisis really hit hard and am extremely grateful to have gotten that opportunity. My cohort saw a steady progression of creative thinking and collaboration between all of the participants and by our culmination in session 4, the bonds that had been formed offered a safe space (Monterey rules!) for very productive conversations. I have built a network of connections through this program that I have already been engaging for advice and tools to assist during this COVID-19 crisis. I am extremely grateful to know that I am responding to this alongside these incredible professionals.



JASON ACKLESON
DIRECTOR OF STRATEGY,
The Department of
Homeland Security
ELP1901

The ELP offered a unique opportunity to broaden my exposure to the wider homeland security enterprise. As a shared endeavor to secure the homeland from the threats and hazards we face, federal officials like myself need close and effective collaboration with our state, local, tribal, territorial, and private sector partners.

The program provided insight into how to best forge these relationships. In addition, the program illuminated the key issues of today's national homeland security leaders face. The lasting relationships with fellow members of my cohort, as well as

with the extraordinary CHDS faculty and staff, are the best part of this unique and valuable program. I would highly recommend the ELP to my colleagues at DHS, as well as other leaders looking to develop an advanced understanding of homeland security issues while fostering their own leadership qualities. While I'm not directly involved in a COVID-19 response at the moment, I am impressed with the resources CHDS and alumni are pulling together. These resources and lessons could easily translate to a different form of threat or emergency in the future.



STUART EMERMAN
COMMANDER, THIRD DISTRICT
- PATROL SERVICES NORTH,
Metropolitan Police Department
ELP1902

I applied to the ELP because I felt that it would be a great opportunity to work with others under the umbrella of homeland defense and security to share ideas and practices. While we each have varied backgrounds and experiences, in one way or another we all play a role in providing a safe and secure community. Having known several DC Metropolitan Police Department officials that have participated in CHDS opportunities, I knew that the reputation of the program was second to none. My favorite part of the program so far is the interaction within the cohort. By having open and honest discussions

in class, I have been able to expand my view of how to handle future issues more efficiently and effectively to the benefit of everyone involved.

My team is currently engaged in the COVID-19 crisis response and the ELP experience has helped me to network with members of the cohort to identify best practices. Even though the sessions are currently on hold, the majority of the cohort is engaged in online discussions that have helped us to revamp policies within our agencies, as well as get valuable, accurate information and updates from the medical professionals within our group.



ERIN SERINO
DEPUTY CHIEF OF STAFF,
Boston Emergency
Medical Services
ELP1902

Having the unique opportunity to attend one of CHDS's first Emergence cohorts (1702), it was an introduction to explore the leadership forum the Center provides to build relationships and learn from homeland security and public safety professionals from around the country. The relationships and connections we have created have been the most beneficial part of the program. As we talked about the current and future homeland security issues, particularly during our last session in February as COVID-19 was looming, we were able to talk through and challenge one another as it related to implications that may or may not confront us. Whether it was local, state, or federal, the CHDS forum allowed for thought-provoking and cross-discipline conversations. CHDS fosters a collaborative platform to discuss innovative ideas and provides an opportunity for participants to conceptualize how strategies and policies could be employed or adapted to each agency or service's mission.

Since returning home and working directly on COVID-19 response, our ELP cohort has stayed connected sharing lessons learned, plans, and general ideas about what we are seeing and facing in our communities and professions. As Deputy Chief of Staff, one of my areas of focus is strategy and planning for Boston EMS. Our team's work has focused on the development of COVID-19 response & medical surge planning as well as COVID-19 guidance for public safety partners. This has been a true takeaway. The network which we have created at CHDS extends far beyond the time in Monterey. ■

CLASS NOTES

Updates from your colleagues since the last edition of Watermark.

MASTER'S DEGREE PROGRAM (MA)

MA0401/0402

In responding to COVID-19, **Harry Mayer** (0401/0402), Regional Federal Health Coordinating Official for FEMA Region 3, has established a unified coordination group with FEMA R3 that is co-lead by Regional Administrator **Mary Ann Tierney** (NPS-CHDS Executive Leaders Program ELP0901).

GB Jones is joining the NFL security team as Director of International Security Services.

MA0601/0602

Douglas Weeks, Ethnographic Researcher on radicalization, recently published a book on al Muhajiroun. It is based on nine years of extensive interaction with the group and details their history, beliefs, threat, and interaction with government from a first-hand perspective.

Nitin Natarajan, Principal at The Cadmus Group, wrote an article about how the "COVID-19 Recovery Conversation Must Start Today." Natarajan also accepted a new position as Board Member at Disaster Tech.

Jeff Friedland is starting a new position as Owner of Plum Nugget Coffee.

MA0701/0702

Keith Squires, Senior Vice President Government and Industry Relations at ANDE, was honored by Utah Department of Public Safety Commissioner Jess Anderson, Governor Herbert, and Lt. Governor Cox with the Public Safety Star award. [also NPS-CHDS Fusion Center Leaders Program FCLP1101]

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

Randy Hopkins, Chief of Campus Police for Rockhurst University in Kansas City, MO, received an Executive MBA from Rockhurst University.

MA0703/0704

Commander **Matt Dooris**, USCG Sector Detroit Prevention Department Head, was accepted into University of South Florida's Doctor of Public Health (DrPH) program.

Tony Russell, Superintendent of the Center for Domestic Preparedness, participated as a panel member in a "Townhall Action Meeting on Cancer Clusters found in the North Sector of Houston," hosted by Congresswoman Sheila Jackson-Lee (D-TX) in Houston, TX. Russell also wrote an article for Homeland Security Today titled "Ensuring First Responders Are Prepared for the Worst."

MA0705/0706

Donna White, Marina Police Department (CA) Commander, graduated from POST Command College.

John Esposito was promoted to FDNY Chief of Special Operations.

MA 0803/0804

Thomas Currao was promoted to FDNY Chief of Counterterrorism and Emergency Preparedness.

Alan Carr will be starting a new position as Senior Business Analyst/Training Doctrine SME at Virtual Enterprise Architects.

MA0805/0806

Anthony Cox was named the acting director of the Division of Emergency Management at the Arizona Department of Emergency and Military Affairs.

Dennis Jones has been named the Fire Chief for Andover Fire Department in Minnesota.

MA0901/0902

Jason Nairn has accepted a new position as Chief Information Officer at Collegis Education.

MA0905/0906

On January 2, **Bryant Lucas** was officially sworn in as the Chief of Police for Seymour, IN, Police Department. [also NPS-CHDS Fusion Center Leaders Program FCLP1002]

Chris Anderson was recently promoted from Deputy Chief to Assistant Fire Chief at Tucson Fire Department.

MA1003/1004

Ed Barbarini was named Chief of Police for the city of San Mateo, CA. Chief Barbarini started the position in February.

MA1101/1102

Jonathan Lewin, Chicago Police Department Chief, was recently appointed Chief Information Officer for the Metropolitan Police Department, Washington, DC.

Mathew Rush, Captain, Austin Fire Department, received the Fire Officer of the Year award from his department.

John Farrell will be starting a new position as Vice President, Product Management at Information Logistics, Inc.

Josh Dennis is now serving as First Deputy Director for the Chicago Office of Emergency Management and Communications (OEMC).

MA1201/1202

Mona Curry and **Stacy Gerlich**, Los Angeles Fire Department Captain, contributed to planning efforts for a multi-agency mass notification/evacuation exercise in Los Angeles.

Johnathan Pistilli was promoted to FDNY Assistant Chief of EMS.

MA1203/1204

Christy Riccardi will be starting a new position as Director, Governance, Risk and Remediation in the Information Security Office at Capital One.

MA1205/1206

Maj. Max Geron, Acting Deputy Chief of Dallas Police Department, has been named Police Chief for Rockwall Police Department, TX. Geron started on February 17.

MA1301/1302

The Police Executive Research Forum (PERF) recently announced that Tempe Police Department Chief **Sylvia Moir** was elected to be the next President.

MA 1303/1304

Steven Goble has been selected to be the next Fire Chief for Kaua'i Fire Department.

MA1401/1402

Todd Bensman, Senior National Security Fellow at Center for Immigration Studies, published an article that explores the administration's push to make extra-continental migrants a higher priority.

TSA Unit Chief **Matt Hudren** and TSA Supervisory Air Marshal in Charge **Serge Potapov** (MA 1205/1206) contributed to a new Insider Threat Roadmap that was published by the Transportation Security Administration (TSA).

MA1403/1404

Patrice Hubbard, St. Petersburg FL Police Department, was recently promoted Major of the Downtown Corridor and Traffic.

Mike Sedam will be starting a new position as Commander at Law Enforcement Communications Center, California Highway Patrol.

Antonio Sajor, Jr., Stockton Police Department Captain, wrote an article from CA POST Command College that was published in the March issue of *Police Chief Magazine*.

Karrie Jefferson, CISA Senior Privacy Analyst, has been working as the Director for Cyber Engagement for the Cyberspace Solarium Commission and recently released a report containing 75 recommendations to better defend the United States against cyber-attacks of significant consequences. Jefferson also contributed to an op-ed in Lawfare outlining the importance of norms for responsible state behavior in cyberspace.

MA1405/1406

Gregg Favre has been hired as the Executive Director of St Louis Area Regional Response System.

Gregg Favre, Executive Director of St. Louis Regional Response System, was featured in a podcast by *Fire Engineering* on the topic of Engine House Training.

Frank Leeb was promoted to FDNY Chief of the Fire Academy.

Timothy Carroll was recently promoted to rank of Captain with FDNY.

MA 1501/1502

Tim McNamara was promoted to FDNY Battalion Chief.

MA1503/1504

Donald Simko was recently promoted to the position of FEMA Region 6 Public Assistance Branch Chief, where he is in charge of all the Public Assistance operations in Arkansas, Louisiana, Oklahoma, Texas and New Mexico.

Kevin Starbuck was recently named to the position of Deputy City Manager for City of Amarillo, TX.

MA1505/1506

Anna Brookes recently retired from the MA State Police as a Detective Lieutenant with 25 years of service. She is now the Deputy Chief of Public Safety at Rhode Island School of Design in Providence, RI.

LT Christopher M. DeMaise, New Jersey State Police, was awarded the 2019 William P. Sullivan Community Service Award.

D. Jeremy DeMar, Director of Springfield Emergency Communications (MA), was officially appointed to the Western Regional Homeland Security Advisory Council (WRHSAC) as ESF #2 Public Safety Communications Council Member. "Proud and humbled to have been selected for this critical role for Western Massachusetts."

Anna Brookes recently retired from the MA State Police as a Detective Lieutenant with 25 years of service. She is now the Deputy Chief of Public Safety at Rhode Island School of Design in Providence, RI.

Joseph Russo, FDNY, was promoted to the rank of Captain and assigned to the Department's Bureau of Technology and Development Systems.

MA1601/1602

Mike Alvarez, Captain with the California Highway Patrol, will be teaching a new course on Homeland Security and Terrorism at College of the Desert (CA). He attributes the entire course to his degree from CHDS.

Caleb Cage, has been named COVID-19 Response Director for the State of Nevada. [also NPS-CHDS Fusion Center Leaders Program FCLP1601]

MA1603/1604

Ryan Rockabrand made the jump from FEMA to NNSA. He is now the Director, Office of Emergency Management Programs at National Nuclear Security Administration (NNSA). [also NPS-CHDS Executive Leaders Program ELP1402]

MA1605/1606

Amanda Kulikowski was promoted to Lieutenant with the Novi Police Department, MI.

Gabe Rhodes, Investigator/Commander at Seminole County Sheriff's Office, has accepted a position as Adjunct Professor at University of Central Florida.

Jennifer Ricker was promoted to Acting Assistant Secretary at the Illinois Department of Innovation & Technology (DoIT). [also NPS-CHDS Radiological Emergency Preparedness REP1502]

Jeffrey Waldman, Colonel, USAF, has been named the next Commander of the California Air National Guard's 129th Rescue Wing.

MA 1701/1702

Brian D Heslin, Assistant Special Agent in Charge, was appointed by the Acting Secretary of DHS to serve as the Federal Coordinator for the 2020 Boston Marathon and the 2020 Boston Pops Fireworks Spectacular.

MA 1703/1704

Kristen Ziman, Chief of Police of the Aurora, IL Police Department, was selected by Congressman Bill Foster to be his guest for the State of the Union address on February 4. Ziman was also selected to serve on the Board of Directors for Police Executive Research Forum (PERF).

MA 1705/1706

Madeline Kristoff was recently promoted to Field Office Director for the USCIS San Diego Field Office.

MA1901/1902

Beth Windisch, Senior Risk Analyst, won three awards at the 12th Annual DHS Inspector General Honor Awards Ceremony: an Individual Award for Excellence and a Team Award for Excellence with her colleagues on the Policy, Strategy, and Risk Team. She also received a Peer Award which comes from co-workers for going above and beyond the call of duty in lending assistance, advice, and expertise to fellow employees.

Pardeep Deol has been named the 2019 Prospect Heights, IL Police Officer of the Year.

MA1903/1904

Michelle Newman recently resigned from the Volusia Sheriff's Office as a Lieutenant with the agency but she will be staying on as a Reserve Deputy. Michelle has accepted a new position as the Chief of Safety and Security for Volusia County Schools.

Martin Birkenfeld has been named Chief of Police for the Amarillo, TX Police Department.

EXECUTIVE LEADERS PROGRAM (ELP)

ELP0701

Ted Monette, former FEMA senior official and U.S. Army veteran, passed on Monday, March 30, due to coronavirus.

After 9 years of service to the agency, most recently as Deputy Assistant Administrator, **Daniel Alexander** is leaving FEMA.

ELP0702

Rodney S. Scott has been selected as Chief of U.S. Border Patrol. Chief Scott assumed command of the Border Patrol on February 2.

ELP0801

Dan O'Conner, FEMA Field Operations Director, recently published an insightful article about "Planning for post curve recovery." [also NPS-CHDS Master's Program 1201/1202 and Advanced Thinking in Homeland Security HSx1701]

ELP 0901

Bob Nations, Jr., Chief Inspector, Homeland Security and Information Analysis Bureau with Shelby County Sheriffs Office (TN), will be retiring in July, after 48 years of service.

ELP 1002

After 22 years as an active-duty Army officer and 18 years over TN Homeland Security, **Rick Shipkowski**, Assistant Commissioner of Tennessee Department of Safety and Homeland Security, will be retiring at the end of the month. [also NPS-CHDS Fusion Center Leaders Program FCLP1401]

ELP1101

Ed Hartnett, President of Edmund Hartnett Risk Management, was selected as the 2020 Businessperson of the Year by the Rockland County Ancient Order of Hibernians (AOH) in Pearl River, NY.

ELP1102

Andrew D'Amora, New York City Emergency Management First Deputy Commissioner, was promoted to NYPD Deputy Chief.

John Muffler, Senior Advisor, MOSAIC Threat Assessment Systems for Gavin de Becker & Associates, wrote an article for *Police Chief Magazine* on "Mitigating Targeted Violence in Our Communities."

ELP1201

Craig Fugate (former Florida Director of Emergency Management and FEMA Administrator) and **Scott Deitchman** (ELP1201) published an op-ed in the Washington Post calling for a bipartisan National COVID-19 Commission.

Peter Gaynor was confirmed by the U.S. Senate to become the next Administrator of FEMA.

ELP1202

Robert Lewin, Principal at Resolute Associates LLC, wrote an article for *Homeland Security Today* about "Preparing for the Second Wave of COVID-19."

Tim Greten recently started a new job at U.S. National Weather Service (NWS) as Director of Facility Operations. [also NPS-CHDS Radiological Emergency Preparedness REP1401/1603]

CLASS NOTES

Jaeson Jones, retired Captain of Texas Department of Public Safety, wrote an article about the designation of Mexican cartels as foreign terrorist organizations. [also NPS-CHDS Fusion Center Leaders Program FCLP1201]

ELP1302

Chris Tubbs, Southern Marin, CA Fire Protection District Chief, will now hold that same position with the Mill Valley Fire Department as part of a two-year shared services pilot program. [also NPS-CHDS Master's Program 1703/1704]

ELP1401

Eric Holdeman, Director of the Center for Regional Disaster Resilience, wrote an op-ed article for the *Puget Sound Business Journal* titled "Coronavirus reminds us to stress test our disaster preparedness."

Perry Plummer, Assistant Commissioner for the New Hampshire Department of Safety, announced his plans to retire after 34 years in public safety. [also NPS-CHDS Radiological Emergency Preparedness Program REPI602]

ELP1501

Ari Baranoff recently became Managing Partner & Founder at BlueCoat - Corporate Investigative Solutions.

Joe Gallucci was recently designated as the Executive Officer of the NYPD Counterterrorism Bureau in February.

Andrew Lombardo was selected as the 14th Command Sergeant Major, U.S. Army Reserve.

On January 1, 2020, **LTC Albert Ponenti** (MA 0603/0604 & ELP1801) and **Major Richard Lavery** (ELP1501 & Fusion Center Leaders Program FCLP1201) both retired from the New Jersey State Police.

Boston Fire Commissioner **Joseph Finn** is retiring after 35 years of dedicated service to the community of Boston.

Jeff Stern is leaving Virginia Department of Emergency Management to become the Superintendent of FEMA's Emergency Management Institute.

ELP1502

Daniel D'Ambrosio was promoted to Executive Assistant Director, NCIS Cyber Directorate at Naval Criminal Investigative Service (NCIS).

ELP1601

Kelli Duehning is being promoted to Partner at Berry Appleman & Leiden LLP.

Edward Reiskin was recently appointed city administrator of Oakland, CA by Mayor Libby Schaaf.

ELP1602

Jay Tabb, the former Executive Assistant Director of the FBI's National Security Branch, is starting a new position as Senior Vice President of Crisis Response Company's new Global Security Division.

ELP 1801

Mark Ray, Director of Public Works/City Engineer for the City of Crystal, MN, has been named one of the National Weather Service's "People of Weather-Ready Nation" list.

ELP1901

Eric Stancliff, Montgomery County Police Department (MD), was promoted to Captain and is now the Director of the Criminal Investigations Division.

Kevin Hafemann, Deputy Chief of Operations, Milwaukee Fire Department, was recently featured in a local news story for his role with the Democratic National Convention.

Wes Dison was recently named Assistant Director, Coconino County Office of Emergency Management in Flagstaff AZ. [also NPS-CHDS Radiological Emergency Preparedness REPI702]

Curtis Brown was appointed State Coordinator of Emergency Management at the Virginia Department of Emergency Management (VDEM).

ELP1902

Mikelle DeVillier was recently promoted to the position of Attorney Advisor for the Office of the General Counsel, Countering Weapons of Mass Destruction Office.

LaFonda Sutton-Burke was recently promoted to Area Port Director at Los Angeles International Airport with U.S. Custom and Border Protection.

Helena Williams was recently promoted to Assistant Chief for the California Highway Patrol (CHP).

Linda Lindamood, Vice President of Logistics & Safety at Linder Global Events, was recently appointed as the Director of Governmental Affairs by the Event Safety Alliance.

FUSION CENTER LEADERS PROGRAM (FCLP)

FCLP 1401

Maury Bas is starting a new position as Captain (Senior Manager), Operations Division, Department of Public Safety at San Manuel Band of Mission Indians.

EMERGENCY PROGRAM

EMERGENCY 1701

Sofia Azumah was promoted to Captain and voted Officer of the Year for San Diego Harbor Police Department.

EMERGENCY 1702

Shelly Gooding has accepted a new position at University of Maryland Capital Region Health as their Emergency Manager/Disaster Preparedness and Response Coordinator.

EMERGENCY 1902

New York State Homeland Security and Emergency Services Program Analyst **Patrick Campion** (Emergence 1902) and Senior Policy Advisor **Terry Hastings** (Executive Leaders Program 0802) co-authored an article for *Domestic Preparedness* journal about the role of data and analytics in emergency management. Arizona Department of Emergency and Military Affairs GIS Application Developer **Eric Shreve** (Emergence 1902) also contributed to the article as they included a link to his GIS dashboard.

Patrick Campion founded a new company called Preparedness Advisors LLC. The mission of his consulting firm is to help nationwide organizations improve their emergency preparedness strategies, policies, and programs.

PACIFIC EXECUTIVE LEADERS PROGRAM (PELP)

Vinnie Atofau is starting a new position as Deputy Director at American Samoa Department of Homeland Security.

Donalyn Dela Cruz, Senior Vice President, Strategies 360 Hawaii, wrote an article for *Medium* about the importance of communication during a disaster. [also NPS-CHDS Master's Program 1505/1506]

PELP 1901

David Lopez has been named the Executive Officer of Hawai'i Emergency Management Agency (HI-EMA). [also PELP 2001]

FACULTY FOOTNOTES

NPS-CHDS instructor **Rodrigo Nieto-Gomez** wrote an article for *Medium* on the topic of using innovative practices to fight against coronavirus.

John Bilotta, CHDS Subject Matter Expert, was recently featured in an article about flyfishing by *Wall Street Journal*.

Greta Marlatt, Homeland Security Digital Library and NPS Outreach & Academic Support Manager, Dudley Knox Library, has been named 2019 Librarian of the Year by the Library of Congress Federal Library and Information Network (FEDLINK).

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



CENTER FOR HOMELAND DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL

APEX 2020 PHOTO ALBUM

Reflecting on the people and moments that make APEX successful.
Don't forget to register for APEX 2021 at www.chds.us/c/apex



CHDS Director Glen Woodbury.



Colin Murray and Kristin Wyckoff prepare for their session on Canada's Approach to Homeland Security.



Marilee Orr, Senior Enterprise Risk Management Analyst, Office of Finance, U.S. Department of Health and Human Services presents "A Network Approach to National Critical Functions"



Networking at APEX is second to none.



Chris Pope, President of the CHDS Association, introduces the next APEX speaker.



William Pilkington, Research Professor and HOPE Program Director, North Carolina Central University at North Carolina Research Campus presents "Health Equity is a Homeland Security Issue"



A great time to have a class reunion! Robert Nelson, Merideth Infantino, and Chad Gorman



Nick Catrantzos, Investigator presents "Beats Thinking: Detecting Deception & Eliciting Truth"

APEX 2020 PHOTO ALBUM



Vice Admiral (Ret.) Ann E. Rondeau, EdD, NPS President



Kyle Bowman addresses his fellow alumni



Denise Anderson, President, Health Information Sharing and Analysis Center, (H-ISAC) & Chair, National Council of ISACs



1801-1802 represents!



Heather Issvoran, Bijan Karimi and Frank Forman



1605-1606 happy to be together again!



Homeland Security Affairs Journal Managing Editor Stephen Twing listens to a Short Talk.



0701-0702 looking good after 10 years!

APEX 2020 PHOTO ALBUM



Alumni shop for CHDS swag at the Networking Reception.



CHDS' Heather Issvoran and Russell Stearns auction off an item at the Networking Reception.



CHDSA board member Elaine Jennings and Linda Lindmood are all smiles as they sell tickets for CHDSA.



Martha Ellis, Todd Taylor, Matt Hanley, David Brannan, and Lance Englet



Randy Cotton, Vladimir Ibarra, Chris Milburn, and Tim List



Say Hi to your CHDSA board members, John Flynn, Bijan Karimi, and Chris Pope



ELP 1101 represents! Jim Sherry, Ray Fisher, Dr. Carol Cunningham, and Mark White



Sevan Gerard is a winner!!



Eric Saylor, Angi English, and Mike Schofield

Our CHDS Family is Everywhere

ALUMNI PHOTO ALBUM

Photos of CHDS alumni from around the nation.



Aurora Police Chief Kristen Ziman (MA 1703/1704) takes over Miami!



CHDS Director Glen Woodbury interviewed by NPS President Ann Rondeau for the new Listen, Learn, and Lead series.



The Fire Department of New York City (FDNY) Officers Promotion Ceremony on May 21 included six CHDS alumni.



Group photo of master's cohort 1903/1904 with CNN Intel Analyst Philip Mudd, who was a guest lecturer.



CNMI Governor Ralph DLG. Torres and local leadership along with FEMA Region IX Administrator Bob Fenton and his team conducted a Homeland Security Executive Education Workshop to discuss a series of topics aimed at enhancing our emergency response preparedness, better setting our priorities, and building our capacities among the integrated team from across all agencies in collaboration with our federal partners.



Two HSx grads, Dan O'Connor and Nick Catrantzos, find each other in Sacramento.



Karrie Jefferson of the Cyberspace Solarium Commission with fellow task force members.

ALUMNI PHOTO ALBUM



Leon Panetta, former Secretary of Defense and Director of the CIA, speaks to ELP cohort 1901 about leadership. Photo courtesy of NPS-PAO.



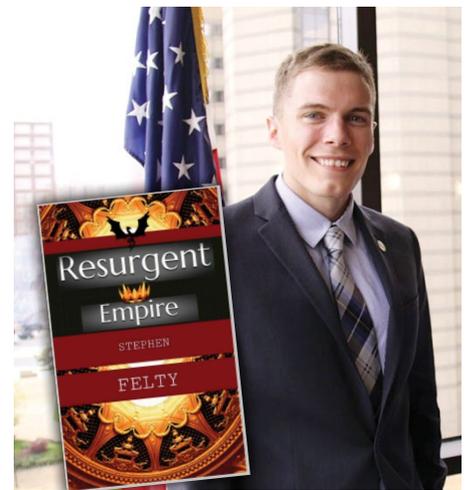
M. Carl Makins (MA 1803/1804) of the Charleston County, SC Sheriff's Office was promoted to Sergeant in March. Pictured with ELP alum Sheriff James Cannon (ELP0901).



Commissioner of New York City Emergency Management Deanne Criswell (MA1003/1004 & ELP0801) congratulates her First Deputy Commissioner Andrew D'Amora (ELP 1102) on his promotion to NYPD Deputy Chief.



With the help of Jose Andres (World Central Kitchen), Feed the Fight, and friends like Mark Kirwan, Ben's Chili Bowl, and so many others, we've been supporting about 8,000 meals per week along with supplies and financial support for DC's finest.



Resurgent Empire – by Stephen Felty, available on Amazon and Kindle as both an e-book and a Paperback.



The wedding of Samantha Phillips (MA 1103/1104) and Greg Brunelle (MA 0805/0806) was attended by eight other CHDS alumni, including Jim Featherstone (ELP0802), Beth Zimmerman (ELP1502), Stephanie Tennyson (ELP1502), Tom Balint (MA 0905/0906), Kevin Ettrich (MA 1301/1302), Vinicio Mata (MA 0805/0806), Phil Parr (ELP0902), and Terry Hastings (ELP0802).



Eric Mauro (ELP 1702), Gregory McAleer (ELP 1702), and Stephen Laycock (ELP 1701) got together for a mentoring & life coaching session while reminiscing about their time at NPS-CHDS.

Welcome TO THE CHDS FAMILY!

Congratulations to our most recently completed CHDS cohorts.



MASTERS
1803 | 1804

Outstanding Thesis Award: Scott Fenton and Gary Cummings
Curtis "Butch" Straub Award: Gary Cummings
Mark Carr Esprit De Corps Award: Tyler McCoy (1803) and Marie-Claire Brown (1804)



MASTERS
1805 | 1806

Outstanding Thesis Award: Alana Tornello
Curtis "Butch" Straub Award: Alana Tornello
Mark Carr Esprit De Corps Award: Brian Miller (1805) and Alana Tornello (1806)



EMERGENCE
1902



ELP
1901



PELP
2001



PELP
2002

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 Program (UAPP), 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 chds.us/ed also include multimedia elements such as interviews, podcasts, media-enhanced lectures, and Viewpoints interviews with subject matter experts.



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**QUESTIONS
COMMENTS
SUGGESTIONS**

HEATHER ISSVORAN

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