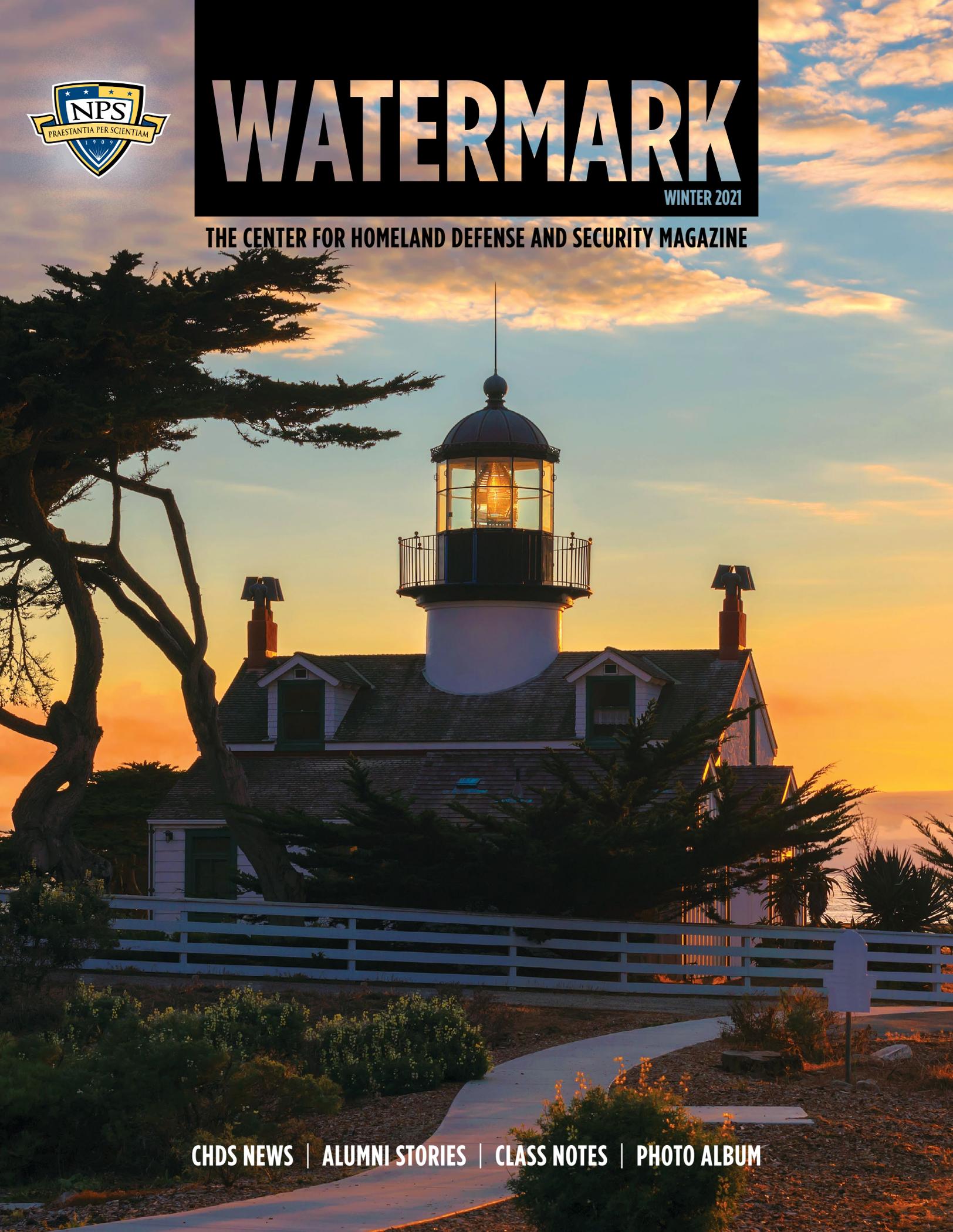




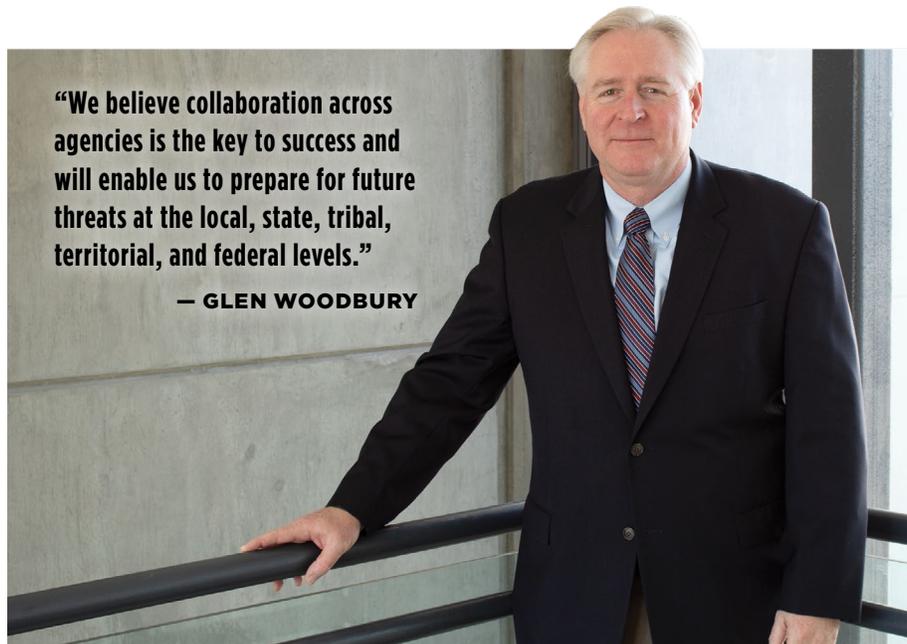
# WATERMARK

WINTER 2021

THE CENTER FOR HOMELAND DEFENSE AND SECURITY MAGAZINE



CHDS NEWS | ALUMNI STORIES | CLASS NOTES | PHOTO ALBUM



Dear Alumni and Friends,

This issue of Watermark wraps up a year in which we saw unprecedented wildfires, a record number of Atlantic hurricanes, and social unrest amid a global pandemic that forced us to adapt the way we collectively perform our jobs. In light of travel restrictions, shelter-in-place orders, and concern for program participants, CHDS transitioned its Master’s Degree, Executive Leaders, Emergence classroom programs, Executive Education seminars, and short courses to online remote delivery in March. This allowed our programs to safely run uninterrupted throughout the COVID-19 crisis while participants performed their jobs on the frontlines of the national response at the local, state, tribal, territorial, federal, and private-sector levels.

Even though we are not physically together, we understand that the ability to efficiently share information is possibly more critical than ever before. Over the past year, CHDS has provided students and alumni representing over a thousand different agencies with interactive online forums to collaborate on smart practices and share information throughout the COVID-19 crisis. During that time, CHDS conducted real-time briefings and policy discussions in close partnership with agencies at all levels of government and a wide range of national organizations such as the Association of State and Territorial Health Officials, Correctional Leaders Association, International Association of Emergency Managers, National Emergency Management Association, National Criminal Justice Association, National Governors Association and others.

The Homeland Security Digital Library’s COVID-19 Resource Archive was developed in a similar vein—to share information about policy and strategy documents, reports, Congressional hearings and legislation, and other resources that address the pandemic in an easy-to-navigate tool. There are currently over 8,200 coronavirus-related documents in the public collection.

Many of the lessons we are learning in the classroom and the field have translated into innovative solutions. In this Winter 2021 Watermark, you will read how your fellow alumni are leveraging their CHDS education and network to make a difference in the fight against threats to homeland security, public health, and emergency management. The last ten months may have seemed exceptionally long and eerily dark but there IS a light at the end of the tunnel. We will get there together, and we will be successful thanks to your contributions. Thank you for all that you do!

Truly yours,

Glen Woodbury  
Director, Center for Homeland Defense and Security

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Pacific Grove, California

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

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**ON THE COVER**

Silhouette of Point Pinos Lighthouse in Pacific Grove, California.  
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ESTABLISHED IN 2002

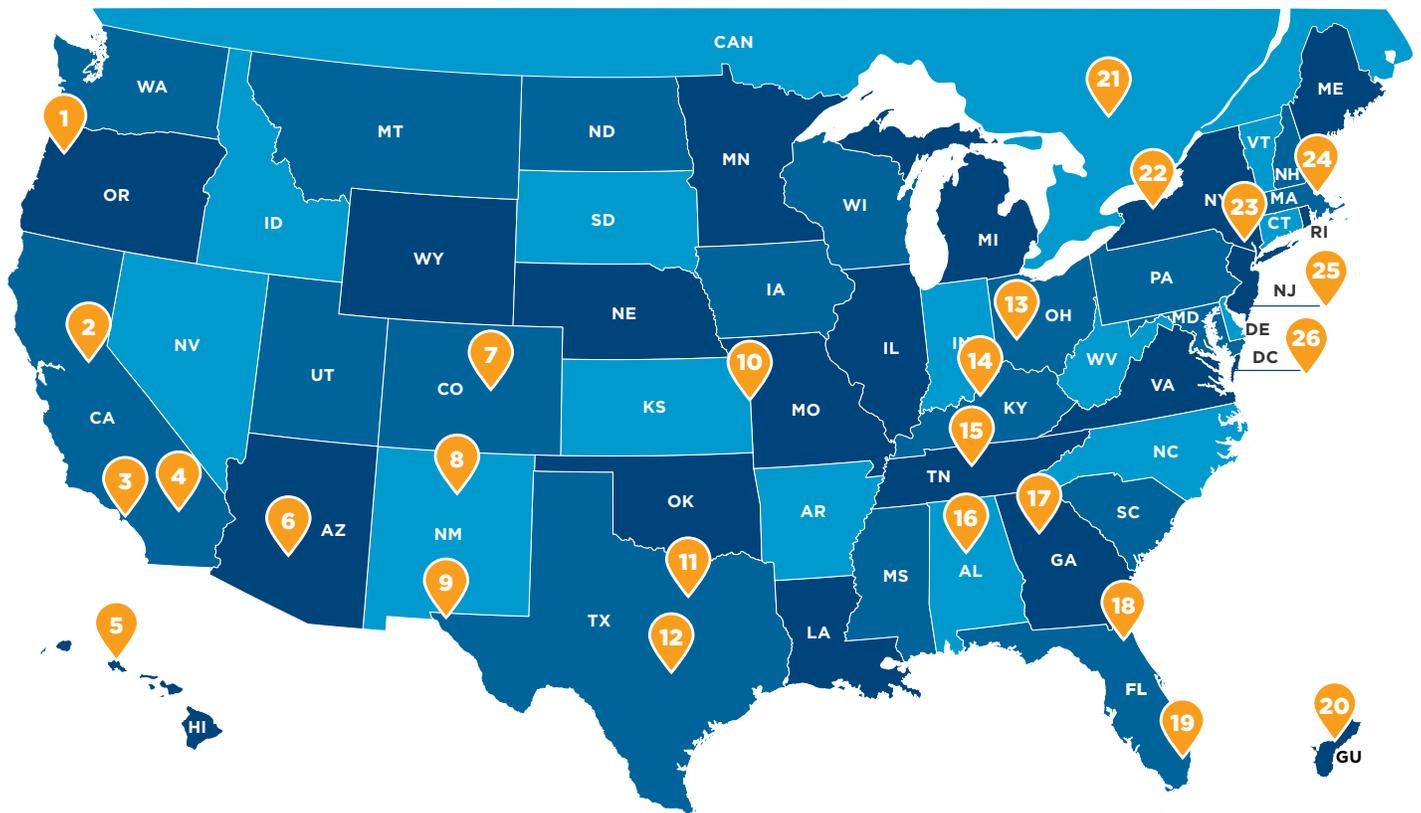
# REGIONAL ALUMNI CHAPTERS

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, 26 regional chapters have been established by alumni throughout North America and United States territories.



CENTER FOR HOMELAND  
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## ALUMNI NETWORK



**NEW** | WE WELCOME TWO NEW CHAPTERS TO THE CHDS ALUMNI NETWORK.

**AUSTIN**  
TEXAS



**HONOLULU**  
HAWAII



### INTERESTED IN STARTING A NEW CHAPTER?

SEND AN E-MAIL TO HEATHER ISSVORAN AT [hissvora@nps.edu](mailto:hissvora@nps.edu)

LEARN MORE ABOUT THE NATIONWIDE NETWORK OF CHDS ALUMNI CHAPTERS.  
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## DID YOU KNOW?

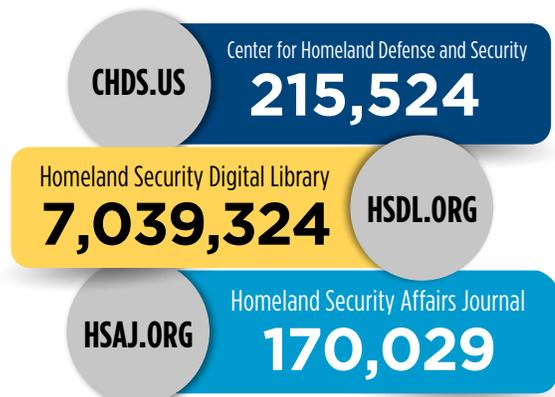
### ALUMNI HOLDING POSITIONS

\*INCLUDES CHIEFS, ASSISTANT CHIEFS, DEPUTY CHIEFS, SUPERINTENDENTS AND DIRECTORS



### CHDS ONLINE BY THE NUMBERS

2020 SITE VISITS





# WITH OUR ALUMNI CHAPTER HEADS



**18 FLORIDA, NORTHERN**  
**RON LENDVAY**, Undersheriff | Clay County Sheriff's Office | **MA1405/1406**

Ron Lendvay currently serves as the Undersheriff of the Clay County Sheriff's Office (CCSO) in Green Cove Springs, Florida. Prior to accepting his appointment with the CCSO, he was the Director of Public Safety at the Jacksonville Port Authority. Ron's law enforcement career was anchored by a twenty-five year run with the Jacksonville (FL) Sheriff's Office where he retired as the Director of Investigations and Homeland Security.

- Q** How many years have you been in emergency management/homeland security?  
**A** 26 years
- Q** In your opinion, what is the top homeland security issue in your region right now?  
**A** In my opinion, the biggest challenge in our field is addressing technology issues such as cyber security. We have an aging homeland security leadership cadre who frequently lack technical expertise and must bridge the generational gap with new employees who do have technical backgrounds.
- Q** Describe your CHDS experience in one word.  
**A** Fulfilling
- Q** What is your favorite place to dine on the Monterey Peninsula?  
**A** Mission Ranch, Carmel-By-The-Sea, CA



**2 CALIFORNIA, SACRAMENTO**  
**ERIC SAYLORS**, Battalion Chief | Sacramento Fire Dept | **MA1403/1404**

Eric Saylor is a battalion chief with the Sacramento Fire Department and has been with the agency since 1998. He has a Bachelor's degree from Sacramento State, a Master's degree from the Naval Postgraduate School, and is currently a doctoral candidate at the University of Southern California.

- Q** How many years have you been in emergency management/homeland security?  
**A** 25 years
- Q** In your opinion, what is the top homeland security issue in your region right now?  
**A** Operational Security during CA State Capitol Building renovation.
- Q** Describe your CHDS experience in one word.  
**A** Renaissance
- Q** What is your favorite place to dine on the Monterey Peninsula?  
**A** Sandbar and Grill, Monterey, CA

## REGIONAL ALUMNI CHAPTERS



**8 NEW MEXICO, ALBUQUERQUE**  
**KATELIN WRIGHT**, Senior Immigration  
Services Officer | USCIS | **MA1901/1902**

Katelin Wright is a proud Burqueña (i.e. a native of Albuquerque), who was born and raised in the state of New Mexico. Katelin began her career as an intern with U.S. Citizenship Services (USCIS) while attending school at the University of Nebraska Lincoln. Now in her ninth year with USCIS, Katelin holds the position of Senior ISO III at the Albuquerque USCIS Field Office where she serves as lead training coordinator and the subject matter expert on immigration eligibility and adjudication. When Katelin isn't working she can be found outside enjoying the natural beauty of the Land of Enchantment with her husband and two dogs, reading Sci-Fi books, or attempting to remodel her 1970s adobe house in the Sandia Mountains.

How many years have you been in emergency management/homeland security?  
9 years

In your opinion, what is the top homeland security issue in your region right now?  
The continued fight against COVID-19 remains the greatest homeland security challenge at all levels of government in the state of New Mexico. As the emergency program coordinator for the Albuquerque USCIS Field Office, I have witnessed firsthand the difficulties of balancing the mission essential functions that our federal workforce provides the immigration community while also prioritizing the safety of the public. I foresee this continuing to be a major challenge well into 2021 even with the coronavirus vaccine on the horizon.

Describe your CHDS experience in one word.  
Metamorphic

What is your favorite place to dine on the Monterey Peninsula?  
Probably cliché, but truly, there is no better place in my opinion than Mission Ranch, Carmel-By-The-Sea, CA.

## REGIONAL MEETINGS SPOTLIGHT KANSAS CITY

**10 ERICA HUPKA**, Manager of Campus Resilience and Strategic Planning -  
University of Kansas Medical Center | **MA1605/1606**

Erica organized the second Kansas regional alumni meeting via Zoom. She asked ELP grad and recently retired FBI executive, Jay Tabb, to provide his perspectives on domestic threats. She summarized the meeting by sharing, "We were so fortunate to have an HSE expert like Jay come speak with our Alumni group. His expertise and fresh analysis on the current threat landscape was informative, as well as being a welcome break from the ever-present COVID conversations. Jay's succinct summary of current threat actors harkened back to the courses of Brannan and Strindberg. We very much appreciated his willingness to speak with our group and would encourage other Alumni to reach out to Jay."



## 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.

Contact information on page 3



# ALUMNI HOUR

STAY CONNECTED,  
STAY INFORMED

THE CHDS ALUMNI HOUR  
IS AN HOUR-LONG VIRTUAL  
INTERACTIVE DISCUSSION  
HELD THE THIRD THURSDAY  
OF EVERY MONTH.

READ MORE ON PAGE 34

# GRETA MARLATT WINS LIBRARIAN OF THE YEAR AWARD

BY PATRICK KUHL

**G**reta Marlatt is widely known for her work with the Homeland Security Digital Library (HSDL) and Dudley Knox Library at the Naval Postgraduate School (NPS). Around campus, she's also known as the definitive source for delicious chocolate treats—which she often has displayed in a bowl in her office to share with the many guests who frequently visit her. But now, she has a new title: 2019 Federal Librarian of the Year.

Marlatt was notified of the prestigious award from the Library of Congress Federal Library and Information Network (FEDLINK) in late June 2020. The FEDLINK awards are established to recognize the many innovative ways that federal libraries, librarians, and library technicians fulfill the information demands of the government, business, and scholarly communities. Federal libraries and staff throughout the United States and abroad compete for the annual awards. The award affirms her dedication to helping Center for Homeland Defense and Security (CHDS) students, alumni, faculty, and staff solve complex research issues. The award also recognizes her contributions as the Outreach & Academic Support Manager at the NPS Dudley Knox Library. Predictably humble, Marlatt was surprised to receive the award. “I am honored to receive this award over my federal peers who all do an outstanding job on a daily basis,” she said. “I am also the third NPS librarian to receive it, so I am especially grateful that the Dudley Knox Library is able to continue the tradition.” Past winners include Eleanor Uhlinger (2009) and Lillian Woon-Gassie (2003).

FEDLINK specifically cited her instruction to Defense Analysis, National Security, CHDS, the Institute for Global Security, and the delivery of courses in citation management and bibliographic instruction as factors that improve data science research and education in support of the combat effectiveness of the Naval service. In 2019, Marlatt headed an important library renovation and collection relocation space-planning effort to remove barriers to resources while creating learner-



Greta Marlatt | Photo By Javier Chagoya

**“Supporting our students is my primary goal and what I love doing the most...they are writing about real-world issues and trying to make a difference.”**

— GRETA MARLATT

centered physical and virtual spaces. She managed \$2 million in library acquisitions, curated more than 30 LibGuides in the areas of congressional information, area studies, military information and conflict, and security studies, and responded to 750 off-desk reference questions.

Marlatt began working at NPS in September 1994 and has been a part of CHDS-HSDL since its inception in 2002.

“I was there from the beginning, at the discussions regarding creating the Center,” she added. “I was in some of the initial meetings with Lacy Suiter, Darrell Darnell, Vince Cable, Paul Stockton, and others. Paul felt the Center needed to have what is now the Homeland Security Digital Library.” While that may seem like a long time, time flies when you love what you do. The award honors her contributions in 2019, which admittedly feels like a long time ago—due to the effects of the COVID-10 pandemic on everyday life. “I am one of three library staff designated as essential and so I work in the library every day. As well as doing my regular work, we are providing scanning, printing, and check-out services since the building isn’t open as well as doing a lot of building-related functions,” she said.

So far in 2020, Marlatt has contributed to a handful of COVID-19 projects, in addition to her regular work with faculty and students. “At the request of an FDNY task force, I also prepared a bibliography of NPS theses and research related to pandemics, epidemic, and influenza,” she shared. “I also responded to a congressional request asking for information about economic recovery related to pandemics.” Two of the HSDL projects have already been published and are gaining traction: the COVID-19 Special Collection and the Resource Archive. The HSDL Special Collection contains over 5,500 resources related to issues associated with the coronavirus disease and pandemics. The HSDL 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. Users can browse by categories in an easily accessible interface or do an advanced search on the HSDL website for specific topics, publishers, or other criteria.

Marlatt also runs a personal blog—aptly named *Greta’s Gouge*. She updates it regularly with timely information on security studies, homeland security, intelligence, and special operations.

This is not the first time Marlatt has



Marlatt at the FDNY Academy training with Richard Blatus (FDNY Assistant Chief, Bureau of Operations), Frank Leeb (FDNY Chief of the Fire Academy) and NPS-CHDS staff Jodi Stiles and Heather Issvoran.

received recognition for her amazing work. She has left an undeniable mark on the field, authoring numerous academic articles and gleaming honors ranging from a 2012 New York Times “I Love My Librarian” award to the Navy’s Meritorious and Superior Civilian Service Awards. In 2016, she was honored with the NPS Lieutenant Commander David L. Williams Outstanding Instructor Award—which is named after an NPS alumnus who was killed in the September 11 attack on the Pentagon in 2001. “The ‘I Love My Librarian’ award and the FEDLINK award both mean a lot since they are awarded at a national level and are related to my peer groups,” she revealed. “But I also had the honor of receiving the student Cohort Impact award and that means even more to me because supporting our students is my primary goal and what I love doing the most. It’s about teaching them how to research and find quality information because as they write their theses, they are writing about important topics, not just checking a box. They are writing about real-world issues and trying to make a difference.”

Speaking of loving her job and making an impact on CHDS programs, Marlatt often gets to participate in specialized events and training that involve students and alumni. When discussing an FDNY Academy event, she mentioned “I had the chance to attend their alumni events, and



How many other librarians can extinguish a structure fire or rappel down a building?

both times we had the opportunity to go to ‘the Rock,’ their training facility. We got to participate in the same kind of training they go through and experience it first-hand. Those types of events are a lot of fun and also very educational.” It’s another example of her unmatched ability to guide CHDS students through the maze of research and writing demands required by the master’s degree program. And further proof that she is the perfect candidate to hold the title of Librarian of the Year. ■

# APEX

ALUMNI PROFESSIONAL EXCHANGE CHDS



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 NAVAL POSTGRADUATE SCHOOL



Black Lives Matter protest in Portland, Oregon | Photo by Tito Texidor III on Unsplash

# OF CROWDS AND CRUCIBLES: LEARNING ON THE FRONTLINES OF PROTEST

BY NICK CATRANTZOS

Some could cite Gustave Le Bon's seminal theory of crowd identity to claim that an individual induced by a crowd becomes less of a man. For Portland Fire & Rescue Battalion Chief Chris Barney (alumnus of the NPS-CHDS Master's Program), exposure to crowd and protest groups in Portland, Oregon, inspired a search for a deeper understanding of crowd group conflict. His 2019 thesis delved into other theories on crowd psychology and group identity.

In his view, protest crowds exemplify Social Identity Theory (SIT) in action. His Center for Homeland Defense and Security (CHDS) master's thesis, "The 'English Disease' and Political Protest: How Social Identity Theory Can Enhance Public Safety at Crowd Events," drew parallels from the kinds of violent crowd actions that erupt



**CHRIS BARNEY,**  
Portland Fire & Rescue  
Battalion Chief  
MA 1801/1802

at some international soccer matches, such as those notoriously — but by no means exclusively — associated with English soccer fans. The thesis explored soccer hooliganism as a proxy for understanding how crowd groups form, cohere, and change in volatility. Barney used a comparative analysis, analyzing events in Portugal, Charlottesville, and Portland to understand where the Elaborated Social Identity Model (ESIM) can inform how crowd group

identities change or adapt based on their perceived sense of legitimacy.

## View from the Ground

As a member of Portland Fire & Rescue and a city resident, Chris has lived and worked with the protests all summer. As a regular member of the protest command post, he routinely witnesses the care and treatment rendered to both protesters and police officers by his agency's Rapid Response Team medics during periods of intense emotion and aggression. Observing the protest activity both on and off-duty has provided the opportunity to recognize both the SIT in-group/out-group analytical markers and how ESIM explains changing group identities.

The desire for legitimacy within their expectation of a civil society helps define a



Battalion Chief Chris Barney with a "new recruit."

protest crowd group's identity. Chris sees evidence of this phenomenon in both his research and firsthand observations, which helps in understanding crowd behavior. In the days after the death of George Floyd, many different crowd groups coalesced in anger and frustration in Portland. After the initial shock and violence, the crowd groups dedicated to peacefully voicing their frustrations and desires for reform separated themselves from those groups more interested in mayhem. Initially facilitated through a liaison from Portland Police, these peaceful groups continued to exercise their protest rights in a non-violent manner, separately from their violent counterparts. This recognition and demonstration of legitimacy helped validate these peaceful voices and lessen the crowd management challenge.

When the situation on the ground changes, so do crowd compositions and objectives. Once federal law enforcement arrived to mount a more vigorous defense of federal facilities under nightly attack, this presence generated an opposing reaction by Portland groups that had been shying away from violence up to this point. The groups interpreted the federal response as illegitimate and altered many crowd group identities from non-violent to willing-to-confront-and-engage. As confrontations continued, community members who had not participated in the protests before joined the ranks standing across from the federal officers. Evidently, this situation fostered a

crowd perception that violence could now be justified in terms of taking a stand against perceived illegitimacy.

Since the publication of his thesis last year, Chief Barney's observation of Portland's ongoing protest activity has spurred more insight on group identity and how to address those groups bent on destruction and mayhem. In these moments, public safety agencies must weigh civil liberties, local laws, citizen and responder safety, political influence, and public sentiment in finding a path to engage these particular protest groups. Such complicating factors demonstrate a need for additional research to navigate through the chaos of public unrest. Cynefin and other frameworks show promise, in the chief's view, to illuminating the path forward through chaos and back to a civil society.

### A Long Journey

Chris Barney's journey to CHDS took a while but was worth the wait. The Naval Postgraduate School (NPS) came across his radar when his best friend, attending the campus full-time as an Army Special Forces officer studying asymmetric warfare, told him he had spotted firefighters graduating with him. Inquiries within the fire service community unearthed the CHDS master's program, but Chris wanted to improve his writing, which led him to complete a baccalaureate first. Eleven years later, he gained admission to CHDS but had to use his leave because departmental budget pressures meant his employer could not fund a replacement battalion chief to cover him during in-residence studies.

Chief Barney rates his CHDS master's experience as invaluable. He found the level of instruction and opportunities for discussion unrivaled, sharpening his critical thinking in more strategic avenues and expanding his professional network. In many ways, it is a gift that keeps on giving, recalling this advice from *The Meditations* of Marcus Aurelius: Give thyself time to learn something new and good, and cease to be whirled around.

To hear Chris discuss his thesis research with fellow master's classmate Octavio Saenz, Public Information Officer at the Texas Department of Transportation, check out their episode of *Viewpoints in Homeland Defense and Security*: [chds.us/ed/items/20315](https://chds.us/ed/items/20315). ■



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

# IMPROVING TRAINING THROUGH SIMPLICITY

BY MARC PRITCHARD

Organizational training commonly involves PowerPoint presentations or detailed employee manuals, loaded with facts and critical information, soon forgotten by the recipients or readers. Regardless of the topic or audience, the impact and retention targeted by the presenters are often significantly less than desired; within a hospital setting, the prompt execution of designated protocols comes with life or death consequences. Macklin Flinn, the Emergency Management Program Manager for Cleveland Clinic Marymount Hospital in Cleveland, Ohio, and recent graduate of the Center for Homeland Defense and Security (CHDS) Emergence Program (cohort 1902), sought to change the training dynamic through simplicity. If a picture says a thousand words, Flinn's approach to training would surely prove that theory correct.

Flinn began working for Cleveland Clinic in August 2019. During a meeting with the Senior Manager for Emergency Management, Mr. Mark Myers, very early in his tenure with the organization, Flinn asked a simple question, "What keeps you up at night?" After writing Myers' three-part response on his whiteboard, *cybersecurity-pandemic-total hospital evacuation*, Flinn examined his role with regard to the concerns of his supervisor. Although hospitals conduct training on evacuating a wing, floor, or department, a total hospital evacuation presents a significant challenge due to the scope and scale associated with the endeavor. Approaching his first Emergence in-residence session, Flinn knew his *Total Hospital Evacuation Training Initiative* project aligned with the goals of the program; however, he did not anticipate the impact Emergence would have on the design and implementation of his action plan.

Flinn received notification of his selection for cohort 1902 during his transition from the Cuyahoga County Office of Emergency Management to Cleveland Clinic. "It was definitely part of my early discussions, I knew the program would



**MACKLIN FLINN,**  
Emergency Management  
Program Manager for  
Cleveland Clinic  
Marymount Hospital  
**EMERGENCE 1902**

benefit the organization," Flinn commented. He continued, "Emergency Management leadership looked into Emergence, quickly became believers, and gave me the green light to attend." During the first in-residence session in September 2019, Flinn quickly realized the difference between Emergence and other education programs. He said, "I was really taken aback by the quality of students, not only how smart they were, but also how passionate they were about their role in homeland security." Additionally, Flinn noted, "the quality of instructors is unmatched...I didn't realize there could be instructors so open-minded to different ways of thinking...they encourage you to think for yourself and develop your own ideas, rather than following their approach

**"Hospital staff are inundated with policies and procedures; conducting effective training requires simplicity...even more so during a global pandemic."**

— MACKLIN FLINN

because it's simply the only way." Leveraging the expertise within his cohort combined with the challenging and supportive faculty, Flinn began developing his action plan.

Following the in-residence session, Flinn returned to Cleveland Clinic with a greater understanding of organizational change. He realized the development of evacuation training would not be as challenging as outlining the necessary steps for the action plan. Most importantly, he realized the need for leadership support. Flinn commented,



Cleveland Clinic Marymount Hospital in Cleveland, Ohio

"The first thing I did was get on leadership's calendar...something that is very challenging for a large hospital system." Meeting with Dr. Dan Napierkowski, Cleveland Clinic Marymount Hospital President, Dr. Douglas Kohler, Cleveland Clinic Marymount Hospital Chief Medical Officer, Mrs. Barb Zinner, Cleveland Clinic Marymount Hospital Chief Nursing Officer, and Percival Kane, Cleveland Clinic Marymount Hospital Chief Operating Officer, gave Flinn an opportunity to socialize his ideas for simplifying the training. "They were excited to see someone erasing a known gap in our training...and encouraged that I was involving leadership on the front end of its development," Flinn said.

Flinn outlined a simple plan that built upon a plan recently revised in 2018. Although comprehensive, training hospital staff on the plan presented a significant challenge. Flinn noted, "Our frontline caregivers, specifically our nurses, are required to read volumes of information on a weekly basis...so asking them to recite where their assembly area was as part of a potentially unlikely evacuation



Macklin Flinn at the Emergence 1902 graduation ceremony with CHDS Emergence Program Lead David O'Keefe, CHDS Executive Education Program Associate Director Ellen Gordon, and CHDS Director Glen Woodbury.

plan buried in pages of a document, they may have quickly reviewed seemed an ineffective training strategy. Providing a singular visual training aid combined with other binder materials to easily reference the key elements of the evacuation plan became the focus of the effort. However, as Flinn continued to make progress on his action plan and prepared to share his results during the final Emergence in-residence session in January 2020, the second item on his supervisor's list of concerns consumed his efforts – a global pandemic.

COVID-19 dramatically changed the timelines and focus of Cleveland Clinic. Following the in-residence session in January 2020, Flinn's focus shifted to support the hospital's response to the growing effects of the pandemic. "Right after Emergence completed, I was slated to conduct my second briefing to hospital leadership, however there was simply no time to pull leadership away to discuss anything other than COVID-19 response strategies," he said. Continuing, Flinn commented, "I realized the onus was on me if I wanted to see this project come to fruition." Balancing the demands placed on the hospital and its staff, Flinn smartly delayed training until August 2020 noting, "I watched the staff...they were exhausted...I knew I had to wait to give them time to recover from the excessively long shifts before they would ever be ready for training." Focusing first on the top two

floors of the hospital and the Behavioral Health department, Flinn designed training sessions for small groups in a COVID-19-safe environment to maximize the retention of information provided and avoid the growing fatigue with online training environments. Although the first training session was a success, the lessons learned from Emergence prevented Flinn from resting on his laurels.

"I thought I knew what critical thinking was until I went to Emergence, and then I truly learned how to think more critically," Flinn stated as he reflected on his approach to adjusting training going forward. "Between thinking about my action plan and the potential stumbling block for each department, each graphic...and the presentation of the training, I know I would have had a hard time organizing my thoughts and actions prior to Emergence," Flinn commented. As he turned to review the entirety of his experience with CHDS, he remarked, "Going through Emergence could not have come at a better time... the history at the Naval Postgraduate School... the instructors...and most importantly, the relationships you build within your cohort are all irreplaceable." ■

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Blindbury at an active COBRA operation with partnering agencies (second from right).

# CALLING ALL HANDS ON DECK TO HARDEN A SOFT TARGET

BY NICK CATRANTZOS

**H**ow does a TSA executive already responsible for two regional airports also address the Achilles' heel of securing ferries where any passenger can board with enough of an arsenal to create a bloodbath? The solution requires three vital components:

1. Create collaborative partnerships to motivate a posse of stakeholders;
2. Leverage a CHDS thesis to uncover opportunities, a legal framework, and implementation of demanding yet confidence-building exercises that create a new response capability; and
3. Be Steve Blindbury (MA 1703/1704), TSA's Assistant Federal Director – Law Enforcement for Connecticut, and the animating force behind COBRA, the Collaborative Operations by Response Agencies partnership. COBRA made



**STEVE BLINDBURY,**  
TSA Assistant Federal  
Director – Law Enforcement  
for Connecticut  
**MA1703/1704**

history this year by taking over an erstwhile D-Day landing ship for the first active shooter responder exercise held on a commercial ferry in the U.S. And this was only in March.

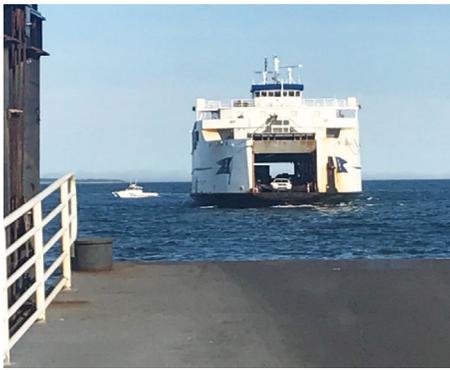
## Answering a Need

Steve, whose experience with going into harm's way on purpose, includes mixed martial arts and Federal Air Marshal service, reasoned it this way, after an Amtrak captain responded to a what-if scenario. If his officers were to witness an active shooter attacking

passengers on a commercial ferry, they would rush across the tracks, board, and do their utmost to take that shooter out. Under the circumstances, Steve figured it would behoove responders to increase their chances for a positive outcome. In Steve's judgment, these responders should at least receive training that improves their capability and their odds. Thus COBRA was born.

Over a dozen COBRA operations later, the U.S. Coast Guard and law enforcement agencies at all levels have warmed to the discoveries and recommendations in Steve's 2018 thesis, "Safe Seas: Protecting America's Ferries against Criminal Mass-Casualty Incidents."

Steve's research highlighted that "only ferry systems have yet to establish a dedicated process for transporting firearms." Moreover, for a variety of reasons, it is not feasible "to require that passengers secure their firearms in locked carrying cases while traveling on ferries." Nevertheless, because



Cross Sound ferry in COBRA exercise.



Interagency active shooter exercise on a ferry.



USCG boards a ferry during a COBRA exercise.

soft targets and crowded places such as ferry systems pose attractive targets for mass-casualty attacks, something needed to be done to address this vulnerability.

Steve's thesis laid the foundation for tackling this predicament on multiple fronts, including forging stronger interagency partnerships and bringing into the fold private sector collaborators with a vested interest in keeping their businesses viable and their customers alive.

### Leveraging Relationships

Steve brought non-traditional partners into the COBRA fold, including the company that owned the D-Day landing ship converted into a ferry, the black belts of a martial arts studio, and an aerospace firm. Steve convinced the Cross Sound Ferry Company, to lend him its biggest ferry for a weeklong, full-scale exercise that had responders boarding it and making shoot-don't shoot decisions in real-time as they defended passengers and hunted adversaries. It was the black belts who acted as role players, adding an element of credible menace. Subsequently, a Collins Aerospace company observer came along to witness a similar kind of exercise at an international air terminal, on the theory that improving understanding of response challenges as a regional critical infrastructure steward would increase company ability to provide support where needed.

### A COBRA with Legs

The COBRA program's March success was the culmination of months of planning and agency outreach. On its heels came another COBRA exercise in June. This event deployed not only federal, state, and local agencies, including the US Coast Guard, but also what Steve called "four-legged officers" from Amtrak, Bridgeport PD, the Connecticut Department of Energy and Environmental Protection, and the Bridgeport Ferry canine



Steve on left at signature COBRA exercise.



Blindbury with two USCG partners on a ferry boarding party exercise.

**“Soft targets and crowded places such as ferry systems pose attractive targets for mass- casualty attacks, something needed to be done.”**

**— STEVE BLINDBURY**

team. Even a National Guard Civil Support Team joined in to exercise its deployment of radiological detection equipment. Altogether, this exercise drew on 14 agencies for simultaneous deployment across four ferry terminals from New York to Connecticut,

two train stations, and four marine routes.

Another COBRA exercise in October switched gears, focusing on high visibility sweeps of public and sterile areas at the Bradley International Airport outside of Hartford, Connecticut.

With multiple successes has come recognition, both for Steve and his COBRA program. TSA recognized COBRA with its 2019 award, yet Steve takes equal pride in Connecticut's Federal Executive Association recognition of COBRA with its Outstanding Law Enforcement Team Award.

What makes the biggest difference for Steve, however, is measurable progress toward fulfilling his core objectives of (a) protecting critical infrastructure in line with DHS's mission, (b) establishing a visible presence to deter potential attackers, and (c) fine-tuning response capabilities to handle emerging threats. To this end, Steve's CHDS master's degree has been a positive contribution that still pays dividends. It even inspired him to pursue a second master's in transportation logistics management. Unsurprisingly, his next thesis will build on his CHDS and COBRA efforts, examining a national program for countering active shooters on ferries. ■

# CHDS EXPLORES LEADERSHIP LESSONS FROM THE SPACE PROGRAM

BY PATRICK KUHL

**N**ASA Deputy Administrator Jim Morhard will tell you that success is not always a straight line from point A to point B. He's achieved many great accomplishments throughout his personal and professional life but also faced many setbacks, from working in the Senate Committee on Appropriations to surviving a horrific plane crash that claimed the life of former Senator Ted Stevens and four others in remote terrain near Dillingham, Alaska.

On August 5, the Center for Homeland Defense and Security's Executive Education Program (EEP) hosted Deputy Administrator Morhard for a discussion about learning from NASA's past challenges and how homeland security professionals confronting complex public health, safety, and economic challenges can leverage that knowledge for future success. "Leadership Lessons from the Space Program: How Can These Inform the Unprecedented Challenges We Face Today?" was a recent installment of the EEP Lecture and Webinar Series and received over 500 attendees. Morhard was the featured guest and CHDS subject matter expert Mike Walker moderated the discussion. Walker, a frequent lecturer in the CHDS classroom, is the Former Acting Secretary of the Army and Deputy Director of FEMA.

The EEP provides unique educational opportunities within the homeland security field. Demand for educational content in the homeland security realm has never been greater and challenges confronting leaders are changing so rapidly that CHDS instruction has evolved to reflect the current state of affairs. In light of the COVID-19 pandemic, the EEP is shifting gears to deliver topical content that is rapid, virtual, and even asynchronous. The EEP Lecture & Webinar Series was developed



**JIM MORHARD**  
NASA Deputy Administrator



with these principles in mind. Focusing on the public health and safety, homeland security, and emergency management communities, the Lecture and Webinar Series has covered diverse topics ranging from "Strategic Planning for Reopening" to "The Battle to Regain Cyber Territory" to "Governmental Decision-Making During a Pandemic." Participants are welcomed and encouraged to ask questions electronically during each webinar.

Morhard and Walker have worked together many times over their combined 60-plus years of professional service and both contributed to the establishment of CHDS during its infancy, so they have a unique perspective on the wicked problems confronting homeland security and public health today. They also know that the most difficult challenges can often yield the greatest solutions through collaboration, innovation, and a clear chain of command. If the COVID-19 pandemic is the biggest public health threat we've faced, then it is also the ultimate opportunity from which to learn.

Despite the current global pandemic, NASA has managed to push forward and accomplish historical achievements, like putting American astronauts into space from the Kennedy Space Center for the first time in a decade and launching the new Mars Rover. How have they been able to overcome challenges to personnel and staffing? One particular

key to success is maintaining a clear chain of command. To illustrate the benefits, Morhard discussed the differences he saw between the Navy's clearly-defined chain and the US space program's potentially-murky chain that he encountered upon arrival at NASA. "When I first started at the Navy in the Controller's Office, there was a clear chain of command from the Secretary of the Navy and the Chief of Naval Operations all the way down to the line sailor," he shared. NASA utilizes a matrix management structure to organize its many space centers, research and development corporations, mission directorates, and support directorates. So, he suddenly found himself surrounded by engineers and scientists with "unbelievable passion and skill" but the chain of command was not so clear.

NASA's first confirmed case of COVID-19 was at Ames Research Center in Moffett Field, CA. They anticipated the virus would affect staffing and planned for it. "It was easy to close centers and headquarters, but the hard part was figuring out how to reopen operations," said Morhard. Morhard authored a return-to-site program to identify activities that were critical to mission success. The

number one priority was the health and safety of NASA employees. The clear and transparent plan placed an emphasis on taking care of people first. "You've got to care about people before they even think about believing in you. People are the most important asset of the mission. By engaging



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across multiple levels of command, you provide a clear pathway for collaboration,” said Morhard. Walker shared an example of the benefits of collaboration in the context of empowering employees. While participating in a classified Space Shuttle launch mission alongside the launch director, they detected a glitch in the downrange test. “The downrange test director urged them to postpone the launch because he was unable to guarantee the operation would succeed,” Walker said. “And despite a quickly closing window to launch, the director agreed to perform one more downrange test. The test was successful and the glitch was corrected, but it was very encouraging to see that every member of the team had the power to stop a launch.”

Another facet of collaboration is diversity in the workplace. “Diversity helps create new solutions and throughout the years, NASA has been a leader in diversity,” said Morhard. “We’re not looking at age or color, we’re looking for talent. What can you bring to the table? As we put these teams together, the more diversity we have, the easier it is to find solutions to the collective challenges we face.” Diversity also comes in the form of competition. NASA wants the competition in private industry to succeed because it creates a beneficial cycle. “The public-

private partnership between NASA and SpaceX that recently got our two Astronauts up and safely back from space drives down cost and breeds innovation. If you look at the space economy that’s developing in low Earth orbit, it will be successful due to such partnerships,” Morhard said. “We expect our research and development capabilities to increase dramatically. Low Earth orbit offers a new environment to experiment with microgravity. Some of those microgravity projects include the production of retinal implants and efforts on immunizations that couldn’t be done otherwise.”

**“I have so much respect for the people working in homeland security and public health, and I know we will get through these tough times together.”**

— JIM MORHARD

While NASA is trending towards a more agile approach, they’re still focused on integrating lessons from past failures. It’s a familiar situation for homeland security professionals who face complex problems that have many dynamic components. As an example, the Mars Perseverance mission is

looking for signs of ancient life and collecting rock and soil samples for a possible return to Earth. NASA has successfully identified a location to explore that may contain ancient microbial life. However they didn’t know how to search for potential fossils on Mars, so they studied the fossil location data from Earth to better inform the Perseverance mission. As expected, it hasn’t been a straight line to success—so it’s important to remain resilient. “As an example, we’ve successfully landed on the Moon four times already. We could have created three very expensive craters while trying to learn how to effectively penetrate Mars’ atmosphere, but we figured it out.” Morhard knows a thing or two about resiliency—and he read dozens of books on the topic while recovering from the near-fatal injuries he sustained in the plane crash in 2010. Drawing a parallel to the CHDS mission, Morhard offered advice for CHDS students working hard on their master’s thesis or in other CHDS programs. “I have so much respect for the people working in homeland security and public health, and I know we will get through these tough times together. The work you’re doing is incredibly important. We must remain resilient and continue searching for answers. For me, NASA embodies the human spirit of exploration and that’s why we’re here together.” ■

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### **Non-Traditional Authorities in COVID-19 Response**

Reviewed aspects of the National Emergencies Act, Defense Production Act, and Section 1135 waivers of the Social Security Act during the COVID-19 response.

[www.chds.us/c/item/13698](http://www.chds.us/c/item/13698)

**APRIL 3, 2020**

### **Federalism During a Global Pandemic**

Explored 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](http://www.chds.us/c/item/13695)

**APRIL 14, 2020**

### **How to “SCORE” Great Decisions During Stressful Times**

Reviewed 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](http://www.chds.us/c/item/13692)

**APRIL 21, 2020**

### **Rockefeller Foundation Briefing to CHDS on a National Testing Strategy**

Provided a briefing for CHDS students, faculty and alumni on the Rockefeller Foundation’s National Testing Strategy and Testing Solutions Coalition for States and Cities.

This session was available only to CHDS students and alumni.

[www.chds.us/c/item/13649](http://www.chds.us/c/item/13649)

**APRIL 22, 2020**

### **Lessons & Observations from Frontline Resilience Professionals**

Discussed resilience lessons and observations from the frontlines of the COVID-19 response and recovery. (Part One of a two-part resilience webinar series.)

[www.chds.us/c/item/13689](http://www.chds.us/c/item/13689)

**APRIL 23, 2020**

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

Provided a forum for National Criminal Justice Association 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. This session was available only to NCJA members.

[www.chds.us/c/item/13655](http://www.chds.us/c/item/13655)

April 29, 2020

### Personal, Organizational and Community Resilience

Discussed strategies to maximize resilience for individuals, organizations, and communities as we prepare for a “new normal.”

(Part Two of a two-part resilience webinar series.)

[www.chds.us/c/item/13646](http://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?

Explored 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](http://www.chds.us/c/item/13643)

MAY 15, 2020

### Governmental Decision-Making During a Pandemic

Discussed the powers held at the federal, state, and local level for reopening decisions and the impact these decisions will have on first responders and the people they serve.

[www.chds.us/c/item/13640](http://www.chds.us/c/item/13640)

MAY 20, 2020

### Strategic Communications: Challenges and Opportunities During COVID-19

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

[www.chds.us/c/item/14015](http://www.chds.us/c/item/14015)

JUNE 1, 2020

### The Battle to Regain Cyber Territory:

#### The Cyberspace Solarium Commission's Plan

Provided an overview of the 2020 Cyberspace Solarium Commission Report and discussed implications for all levels of government, the U.S. military and the private sector.

[www.chds.us/c/item/14227](http://www.chds.us/c/item/14227)

JUNE 10, 2020

### Ethics in Crisis: Observations from the Frontlines of COVID-19 with Dr. Sheri Fink

Explored ethical dilemmas facing leaders during crisis with Dr. Sheri Fink, Pulitzer Prize winning author and New York Times medical correspondent in hospitals during COVID-19.

[www.chds.us/c/item/14352](http://www.chds.us/c/item/14352)



CHDS Conversation with Dr. Anthony Fauci, October 14, 2020 | Photo courtesy of The White House Flickr

JUNE 17, 2020

### What Does Strategic Planning for Reopening Look Like When You Can't Strategically Plan?

Discussed how U.S. communities, businesses, and government agencies are approaching reopening decisions when so many questions remain unanswered about the “new normal.”

[www.chds.us/c/item/14500](http://www.chds.us/c/item/14500)

AUGUST 5, 2020

### Leadership Lessons from the Space Program: How Can These Inform the Unprecedented Challenges We Face Today?

Examined how NASA has conquered the impossible and learned from its failures in a discussion of strategies for homeland security professionals confronting today's complex public health, economic, and public safety challenges with NASA Deputy Administrator Jim Morhard.

[www.chds.us/c/item/16679](http://www.chds.us/c/item/16679)

OCTOBER 9, 2020

### Housing Challenges in COVID-19 Webinar Series Shelter from the Storm: Examining Housing and Shelter Systems in Disasters During COVID-19

Examined current preparedness plans and emerging model practices to provide housing and shelter during disasters during a pandemic.

[www.chds.us/c/item/17361](http://www.chds.us/c/item/17361)

OCTOBER 14, 2020

### CHDS Conversation with Dr. Anthony Fauci

Conducted a briefing for CHDS students, faculty and alumni with the latest updates on COVID-19 and discussed how homeland security leaders can best help in the Nation's response.

[www.chds.us/c/item/17498](http://www.chds.us/c/item/17498)

OCTOBER 16, 2020

### Housing Challenges in COVID-19 Webinar Series Shelter of Last Resort: Examining Systems of Congregate Emergency Shelter for Homeless and Vulnerable Populations During COVID-19

Considered the strategic planning and operational challenges when providing shelter and longer-term housing options for vulnerable populations during a pandemic.

[www.chds.us/c/item/17363](http://www.chds.us/c/item/17363)

OCTOBER 20, 2020

### CHDS Conversation: Ensuring Safe and Secure Elections

Discussed potential threats and planned safety and security measures for the fall 2020 US elections with a panel of national thought leaders and CHDS students, faculty and alumni.

[www.chds.us/c/item/17647](http://www.chds.us/c/item/17647)

OCTOBER 23, 2020

### Housing Challenges in COVID-19 Webinar Series Extreme Complexity: Management of Congregate Jail Populations During COVID-19

Provided a national discussion forum to consider how best to balance the public health implications for dense jail populations and the public safety implications of releasing incarcerated offenders during a pandemic.

[www.chds.us/c/item/17365](http://www.chds.us/c/item/17365)

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# RETHINKING DRUG POLICY TO KEEP BREAKING BAD FROM BREAKING WORSE

BY NICK CATRANTZOS

**Q:** Who would expect the Deputy Director of the Metropolitan DC Police Academy to advocate decriminalizing drug use and have her thesis cited repeatedly in an international study on future crime prevention?

**A:** Only the same CHDS instructors who recognized the 2017 work of Jessica Bress (now Jessica Tripoli) with the Outstanding Thesis Award.

Everything was unconventional about this thesis, “New High: A Future-Oriented Study of American Drug Policy.” Nevertheless, it gained purchase in the *Journal of Frontiers in Bioengineering and Biotechnology* in an October 2020 article edited by an authority at the Centers for Disease Control and reviewed by staff of the US Department of Health and Human Services.

## Discoveries

Jess, an NPS-CHDS master’s graduate came upon her thesis topic on the heels of a master’s degree in public health from George Washington University, which left her conversant with quantitative and qualitative research design. Intrigued by Professor Nieto-Gómez’s research on embodied intelligence augmentation, she began to look at how present trends can influence the future, which brought her to her research theme. He festooned Jess with a dozen books and articles to inform her understanding of how to imagine probable futures grounded in sound analysis without steering her research in a foreordained direction. She read them all and found her thesis advisor.

As her explorations confirmed, the undisputed assessment of current national drug policy was that it has consistently fallen short. Consequently, she had to examine contributing factors:

- Policymakers lacking the in-depth, technical understanding of what they must regulate, as exemplified by some politicians who struggle to understand



**JESSICA (BRESS) TRIPOLI**

Deputy Director of the Metropolitan DC Police Academy

MA1601/1602

Silicon Valley technology platforms during Congressional testimony.

- A critical lag between innovation in synthesis of new or even made-to-order drugs and the legislative processes aimed at barring their manufacture. Hence, a new pattern of powerful substances enters general circulation only to be criminalized much later and to then resurface in a technically altered but still legal form, after which this cycle repeats.
- Insufficient study of alternative models, such as the decriminalization approach pioneered in Portugal at the turn of this century and now showing positive metrics in the decline of addiction, drug-related spread of infectious disease, and drug-related crime.

## Off-base Assumptions

One of the impediments to the decriminalization approach, Jess found, is a knee-jerk tendency of observers to make the issue an either-or debate. In her research, successful diversion programs that channel addicts out of prisons and into treatment must be lifelong. If anything, these equivalents of the fictional Breaking Bad antihero turned drug manufacturer face more focused attention from the criminal justice system—a system that is concentrating resources against drug dealers that would otherwise be diluted by attending to incarcerating low-level drug users better handled in a public health system. Consequently, the right kind of program offers little to incentivize drug kingpins to go from breaking bad to breaking worse.

Another epiphany was that drug production and distribution may attract brilliant, sophisticated criminals adept at using complex technology and epitomizing the innovative impulse animating all entrepreneurs. As it happens, drug dealers turned out to be earlier adopters of pagers than their law enforcement counterparts. A similar early adopter tendency became evident in their embrace of Square technology to process contraband payments with a smartphone instead of cash.

Innovation only intensifies in the arena of nootropics and a recent tendency of technology workers to customize performance enhancement through micro-dosing. When a technology titan in Silicon Valley buys a synthesized psychotropic barely recognized let alone listed as a controlled substance, drug policy is in no position to keep pace. If the same individual adds billions in shareholder value, attributing enhanced creativity to micro-dosing this substance, criminal consequences are unlikely. The same applies to tailored doses optimized for athletic performance that deliver prodigies and profits yet remain difficult to trace. Meanwhile, today’s 3D printing technology already shows signs of being harnessed for personal drug production in the eminent future.

## The CHDS Difference

Jess found her CHDS master’s more demanding yet more satisfying than her other master’s program. A Fire/EMS counterpart, Rafael Sa’adah, introduced her to the program. She now remains in touch with instructors and cohort members, and finds the alumni network second to none.

As Jess observes, “the future is not a linear extrapolation of the present. Black Swan events can change our reality.” Applying this discovery to her thesis and having her ideas percolate to the London-based Dawes Center for Future Crime bear testimony to the value of Jess’s thesis beyond an academic requirement for graduation. ■

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# PROTEST RESPONSE: NOT MAKING IT WORSE BY GUESSING

BY NICK CATRANTZOS

In the motion picture *Apollo 13*, the Ground Control director portrayed by Ed Harris delivers a rousing call to action on hearing the head astronaut announce in classic understatement, “Houston, we have a problem.” The director summons the best engineers together, orders them to set aside everything else they are working on, and to gather all they need in order to “work the problem,” and “not make things worse by guessing.”

In the wake of George Floyd protests and civil unrest breaking across the land like a tidal wave washing over a formerly tranquil shore, CHDS alumnus Dori Koren (MA 1401/1402) rose to a similar challenge on behalf of the Major Cities Chiefs Association (MCCA) with its Report on the 2020 Protests and Civil Unrest.

With over a decade immersed in police intelligence and counter-terrorism, Dori came to CHDS as a sergeant with the Las Vegas Metropolitan Police Department. More recently, he answered the call to lead MCCA’s probe into the increase of protests and civil unrest across the United States and Canada as experienced in 68 of the largest police agencies across the continent. Meanwhile, for his day job, at the start of 2020 he found himself promoted to captain in charge of an area command overseeing the iconic Las Vegas Strip and providing leadership to nearly 300 subordinates. Being busy was an understatement.

## Demystifying Misperceptions

From the start of this initiative, the challenge was setting aside preconceived notions in favor of solid data that Captain Koren pursued via three means:

- Quantitative and qualitative surveys
- Facilitated discussion, and
- After-action reports.

For biased reporters quick to opine either that fewer than 1% of protests turned violent or that the majority appeared to be far from peaceful, Dori claimed equal skepticism. The data did not lie. As it turned



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**DORI KOREN,**  
Lieutenant - Las Vegas  
Metropolitan Police Dept  
MA1401/1402

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out, the study for which he served both as the project manager and lead author documented a different story. Of the 8,700 protests occurring between May 25 and July 31 in the major US and Canadian cities examined, 574 involved acts of violence. This worked out to 7% of the total.

## On the Receiving End of the Molotov

Other findings showed that 72% of major city police agencies reported officers being harmed during protests. The most common instances of protest-related violence were assaults on police officers, looting, and arson. Violent agitators’ weapons of choice were projectiles, fireworks, blunt objects, incendiaries (especially Molotov cocktails), and blinding agents (such as lasers and paint thrown into the eyes).

As with much crowd behavior, peaceful protests generally transpired in the afternoon. The violence generally surfaced after dark. Frequently, there followed overlap and transition from nonviolent, civil disobedience to destructive or lethal violence.

## Things the Media Missed

Dori’s study uncovered many realities that eluded popular coverage:

- 90% of study respondents discovered out-of-state protestors taking action in their cities
- 29% of protestors in these major cities were compensated for their actions
- 53% of responding police agencies reported district attorneys declining to prosecute protest-related arrests, with over half of prosecutors dismissing charges, resulting in over 50% of police agencies having to re-arrest suspects at the next protest.

Widely recurring protester tactics included using snack vans to conceal weapons, bicycle scouts to check police deployments before protest crowds arrived, and marking weapon caches with double handprints (a nod to the agitator mantra, “hands up – don’t shoot.”)

Nevertheless, most police demonstrated restraint and reported solid communication with federal partners – despite media broadcasting the contrary. The most commonly deployed crowd control tool by law enforcement was not tear gas but high-volume pepper spray (for 306 out of 8,700 events, or about 3.5% of protest activities). While 77% of reporting agencies claimed effective communication with federal counterparts, most protest organizations refused to cooperate with police outreach efforts aimed at facilitating peaceful protests.

## Exercising CHDS Muscles

Having trained law enforcement counterparts in over 10 countries as part of a State Department outreach program, Dori Koren is no stranger to big-picture thinking. Indeed, in a profile of rising stars under age 40, *Police Chief Magazine* recognized him for becoming his agency’s creator of its first human intelligence squad.

Nevertheless, he credits CHDS for cultivating his warrior scholar mentality to enable contending with a world of ever-changing threats. The program’s intellectual challenge enabled him to pursue efforts to infuse national police and justice reform initiatives with data to inform an understanding that root causes are more complex than currently popularized in media accounts.

In Dori’s view, “complex problems often require complex solutions and any shortsighted effort to address the issues we currently face in law enforcement is likely to backfire or lead to unintended consequences.” One such consequence would be for America’s adversaries to exploit current unrest as a smokescreen for another mass attack. ■

# LEADERSHIP EDUCATION TO FEMA INCIDENT MANAGEMENT ASSISTANCE TEAM ACADEMY

BY PATRICK KUHL

The Center for Homeland Defense and Security (CHDS) Executive Education Program (EEP) and Executive Leaders Program (ELP) teams collaborated to deliver a multi-week executive education session for the FEMA Incident Management Assistance Team (IMAT) Academy that focused on strategic leadership, critical thinking, and incident management principles. The IMAT Academy is usually conducted in-person, but CHDS was able to quickly pivot to an online delivery format.

The IMAT Academy is coordinated by the FEMA Field Operations Division (FOD) within the Office of Response and Recovery, and this session was conducted as part of the onboarding and orientation of a new National-level (NIMAT) team. “CHDS generally provides education opportunities for individuals who apply, are accepted, and come together in a cohort. This opportunity was unique because the participants were all part of a single team,” noted Ellen M. Gordon, Executive Education Programs, Executive Director. The mission of an IMAT is to deploy to an incident or catastrophe to support state and local operations, coordinate federal assistance, and support inter-jurisdictional response. The teams are fully compliant with the National Incident Management System (NIMS) and train and exercise as a unit. There are regional and National-level IMATs. The National or NIMATs consist of three teams (Red, White, and Blue IMATs). Each NIMAT is assigned to a geographical region of the country. Regional IMATs generally handle disasters within their regions, while NIMATs coordinate large scale or complex response operations.

“Conducting a multi-week in-person academy virtually was a challenge as daily schedules, length of presentations, and breakout activities all had to be balanced against the realities of a virtual environment,” explained David Fukutomi,



Executive Education Program Deputy Associate Director. Time zones, online attention spans, and the work-from-home environment’s reality were significant considerations in structuring the agenda. Simply converting a traditional eight-hour session agenda to a Zoom-based delivery was not going to work. Slow internet connections, outdated software, or the struggles of learning to use a new application for the first time can disrupt the whole operation. “A significant challenge was not being able to see and engage participants in person. It is easy to underestimate the impact of eye contact, nonverbal communication, and social interaction has when conducting a regular CHDS session,” said Fukutomi.

The session featured a combination of keynote speakers, panels, and topical discussions. CHDS provided a diverse and accomplished group of subject matter experts (SMEs) that drew upon their personal and professional experiences. The keynote speakers included former US Coast Guard Commandant Thad Allen and Lt. General Jeff Buchanan, US Army retired, who shared leadership lessons and led insightful discussions. CHDS also utilized its alumni network to garner two of the SMEs: Nancy Dragani, Deputy Regional Administrator for FEMA Region VII, and Joyce Flinn, Director of the Iowa Department of Homeland Security and Emergency Management. Flinn is an alumna of the CHDS Executive Leaders Program (ELP1402), and Dragani is an alumna of the CHDS Master’s program (MA1005/1006) and Executive Leaders Program (ELP0601).

Participants also collaborated in group activities each day, designed to reinforce

the learning by addressing specific challenges. Content from the Executive Leaders Program and Pacific Executive Leaders Program (PELP) deliveries were incorporated, as were lessons learned from CHDS’ recent offerings during the pandemic. The breakout activities required participants to role-play as leaders in local jurisdictions and the private sector, all of which helped participants gain an appreciation for the unique challenges faced by leaders in other organizations. “For a federal team to be effective, I believe it is vitally important they understand the dynamics and politics that are present in every state,” Dragani remarked. “No two states operate in the same manner. Hopefully sharing our experiences and state processes provided these new members with insight that will aid them as they experience their first deployment.”

The week-long group activity, known as the “Big Island Fruit Company Case Study,” put participants to the test as key personnel of a fictitious private-sector enterprise. Each day they addressed a significant challenge, culminating in developing and presenting to a simulated governor and executive staff. “Executive education is our core mission. We share best practices, encourage collaboration, and challenge participants to think broadly,” said Glen Woodbury, CHDS Director in describing the Center’s contributions. “As an educational experience, this was intended to be very different from a traditional training session.”

Preparation proved to be the key to successful virtual deliveries. Virtual engagements require significantly more prep time than standard deliveries. Fukutomi agreed, “Testing internet connectivity, the familiarity of the platform functions, and how content translates virtually with each speaker is essential. Even though we were in different parts of the country, we succeeded together by investing in up-front planning.” ■

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# RETHINKING FIRE DANGER: WHERE THE BACKWOODS MEETS THE BACKYARD

BY NICK CATRANTZOS

**V**ictor Hugo once observed that great blunders, like large ropes, are composed of a multitude of fibers. For Erik Litzenberg however, this observation applies equally to the kinds of challenges that exemplify a perfect storm this fire chief sees recurring with devastating consequences. In particular, he noticed how fires at the point where urban sprawl meets fire-prone wildland expanse appear to be getting worse instead of better.

This trend inspired his exploration into the fire danger that has only recently commanded the kind of public scrutiny that arises when resulting catastrophe becomes intensely personal. Such has been the case with wildland fires of the kind that laid to waste the town of Paradise, California in 2018, hence Erik's thesis on what has come to epitomize the wildland-urban interface, or WUI. The thesis itself casts the trained lens of Litzenberg, Fire Chief, Santa Fe County, on the unique fire danger arising where home buyers succumb to the allure of nature by building closer and closer to fire-prone, natural habitats in their zeal to elude urban life's concrete and congestion. Litzenberg is an alumnus of the Center for Homeland Defense and Security (CHDS) Master's Degree Program (cohort 1805/1806) and Executive Leaders Program (cohort ELP1201).

Published in March 2020, "America Wildland-Urban Interface Burning: A Modern Application of a Historic Success," Erik's master's thesis examines the problem through an analytical framework that senior soldiers use to analyze complex environments. Along the way, he draws out lessons from as far as Australia in the search for getting the upper hand on the WUI fire challenge.



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**ERIK LITZENBERG**  
Fire Chief, Santa Fe County,  
New Mexico  
**MA1805/1806, ELP1201**

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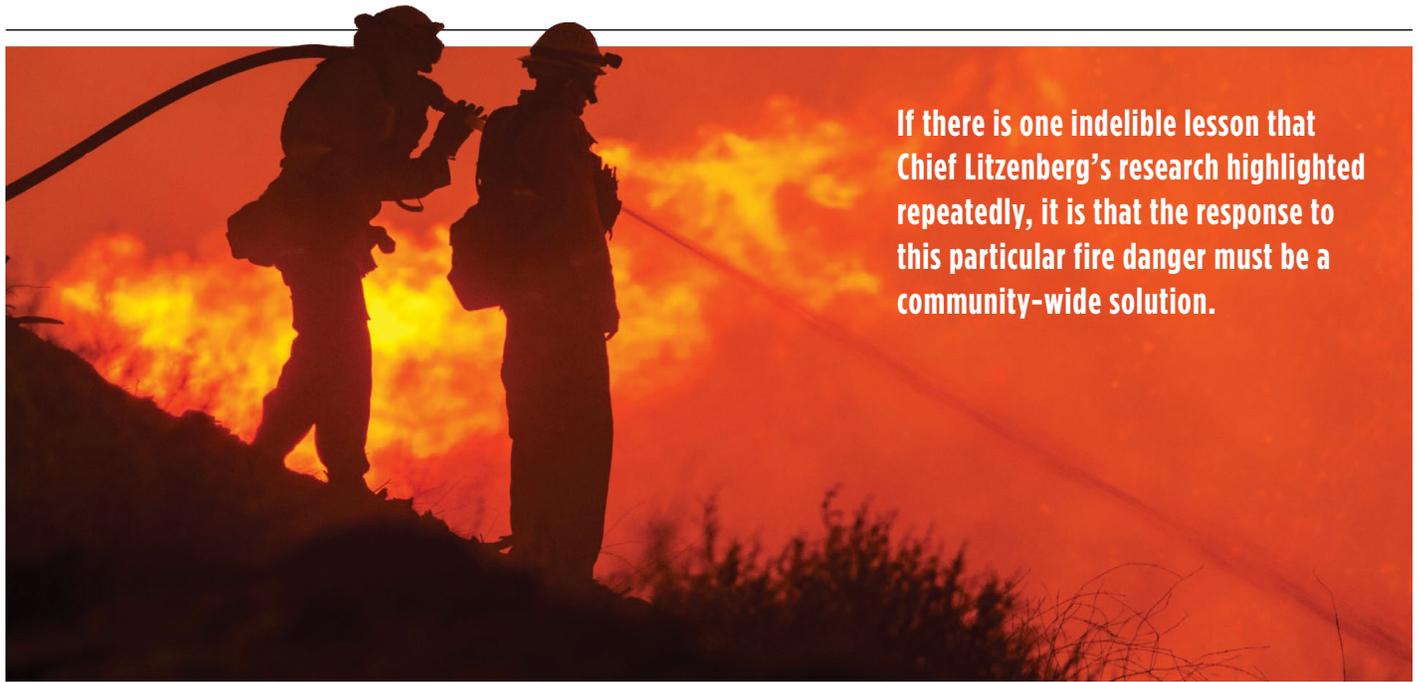
## **SDLE: Stay and Defend, or Leave Early**

An approach that runs counter to conventional wisdom, the Australian strategy of SDLE has found a place in the firefighting tool kit—if used in the right circumstances and after the homeowner has undertaken the right kinds of preparation. Erik's Australian counterparts reporting on the utility of this approach found that home dwellers in remote areas are often reluctant to evacuate, especially if they must cross wide expanses of the bush where their escape route may well take them through paths that are already aflame. Consequently, over the course of hard-earned experience, Australians learned that there are indeed times when staying and defending the premises in a wildland environment becomes the better option.

In order for this kind of defense to avail, however, it is necessary for the resident defenders to have done advance homework. This means fuel reduction, which includes at least clearing the area surrounding the home of combustible material.

As for leaving early, because of the likelihood that a WUI situation may often compel the homeowner to choose between staying in place or facing certain roasting through a rapidly approaching wildfire, evacuation must take place much sooner. By the time traditional evacuation orders come out, it is often too late for evacuation to be a first choice. Consequently, alert systems and





If there is one indelible lesson that Chief Litzenberg's research highlighted repeatedly, it is that the response to this particular fire danger must be a community-wide solution.

homeowner awareness of the risk require greater sensitization and early warning for evacuation to be a realistic option.

### Universal Lessons

If there is one indelible lesson that Chief Litzenberg's research highlighted repeatedly, it is that the response to this particular fire danger must be a community-wide solution. Everybody has to do his or her part. This includes homeowners, responders, and officials responsible for landscape management.

Another realization was the outdated conception of there being a fire season. When it comes to where backwoods and backyards meet, it is better to think in terms of a fire year. There is no longer such a thing as a fire season.

### An Enduring Caution

To the question of whether lessons gleaned from this study can automatically apply beyond the WUI fire challenge to other kinds of emergencies, the Chief advises caution. While he makes no claim to having the same experience with hurricanes, tsunamis, tornadoes, or other calamities that he has with fires, he suspects that it would be rash to advocate the Australian SDLE approach to just any situation. The reason is that many other types of an emergency fall short of lending themselves to the kind of preparation necessary for making an SDLE strategy viable.

One possible area to explore more carefully for such an SDLE application



Litzenberg on-scene at a daily fire briefing.

could, in theory, be a situation involving an active shooter where the danger of evacuating into the line of fire roughly parallels that of leaving a remote home in the bush only to find one's exit route unsurvivable. However, such an application would require careful study before earning the Chief's support.

Overall, in summing up his work and his experience with the CHDS master's program, Chief Erik Litzenberg highlighted his appreciation of how everyone has a part to play. This applies especially to his ultimate goal of creating fire-adapted communities, yet extends to improving community resilience against all dangers, whether natural hazards or induced catastrophes. ■

### FIND MORE FIRE-RELATED RESEARCH FROM YOUR COLLEAGUES AT HSDL.ORG

- Altering the Mission Statement: The Training of Firefighters as Intelligence Gatherers by **Richard Blatus, Assistant Chief**
- Gender Diversity in the Fire Service: A Study of Imbalance, Implications, and Improvement by **Richard Boudreaux, Fire Chief**
- Preventing Firefighter Exposure Hazards by **Paul Burke, Deputy Fire Chief**
- Evolving the Local Fire Service Intelligence Enterprise in New York State: Implementing a Threat Liaison Officer Program by **Robert Covert, Assistant Fire Chief**
- New York City Fire Department Chief Officer's Evaluation of the Citywide Incident Management System as It Pertains to Interagency Emergency Response by **John Esposito, Assistant Chief**
- Fire Department Perspective: Providing Crowd Safety During Dynamic Events by **Rick Griggs, Battalion Chief**
- It Takes a Village: Integrating Firehouse Hubs to Encourage Cooperation among Police, Fire, and the Public by **Greta Hurt, District Fire Chief**
- Diversity in the Fire Service-Beyond Basic Demographics by **Bailey Martin Jr, Fire Battalion Chief**
- Searching for Effective Training Solutions in Firefighting Domain: The Analysis of Emergency Responses and Line of Duty Death Reports for Low Frequency, Highrisk Events by **Deanna McDevitt, District Fire Chief**
- Application of the Intelligence Cycle to Prevent Impacts of Disastrous Wildland Fires by **Brian Young, Fire Chief**





Assistant Chief Dennis Jensen being promoted by Chief John Harrington in 2004.

**Lessons that Count**

Informing this outreach were earlier lessons gleaned from witnessing the struggles of the sizable Hmong community that preceded Somali immigrants coming to Minnesota for their chance at the American dream. Adjusting to their new surroundings presented interlocking frustrations, including language and culture. Unsurprisingly, police inspired reflexive antipathy when authorities in the old country were notorious for terrifying average citizens through rape and amputation.

Before Jensen, benevolent intentions faltered. Few cops realized that a smile and a handshake would backfire when attempting to meet with leaders in a mosque. Instead, Dennis taught his colleagues to remove their shoes and keep their hands to themselves.

Finding a good interpreter was critical, as was the kind of sincerity that only works

if genuine. This, Jensen epitomized, as Chief Smith recalls in the former's oft-repeated motto: "You have to feed the bank of goodwill all day and every day."

That bank continues to produce dividends, despite Dennis Jensen's succumbing to a chronic struggle with medical ailments and passing away in early 2020.

**Secret Untapped: The Female Factor**

Dennis recognized the subtle power of Somali women in their community. At first, the women at meetings between police executives and community leaders would melt away into the background. Gradually, however, it became clear that the women

were the parental force most opposed to radicalization. They did not want their sons joining al-Shabaab and heading off to Syria to chase the romance of jihad.

Engaging with this maternal force relied on women in the police force and even took convincing recreational staff to assign female lifeguards to public swimming pools favored by the Somali women, who would not go swimming if a male lifeguard were to enter the same pool.

**A Special Edge: The Super Collaborator**

A master collaborator, Dennis was renowned for helping many in the community and for supporting the promotion of women in law enforcement.

His best collaborator, however, was not a cop but his finance director, Amelia Brown. Also known as Amelia Brown Jensen, or Amy, she was completing her own thesis on

strategic planning at the same time that Dennis was working on his CHDS graduate degree. Since Amy was not only Dennis's spouse but also the departmental grant writer, she gave his thesis extra scrutiny. Little did Dennis realize that it was this scrutiny that inspired Amy to craft the capture strategy that won that first grant and, subsequently, the larger, federal grant.

Had Dennis lived to witness the 100-year anniversary celebration of the passing of women's right to vote in the U.S., he might have seen it as a natural validation of one of his lasting principles: collaborating with every stakeholder in a shared purpose.

For Dennis Jensen and those who follow, the bank of goodwill remains open today, still paying dividends. ■

**REMEMBERING THOSE WHO SERVED**

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



**CATHERINE MERCOGLIANA**

MA0803/0804  
National Preparedness Officer,  
Department of Homeland Security



**DAVID JACKSON**

MA1003/1004  
Chief Critical Infrastructure Protection Planner  
at Texas Department of Public Safety



**DON REED**

MA0403/0404  
Deputy Chief, Civil Support Branch -  
U.S. Northern Command



**JIM "THE DEAC" DELANEY**

MA0403/0404  
Medical Services Disaster Coordinator -  
Florida Department of Health



**DENNIS JENSEN**

MA0403/0404  
Former Assistant Chief,  
St. Paul Police Department

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# MEET THE NEW PRESIDENT OF IAEM-USA: JUDSON FREED

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BY PATRICK KUHL

The Center for Homeland Defense and Security (CHDS) has established a long and fruitful relationship with the International Association of Emergency Managers (IAEM) that continues to grow as CHDS master's alumnus Judson (or, Judd) Freed takes the reins as IAEM President of the USA Council.

The IAEM is a non-profit educational organization with over 6,000 members dedicated to promoting the Principles of Emergency Management and representing those professionals whose goals are saving lives and protecting property and the environment during emergencies and disasters. The mission dovetails well with CHDS' educational and programmatic objectives, so it makes sense that the two organizations form a strong partnership. For the past 11 years, IAEM and CHDS have partnered to present the annual Leadership Symposium, usually scheduled in conjunction with the annual conference and sponsored by FEMA. This year's symposium was conducted in November and focused on topics such as "Complexity in Crisis" and "Disaster Resilience 2035 - Emerging Trends and Future Strategies." Due to the COVID-19 pandemic, the symposium was delivered remotely in a virtual format this year. "Our relationship with IAEM keeps us connected to the broader discipline of emergency management," noted CHDS Director Glen Woodbury. "It helps us test our ideas and curriculum with real-world practitioners. Their annual conference is an excellent setting for this symposium."

While the Leadership Symposium represents a longstanding collaboration, IAEM and CHDS have also embarked on some new projects recently—such as the CHDS Executive Education Program's *Lecture and Webinar Series*. Challenges confronting leaders are changing, requiring new outlets for instruction that allow delivery of topical content in a rapid, virtual, and asynchronous environment to reflect the current state of affairs. The *Lecture & Webinar Series* was developed with these principles in mind. Focusing on the public health and safety, homeland



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**JUDSON FREED**  
Director, Ramsey County, MN  
Emergency Management  
& Homeland Security  
MA1001/1002

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security, and emergency management communities, IAEM and CHDS have partnered to host live webinars on diverse topics ranging from "Strategic Planning for Reopening" to "Examining Housing and Shelter Systems in Disasters During

**"While I realize that in a single term no president can make sweeping change, I am determined to work to advance the profession of emergency management."**

— JUDSON FREED

COVID-19" to "Management of Congregate Jail Populations During COVID-19." Many of the past Lecture and Webinar Series recordings are available to watch on the Executive Education Program website.

Judd Freed was officially sworn in during the Closing Session of the IAEM

Reimagined Virtual Conference on November 23, 2020. "While I realize that in a single term no president can make sweeping change, I am determined to work to advance the profession of emergency management and rid us of the false label that EM is a 'new' profession that cannot identify itself and thus should be buried under some other agency." He's the perfect candidate with over 30 years of experience in emergency management, homeland security, risk, resilience and continuity. He's served as Director of Emergency Management and Homeland Security in Ramsey County, Minnesota, since 2003. Ramsey County is one of the nation's most densely-populated, large urban counties.

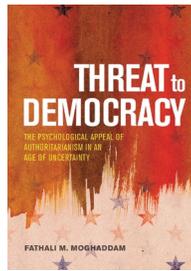
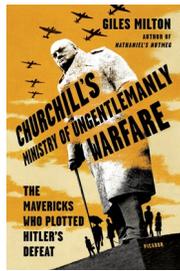
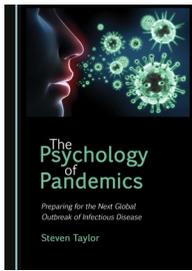
Freed completed the NPS-CHDS Master's Program in 2011 (MA 1001/1002) and his thesis, titled "No Failure of Imagination: Examining Foundational Flaws in America's Homeland Security Enterprise," focused on resolving the inherent constitutional tension between the federal and state governments. Prior to his election as president of IAEM-USA, he served two terms as president of IAEM-USA Region 5 and served on various IAEM committees. He is past president of the Association of Minnesota Emergency Managers and is a commissioner to, and treasurer for, the Emergency Management Accreditation Program (EMAP). ■



Saint Paul, Minnesota is the county seat of Ramsey County | Photo by Matt Jones on Unsplash

# READ AND LISTEN

Here are some recommendations from faculty and alumni.



## FACULTY BOOK PICKS

Lynda Peters

- The Psychology of Pandemics: Preparing for the Next Global Outbreak of Infectious Disease, by Steven Taylor
- The Viral Storm: The Dawn of a New Pandemic Age, by Nathan Wolfe

Christopher Bellavita

- Fantasyland: How America Went Haywire: A 500-Year History, by Kurt Andersen
- How the World Thinks: A Global History of Philosophy, by Julian Baggini

Carolyn Halladay

- A Unified Theory of Cats on the Internet, by E.J. White

Lauren Wollman

- Why Some Americans Support the Use of Torture in Counterterrorism, by Erin M. Kearns and Joseph K. Young

Sara Kay

- How to Be an Anti-Racist, by Ibram X. Kendi
- You're Not Listening: What You're Missing and Why It Matters, by Kate Murphy

## ALUMNI BOOK PICKS

Ronald Dorman

- Cynefin - Weaving Sense-Making into the Fabric of Our World, by Dave Snowden
- The Little House (9 Volumes Set), by Laura Ingalls Wilder, Bedtime reading with the kids!

Angi English

- Managing the Unexpected: Sustained Performance in a Complex World, by Karl E. Weick and Kathleen M. Sutcliffe

David Brown

- William Tecumseh Sherman: In the Service of My Country, By James Lee McDonough

Chris Tubbs

- Threat to Democracy, by Fathali Moghaddam
- Seeing like a State, by James Scott.

Kevin D. McMahan

- Midnight in Chernobyl: The Untold Story of the World's Greatest Nuclear Disaster, by Adam Higginbotham

Larry Lawrence

- Immigration, Assimilation, and Border Security, by Lorraine McCall and Yoku Shaw-Taylor

Fred Bordallo Jr.

- Exercise of Power: American Failures, Successes, and a New Path Forward in the Post-Cold War World, by Robert M. Gates

Adam K. Thiel

- Churchill's Ministry of Ungentlemanly Warfare: The Mavericks Who Plotted Hitler's Defeat, by Giles Milton

Raymond Bisogno

- The World, by Richard Haass

Danya Aliyah

- My Own Country: A Doctor's Story of a Town and Its People in the Age of Aids, by Abraham Verghese

## PODCAST PICKS

Kristi Rollwagen

- It Was Said by Jon Meacham

Edmund Hartnett

- Police Off The Cuff

Will Werner

- Jocko Podcast
- Bill Gates and Rashida Jones Ask Big Questions

Raymond Bisogno

- Horns of a Dilemma
- Intelligence Matters
- The Lawfare Podcast

Susann Kimmelman

- Overwatch, from the Institute for the Study of War

Alan Butsch

- Talking Politics

J.J. Francis

- The National Security Law Podcast



FOR MORE RECOMMENDATIONS CHECKOUT CHDS ALL HANDS FACEBOOK GROUP



CHDS  
PODCASTS

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INTERVIEWS AND PODCASTS



## VIEWPOINTS

IN HOMELAND DEFENSE  
AND SECURITY

WITH HOST  
HEATHER ISSVORAN

The nation's homeland security leaders give opinions on current issues and challenges facing the country.



## THE REFLECTING POOL

WITH HOST  
BIJAN KARIMI

Informal conversations with CHDS Homeland Security Master's program students about their theses.



## HOMELAND THE PODCAST

WITH HOST  
FRANK FORMAN

Yesterday's pioneers, today's leaders, and tomorrow's visionaries within homeland security.

Find these podcasts  
and more at  
[www.chds.us/ed](http://www.chds.us/ed)  
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STEVE RECCA, DIRECTOR  
[sprecca@nps.edu](mailto:sprecca@nps.edu)

# EDUCATION SUMMIT SHIFTS TO ONLINE FORMAT

BY PATRICK KUHL

Even though the 13th annual Homeland Defense & Security Education Summit looked and felt different than previous years, the plenary sessions, research panels, and discussion topics were just as impactful. In light of travel restrictions and the COVID-19 pandemic, the University and Agency Partnership Program (UAPP) hosted this year's summit online. The virtual platform allowed participation from those not normally able to travel due to funding or work reasons and drew over 450 attendees—a record for the Center for Homeland Defense and Security's (CHDS) yearly event. It also provided an opportunity for participants to discuss a wide range of topics related to the theme "Leading and Educating in a Multi-Threat/Hazard Environment: What Homeland Security Leaders Need to Know." CHDS used a combination of Zoom video conferencing and a web platform, Cadence, to support networking and information flow.

The three-day event featured 70 different presenters representing government agencies, the private sector, and universities. There were 10 research and program panels that explored topics like Pandemic Preparedness and Response, Artificial Intelligence, Crisis Communication, Ethical Dilemmas in Security and Intelligence, Climate Security, and Cybersecurity. The summit also hosted two panels focused on current issues: *What Homeland Security Leaders Need to Know and Homeland Security Communication Influencers*. The discussions were led by nationally-renowned thought leaders in security and public communication. As expected, CHDS faculty and instructors were heavily involved and moderated eight of the sessions.

The first day focused on faculty development and opened with program

updates from CHDS and the Federal Emergency Management Agency (FEMA) National Training and Education Division (NTED) before transitioning into discussions about homeland security curriculum. The afternoon featured a special session on *Climate Security: A Pre-Mortem Scenario Planning Approach to Homeland Defense and Security* with Dr. John Comiskey from Monmouth University, Dr. Michael Larranaga from REM Risks, and Dr. Cameron Carlson from the University of Alaska Fairbanks.

On day two UAPP Director Steve Recca began the proceedings by introducing the inaugural Dave McIntyre Homeland Security Educator Award, which is given to a member of the UAPP community who has made significant contributions

**"This is a true knowledge exchange. Not just a one-way knowledge transfer. This is about us getting together as a community and sharing ideas."**

— STEVE RECCA  
Director, University and Agency  
Partnership Program

to advancing homeland security research and education. This year's award was presented to Dr. James Ramsay, Professor & Chair at the University of New Hampshire's Department of Security Studies. Dr. Stanley Supinski, CHDS instructor and thesis advisor, was announced as the Emeritus Recipient

of the award thanks in part to his efforts to help launch UAPP as the former director.

The balance of day two included plenary sessions on topics like *Leading in a Disinformation-Rich, Technology-Driven Environment* and *Challenges & Opportunities for Enterprise Leaders and Educators* before shifting format to research panel discussions. The research panels encouraged active feedback and delved into new approaches and methodologies in homeland security education content and delivery.

The final day provided participants with multiple options to attend concurrent research panel sessions on relevant homeland security topics. One of the morning panels was dedicated to the



Steve Recca and Glen Woodbury



Tim Manning, Alan Bersin, Juliette Kayyem, Chappell Lawson and Glen Woodbury



Vice Admiral Ann Rondeau, USN (ret) and Steve Recca

“Intersection of Public Health, Safety, and Security” while the other focused on “Homeland Security Influencers.” Both were well attended and generated lively feedback in real-time. Afternoon sessions also offered multiple concurrent panels so attendees had the option to discuss emerging technologies shaping the security landscape or learn about prevention, preparedness, response, and recovery techniques in a multi-hazard environment.

In the end, the summit was extremely successful and was emblematic of the Center’s ability to remain agile and shift gears to provide a fully remote event. In addition to shifting all hybrid courses to online synchronous and asynchronous instruction, CHDS has now hosted several large events in an online, virtual format.

The 14th annual Homeland Defense and Security Education Summit is tentatively set for the first week of November 2021 and CHDS is reviewing options for hybrid delivery with a mix of online sessions and in-person discussions in Monterey, CA. ■



James Ramsay, Andrew Meehan, Trace Lasley and Larry Porter



James Ramsey, Chelsea Binns, Michael D. Larranaga and Kyle McDonnell



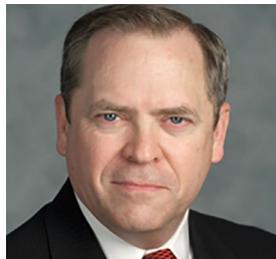
Cameron Carlson, John Comiskey and Michael Larranaga



Scott Kelberg and Jeff Stern

## THE INAUGURAL DAVID MCINTYRE HOMELAND SECURITY EDUCATOR AWARD

This year we introduced the Dave McIntyre Homeland Security Educator Award. Dave passed away in June and we decided it would be fitting to honor the significant contributions he made to homeland security research and education. The space he created has allowed us to grow. This year’s recipients both epitomize that spirit and will continue to build on that legacy.



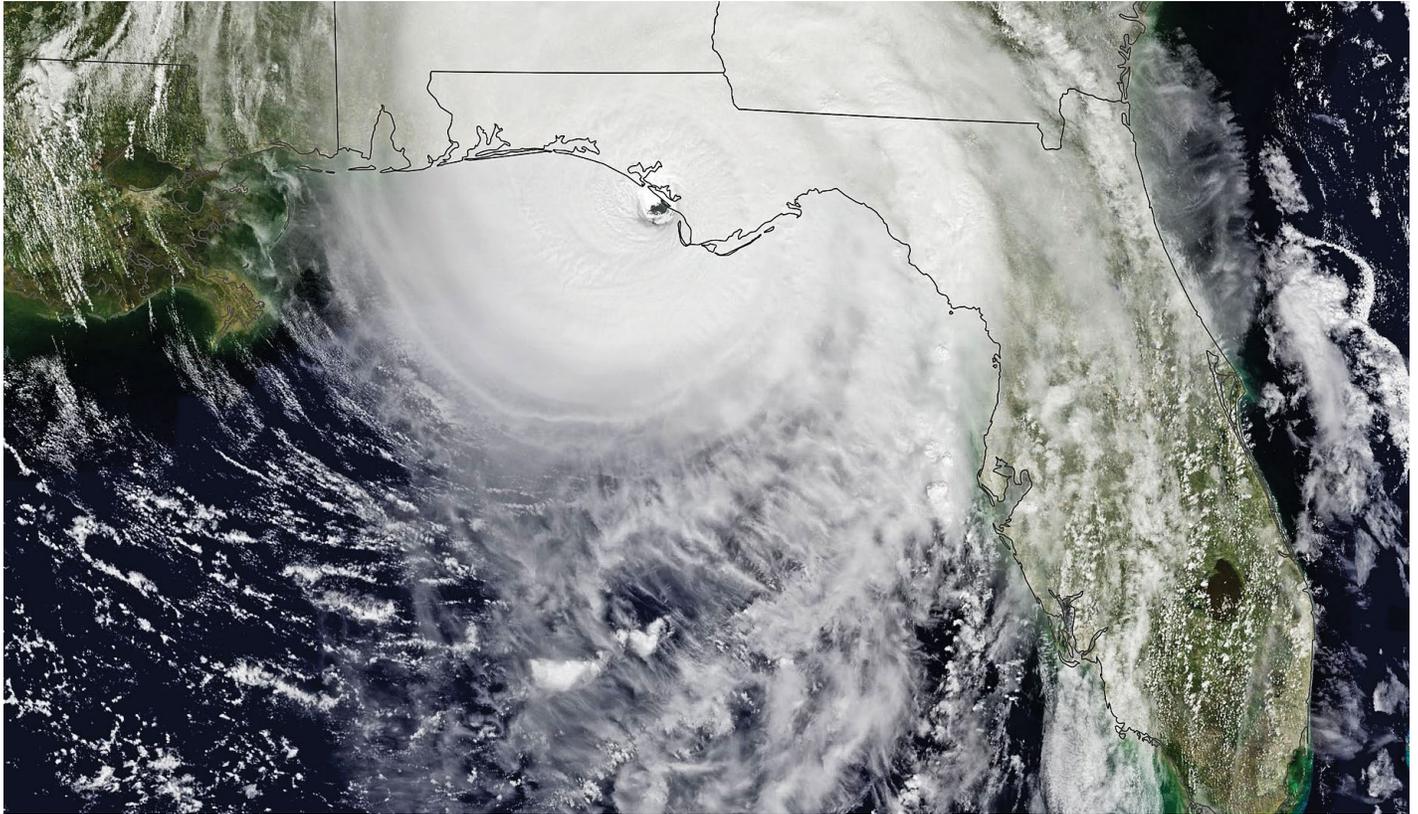
**Dr. David McIntyre, USAF Col. (RET.)**  
Founding Director of the Texas A&M Bush School of Government and Public Service and UAPP contributor



**Dr. James Ramsay, 2020 Recipient**  
Professor & Chair at the University of New Hampshire’s Department of Security Studies



**Dr. Stanley Supinski, Emeritus Recipient**  
CHDS instructor and former UAPP Director



Hurricane Michael October 2018

# LEADING WHILE LOSING IT ALL

BY NICK CATRANTZOS

**T**wo years ago, Center for Homeland Defense and Security (CHDS) Master's graduate Rodney Andreasen lost everything to Hurricane Michael when the Category 5 hurricane made landfall on Florida's Panhandle and then veered inland, rolling into his community in Jackson County, FL as a Cat 4; the eye passed directly over his county.

For Andreasen, as Director of Jackson County Emergency Management, it was small consolation that he had predicted such consequences years ago. He had fine-tuned his reputation as a regional Cassandra by studying other events at home and around the country. After completing his studies at CHDS, he took early warnings to heart, citing the 9/11 Commission Report and Richard Clarke's book, *Warnings*. His recurring theme was insufficient attention to warnings to avert disaster.

In 1997, with military retirement only one more assignment away, Rodney assumed responsibility at the NCO Academy, Keesler AFB, Biloxi, MS, for



**RODNEY ANDREASEN**  
Director of Jackson County, FL  
Emergency Management  
MA1003/1004

planning to safeguard priceless artifacts of Air Force history from the next storm. That next storm was Hurricane Katrina. His planning paid off; all artifacts survived.

Prior to that, Rodney had noted Hurricane Hugo's consequences for South Carolina in 1989. This combination of study and direct observation convinced him that his community would be in trouble if facing a strong Cat 2. Unfortunately, because his community had dodged numerous close calls, his warnings were perceived as exaggerated. Consequently, when Hurricane Michael raged through as a Cat 4, its damage proved staggering.

## Pressing the Limits of Endurance

The devastation toggled between home and office. Nothing makes a more lasting impression than seeing debris flying outside through the screened and armored office window built to withstand severe impact. What made it worse was watching those same windows begin to leak water from the air pressure. His log cabin home, which had an all-wood interior and destined for an idyllic place to retire, fared worse. The doors blew in from over 100 MPH winds, over pressurizing the interior. This compromised the roof, opening it to flooding of the entire home's interior. Research materials and family keepsakes were gone, but the Andreasen family held on. The property sold at a major loss. Meanwhile, the Andreasen's moved in with relatives until they finally found a new home of their own in summer 2020.

Throughout this ordeal, Rodney and his team kept anticipating other emergencies, including thunderstorms and fire hazards posed by downed trees and uncleared



Master's alumnus Rodney Andreasen was honored by the Governors' Hurricane Conference.



The results of an EF2 tornado on an emergency shelter that Andreasen advised against using.

debris. Theirs was not the luxury of focusing exclusively on recovery as more challenges kept coming.

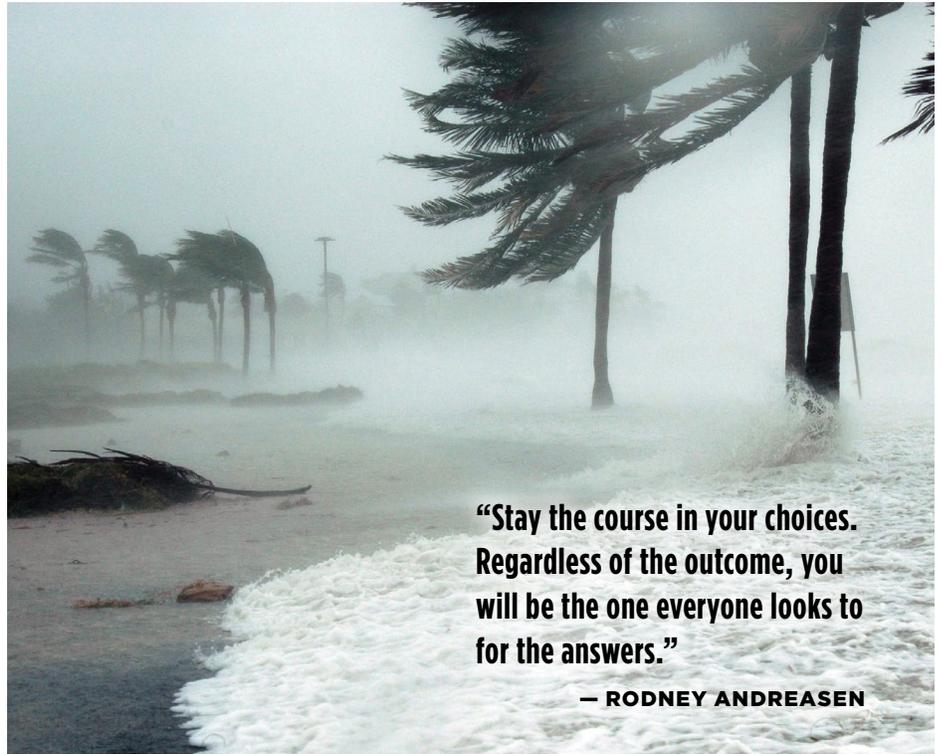
### A Motto Turned Battle Cry

As dark days became months, Rodney's staff came to embrace a mantra he coined and repeatedly chanted when things looked bleak. Indeed, they liked it so much, his crew posted his motto on Rodney's door: **ONLY POSITIVE SPOKEN TODAY**

Since the hurricane, Andreasen has become an invited speaker at the Florida Governor's and National Hurricane conferences, where his first-hand insights contributed to his reputation in emergency management. At a West Palm Beach conference, however, one senior attendee, impressed with his presentation, lightened the mood by equating Andreasen's appearances to impending catastrophe. Tongue-in-cheek, the executive implored, "Rodney, please don't come to my county."

### Reflections on CHDS Experience

With two master's degrees and several professional certifications already to his credit, Andreasen would not have approached the Center for Homeland



**"Stay the course in your choices. Regardless of the outcome, you will be the one everyone looks to for the answers."**

**— RODNEY ANDREASEN**

Photo by Alaina Rakes, pixy.org

Defense and Security for yet another graduate degree. People made the difference.

First, a senior colleague from the Florida Division of Emergency Management spoke glowingly of the program. The encouragement of CHDS Director of Communications Heather Issvoran when initially applying for the program, along with CHDS instructors Dave Brannan and Paul Smith, was priceless. So was his cohort (1003/1004), whose intellectual engagement rivaled the generosity which Heather and CHDS Senior Consultant David O'Keeffe mobilized to create a Go-Fund-Me account to give this emergency management professional the kind of relief he was accustomed to seeking out for others.

It went against the grain for Rodney to accept such largess, but Dave Brannan convinced him to do so. After all, Brannan was no stranger to enduring devastating loss of his own when a major fire struck his home only a year earlier. The thoughtfulness flowing from what Rodney considers his CHDS family was as moving as it was helpful, and he continues to express the highest gratitude for colleagues who remembered him in his time of need.

### On Balance

Today, Rodney soldiers on with renewed dedication. As he tells it, today's emergency

managers are visionaries. Their impact is growing. The proof is in how communities such as his own outgrew the "It's not going to happen here" mindset. Today, the walls are coming down, and resiliency is on the rise.

If there is any advice Rodney can offer to benefit other survivor-responders, it is this:

"Stay the course in your choices. Regardless of the outcome, you will be the one everyone looks to for the answers. Realize that there will be those who will question your decisions and second guess your processes. In the end, you will be the one who makes the final decision and bears the burden of its consequences."

Nor should one forget to build on the experience of getting it right. Rodney himself was questioned about turning down the use of a building in 2004 that he recognized was not fully rated for use as a shelter. Nevertheless, he stood firm despite withering criticism. Within 48 hours, an EF2 tornado slammed that building into splinters and would have killed or injured anyone occupying it—if this emergency manager had not stood his ground (see attached photo). As a leader and a survivor, Rodney Andreasen continues to look to the sign hung on his door for the many dark days, still finding the right touch of inspiration in "Only Positive Spoken Today." ■

# LIFTING THE FIREFIGHTER'S WORST CURSE: A THESIS IMPLEMENTED BEFORE ITS INK WAS DRY

BY NICK CATRANTZOS

Completing a CHDS thesis offers catharsis to some and enlightenment to others, but to FDNY Captain John Haseney (MA 1701/1702) the experience was a sprint turned marathon. His agency, the Fire Department of New York, a supporter of CHDS since 2003, not only vetted John before he applied for the master's program but made it clear to him that his thesis research would most likely inform FDNY policy. Moreover, if the thesis proved sufficiently compelling, top brass would not hesitate to implement John's recommendations without delay. Other than that, there was no pressure.

Trouble is, John struck paydirt before his thesis got published. As a result, he faced having his senior, in-house mentor, Deputy Assistant Chief Frank Leeb (MA 1405/1406) not only return real-time feedback as John was conducting his research but also implement John's recommendations and change FDNY policy documents while the thesis was a work in progress. Frank was able to do this by leveraging his role as chair of the department's contamination reduction workgroup.

## A Mortal Threat

Chief Leeb initially asked John to focus his research on risk management for contamination control when both were working in the same firehouse in Elmhurst, Queens. This led to John's 2020 thesis, "Overcoming Implementation Barriers within the Fire Service to Reduce Firefighter Cancer Rates" ([www.hsdl.org/?view&did=843006](http://www.hsdl.org/?view&did=843006)).

John's first sentence makes the research-supported claim, "Occupational cancer has become the leading cause of line-of-duty deaths within the United States fire service."

What spurred John to explore this problem? First, following the research uncovered a significant gap in understanding barriers to implementation. For instance, scientific research demonstrates that using baby wipes after



## JOHN HASENEY

Captain, Fire Department of the City of New York

MA1701/1702

## FRANK LEEB

Deputy Chief, Fire Department of the City of New York

MA1405/1406

a fire reduces contamination by a median of 54 percent. Even where this value is understood, however, action continues to lag behind knowledge.

Additional motivation came from losing four fellow firefighters to occupational-related cancer while John was enrolled in the CHDS master's program. A roadmap to implementation became a pathway to reducing this death toll. In the process of crafting his thesis, John wrestled with one of any profession's eternal predicaments about how confounding it can be to translate best practices into standard operating procedures.

## From Cage Match to Fight Club

John's deep dive led him to case studies that ultimately unearthed not one but seven barriers to fending off this line-of-duty death threat. As it turned out, each barrier struck John as sufficiently confounding to merit an entire thesis of its own. Thus, his first challenge became one familiar in his line of work: containment. Next came distillation. Then came the surreal position of finding his ideas translated into action while his formulation of them was still in draft form. He credits Frank for this. Consequently, what could have been an episodic undertaking in a more conventional thesis drafting process turned into a never-ending battle to examine, refine, and deliver a work product designed to make a difference. A one-round fight had turned into a never-ending battle.

As John's supporter and biggest internal customer, Frank offers his agency's leadership perspective. "John's thesis is the type that can save a lot of firefighter lives. We have already implemented his research, which was a roadmap that does not exist anywhere else."

## The CHDS-FDNY Connection

Moreover, as both Frank and John affirm, FDNY has a history of basing policy on sound underpinnings, including a penchant for taking seriously the kind of research on tap in CHDS products. Additionally, Frank underscores that top management at FDNY judges it important that thesis research like this be worthy of taxpayer investment and FDNY firefighters. Besides, as Frank points out, John's findings were based on scientific research, a vital key to gaining financial support for implementation. This is why he experienced little hesitation in taking John's work out of the classroom and into the field without deliberation or delay.

What brought CHDS to John's attention? Internal notices within FDNY advertised the program, as well as the internal process to prequalify for it before tendering the usual application. Five senior leaders within FDNY vet these master's applicants before sending them to CHDS, and Frank is one of those five.

While a CHDS master's degree does not automatically catapult careers directly, it demonstrates a level of commitment and willingness to learn that serve program graduates well within FDNY. As John says, the experience broadened his perspective and introduced him to great people throughout the country who all want to do the same things. Coincidentally, about half of the top brass at FDNY today are CHDS graduates.

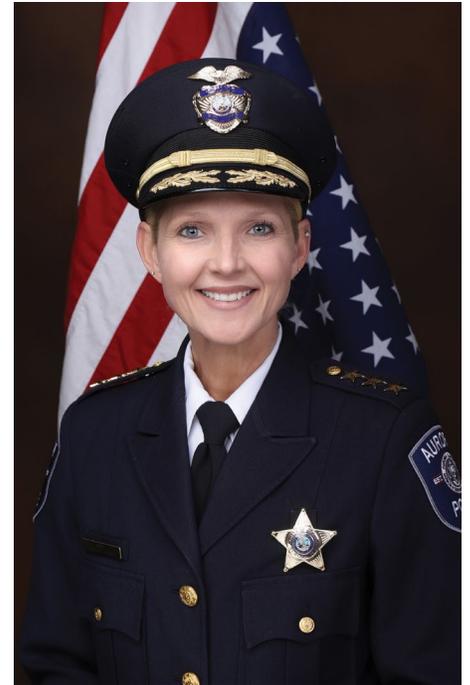
For both John Haseney and his agency, a lasting benefit that has made the master's program worthwhile is that his thesis is already making headway in countering a deadly threat, instead of sitting on a shelf in obscurity without ever raising an eyebrow. ■



Chief Cynthia Renaud (Ret.), Santa Monica, CA Police Department | MA0901/0902



Chief Dwight Henninger, Vail, CO Police Department | ELP1602



Chief Kristen Ziman, Aurora, IL Police Department | MA1703/1704

# CHDS ALUMNI ASSUME LEADERSHIP POSITIONS AT THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

BY PATRICK KUHL

The Naval Postgraduate School's Center for Homeland Defense and Security (CHDS) is proud to announce that three alumni have been sworn-in to the International Association of Chiefs of Police (IACP) Executive Board: Chief Cynthia Renaud (Ret.), Santa Monica Police Department in California; Chief Dwight Henninger, Vail Police Department in Colorado; and Chief Kristen Ziman, Aurora Police Department in Illinois.

The IACP is the world's largest and most influential professional association for police leaders, committed to shaping the future of the policing profession. With more than 31,000 members in over 165 countries, the IACP is a recognized leader in global policing, committed to advancing safer communities through thoughtful, progressive police leadership. Since 1893, the IACP has been serving

communities worldwide by advancing leadership and professionalism in policing through advocacy, research, outreach, and education.

Chief Renaud will serve as the President of the IACP. President Renaud is the second female President in the Association's 127-year history. During her term, President Renaud has pledged to focus on addressing the root cause of homelessness; critical incident response with an emphasis on crowd management, facility and business protection, intelligence gathering and sharing, and overall community safety; and the assemblance of a global working group to identify shared issues and the leading approaches to successfully working in each area of common concern. Renaud is a graduate of the CHDS Master's Degree Program (2010).

Chief Dwight Henninger will serve as the First Vice President of the IACP. In September 2021, he will be sworn in as the President of the IACP. Chief Ziman is serving in the role of Vice President At-Large. Henninger is an alumnus of the CHDS Executive Leaders Program (2017) and Ziman graduated from the CHDS Master's Program (2018).

"President Renaud, Vice President Henninger, and Vice President At-Large Ziman exemplify a commitment to the Association's values and to the policing profession," said IACP Executive Director / CAE Vincent Talucci. "They bring a wealth of experience and commitment that will undoubtedly assist the Association and its membership as we continue to be the gold standard for training and leadership development. I am thrilled to work with them in the years to come." ■



Enforcement agencies processing active crime scene following a shooting in Santa Fe High School. | Photo by Michel Mond

# THE K-12 SCHOOL SHOOTING DATABASE WEBSITE GETS A FACELIFT

BY PATRICK KUHL

Two years after launching the K-12 School Shooting Database (K-12 SSDB) in September 2018, the Center for Homeland Defense and Security (CHDS) at the Naval Postgraduate School has completed a major redesign of the database's public website. The addition of several new datapoints and an improved user interface allows for a more in-depth analysis of gun violence at schools. This website redesign and new data elements are part of a continued effort by CHDS to provide the most comprehensive source of publicly available data on school shootings in the United States. "The updated research methods page provides a more detailed explanation of the entire information collection and data coding process," noted David Riedman, one of the database cofounders.

The K-12 SSDB was originally created by CHDS alumni Riedman and Desmond O'Neill as a project for the Advanced Thinking in Homeland Security (HSx) program. The database uses open-source information to document every instance a gun is brandished, fired, or a bullet hits school property, regardless of the number of victims, time of day, or day of the week. More than 1,560 incidents from 1970 to the present are currently included. "The widely-inclusive datasets allow users to really drill-down into the pertinent information when conducting research," Riedman explained. The redesigned



**DAVID RIEDMAN**  
CO-FOUNDER, K-12 SSDB  
MA1401/1402  
HSx1701



**DESMOND O'NEILL**  
CO-FOUNDER, K-12 SSDB  
MA1505/1506  
HSx1701

website offers a brand new interactive, elegant mapping tool that allows users to search by year, time day, geographic area, school type, number of fatalities or injuries, and other

**"The new site provides a ton of functionality and can really help inform decision making for school officials and first responders,"**

— DAVID RIEDMAN

variables. In addition to the clickable map, the details of each incident in the user's search criteria are also displayed in a table format. For advanced users, a raw dataset is also available for download.

Each incident is now organized by "situation" so that users can better understand the circumstances behind these

shootings and easily categorize the incidents. These sixteen different situations include accidental, anger over grade/suspension/discipline, bullying, domestic with targeted victim, drive-by shooting, escalation of dispute, hostage/standoff, illegal activity, indiscriminate shooting, intentional property damage, murder/suicide, officer-involved shooting, psychosis, racial, self-defense, and suicide/attempted suicide.

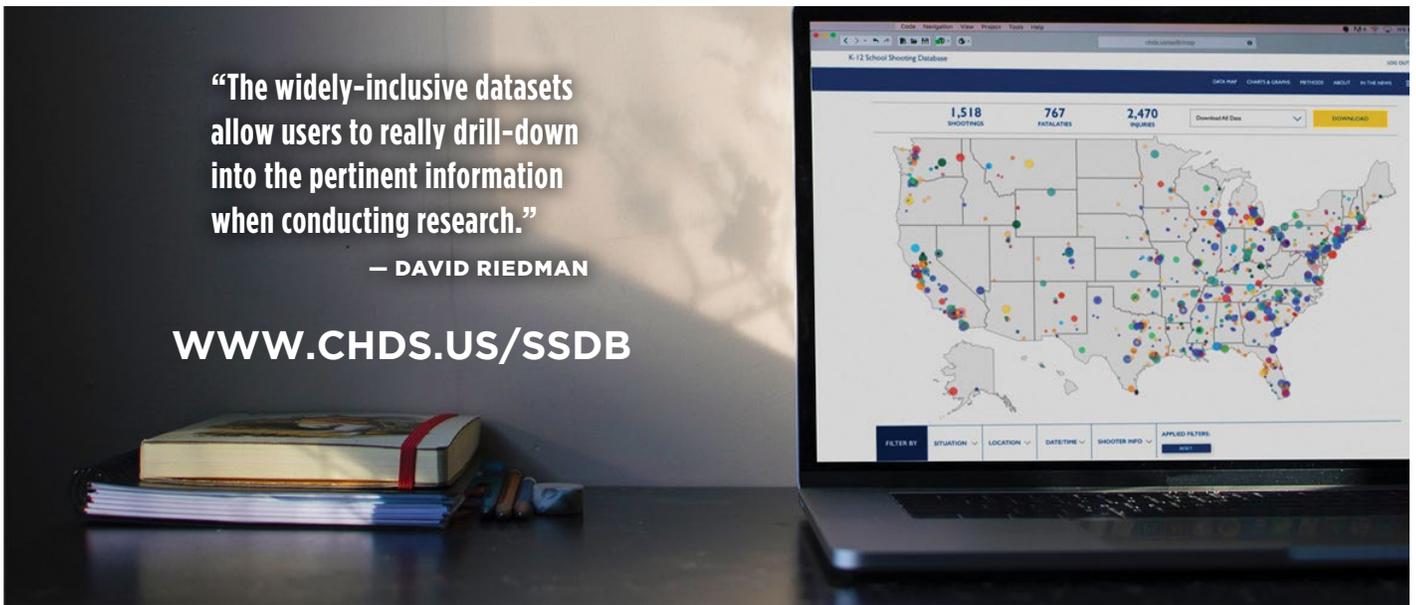
Riedman noted that "Knowing exactly where shootings have taken place on school property is critical information to consider when designing security systems and planning emergency procedures." Specific locations where a shooting took place (e.g., hallway, playground, cafeteria, parking lot, bathroom, classroom, gym) are listed for each incident. For example, incidents can be sorted by both time and specific location to determine where most shootings have occurred during different periods of the school day.

Across the country, school systems are evaluating the effectiveness of school resource officers (SRO) and making difficult decisions on how to allocate reduced budgets. To provide a clearer picture of how shootings conclude, each incident is coded to indicate how the incident ended (e.g., surrendered, escaped, apprehended). These details show the situations and locations where police officers and SROs were able

“The widely-inclusive datasets allow users to really drill-down into the pertinent information when conducting research.”

— DAVID RIEDMAN

[WWW.CHDS.US/SSDB](http://WWW.CHDS.US/SSDB)



to intervene, and alternately when shooters were able to escape.

The original release of the database provided only the total number of people killed and number of people wounded. The updated data contains a separate entry for each victim with their age, gender, affiliation, and if they were killed, wounded, or had a minor injury. There is also a separate entry for each shooter with their age, gender, affiliation, and if they were killed, wounded, committed suicide, or not injured. These new datapoints allow a new and unique level of detail for analysis that was not possible before this update. “The new site provides a ton of functionality and can really help inform decision making for school officials and first responders,” Riedman added. ■

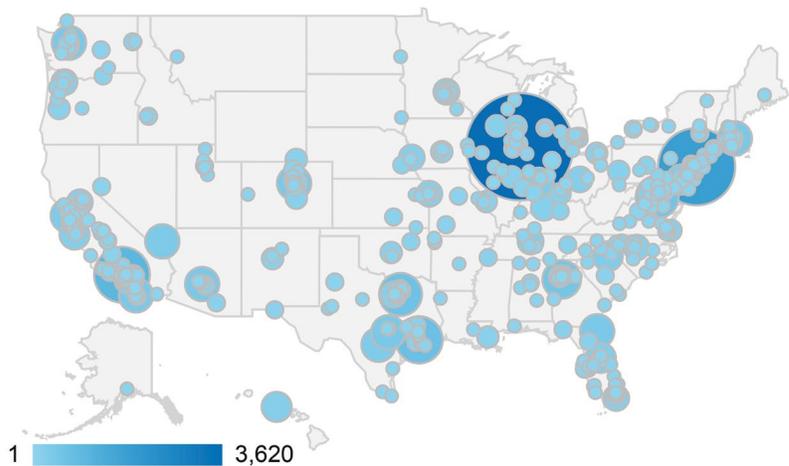


Chicago | Photo by Pedro Lastra on Unsplash

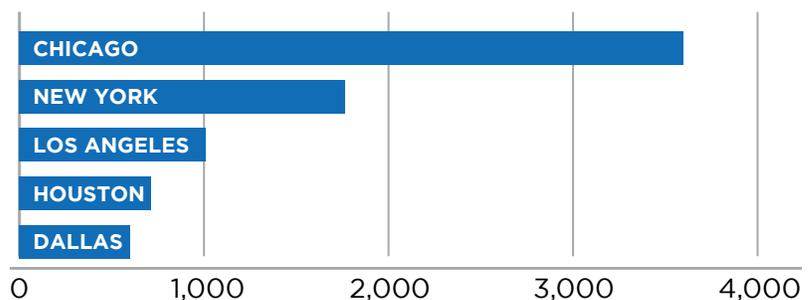


2020 SSDB SITE VISITS

### SITE VISITS BY CITIES IN THE UNITED STATES



### SITE VISITS | TOP FIVE CITIES



# CHDS LAUNCHES NEW ALUMNI HOUR VIRTUAL DISCUSSIONS

BY PATRICK KUHL

The Center for Homeland Defense and Security (CHDS) hosted the inaugural *Alumni Hour* discussion on October 28, in partnership with the CHDS Alumni Association. The Alumni Hour will be conducted monthly so the CHDS community can discuss and explore the difficult challenges we face together. This forum creates an opportunity to exchange ideas about the challenges we are experiencing as a result of COVID-19, the past election, cyberattacks, natural disasters, protests, and more. CHDS is committed to providing its alumni with a trusted place to share their thoughts and ideas for smart practices.

This was the first time CHDS used an “open mic” format where the CHDS community asked questions along the way and were added to the panel as the discussion evolved. David Brannan, CHDS instructor, as well as the newly installed President of the International Association of Chiefs of Police (IACP), Cynthia Renaud (cohort MA 0901/0902), joined the moderators to share their thoughts and help steer the classroom-style discussion. More than 100 alumni from a wide range of CHDS programs, cohorts, and geographic regions participated in the *Alumni Hour*.

Hosted by Heather Issvoran, CHDS Strategic Communications Director, and David O’Keeffe, CHDS Senior Advisor, the conversation covered many topics during the free-form session. Renaud challenged the status quo of using classic (old) tools to approach new problems. CHDS Master’s alumnus (cohort MA 1505/1506) Ronnell Higgins, Chief of Police at Yale University, posed the question of whether we’re still suffering from a failure of imagination as a country (in reference to our inability to prevent the 9/11 terrorist attacks and the subsequent establishment of the Department of Homeland Security). Chief Higgins noted that the internal division within our country is being fueled by an increased sense of tribalism. The state actors who are actively dividing national culture and identity have generated an in-group versus out-group dynamic which



Nov. 19th, 2020 CHDS Alumni Hour with CHDS Master’s Degree instructor, Rodrigo Nieto-Gomez and New York City Emergency Management Department Commissioner and CHDS alum Deanne Criswell, MA1003/1004 and ELP0801.

could affect our ability to ‘imagine’ new scenarios or threats. Participants agreed that internal threats like the evolving contingent of domestic terrorism groups need to be assessed through a new lens or different tools as technology advances and provides

**“The alumni hour allows me to not only stay connected to this great diverse network of subject matter experts, but also provides current pertinent perspectives on the latest homeland security challenges we are all facing.”**

— SCOTT FENTON  
Captain, Monterey, CA Regional Fire District

new platforms to spread misinformation and amplify propaganda. Brannan noted that this topic is covered in part by a recent report co-authored by CHDS instructor Seth Jones and others at the Center for Strategic & International Studies on “The Evolution of Domestic Terrorism in the United States.”

Renaud shared some of the IACP’s top initiatives that she plans to prioritize going forward—from addressing homelessness to critical incident response with a specific

focus on crowd management. The hour-long conversation also delved into the topic of building social resilience in our communities to better protect the fabric of society that’s being tugged in different directions by shifting norms. Participants shared their perspectives on the recent civil unrest—as personal viewpoints and professional obligations intersect. As Brannan noted, these things take time and we never shift fast enough for those people who are being affected negatively. That is why these opportunities to share and discuss our collective challenges are so important and timely. The sooner we identify a problem, the sooner we can collaborate to solve it. ■

The CHDS Alumni Hour is an hour-long virtual interactive discussion held on the third Thursday of every month. It provides a trusted place to discuss current challenges and smart practices for CHDS faculty, staff, students and alumni. Stay connected and stay informed. Join us!



# CLASS NOTES

Updates from your colleagues since the last edition of Watermark.

## MASTER'S DEGREE PROGRAM (MA)

### MA0302/0303

**Mike Petrie** recently started a new job at the Idaho National Laboratory.

### MA0403/0404

**Don Reed**, Deputy Chief, Civil Support Branch at U.S. Northern Command, passed away from COVID on December 6.

**James "The Deac" Delaney**, retired Medical Services Disaster Coordinator, Florida Department of Health, passed away in August.

**Gregory Jaksec** is now the Director of DISA Accounts for IndraSoft, Inc.

**David Dial** received the Marcus and Mark H. Trumbo Award for Excellence in Teaching from Aurora University.

**Nancy Bush**, Clackamas County Disaster Management Director (OR), received the Women in Leadership and Management Award from the North Clackamas Chamber of Commerce.

### MA0503/0504

**John Flynn**, Principal Forensic Structural Engineer at LGI Forensic Engineering, and **Jason Bierman** (1305/1306), Emergency Manager for Snohomish County, WA were both named to the FirstNet Health and Wellness Coalition Executive Board.

**John Donnelly**, Assistant Chief of D.C. Fire and EMS Department, was nominated to be the next Fire Chief. Current Chief of D.C. Fire and EMS, **Gregory Dean** (ELP0701), recently announced plans to retire.

### MA0603/0604

**Judy Boyd** will be finishing her assignment in the US Army Reserve as Commander, 13th Legal Operations Detachment-Expert and will start a new assignment as Senior Legal Advisor to the US Special Operations Command.

### MA0701/0702

**Keith Squires** is being hired by the University of Utah as an executive officer. [also Fusion Center Leaders Program FCLP1101]

### MA0705/0706

**Andrew Miller**, CEO, Fairhaven Organic Flour Mill, was elected to the Skagit Public Utilities District Board of Commissioners in WA.

**Jeff Dulin**, Strategic Advisor National & International Programs - International Association of Fire Chiefs (IAFC), received the IAFC Presidential Certificate of Recognition.

**Jim Bloom**, Collier County Sheriff's Office, FL, was recently promoted to the position of Undersheriff.

**Karen Sohrakoff** is now the Refugee, Asylum, and International Operations Fraud Detection and National Security, Special Assistant, USCIS.

### MA0803/0804

**Catherine Mercogliana**, National Preparedness Officer, DHS, passed away on September 7.

**Kathleen Scudder** is starting a new position as Executive Director at US Customs and Border Protection.

### MA0805/0806

**John Ferry**, Captain, Scottsdale Fire Department, AZ, retired in August.

### MA0901/0902

**Lisa Ann Shahade** is officially retiring from the Amtrak Police Department after 33 years.

**Gail Stewart**, Emergency Preparedness and Response Manager, Florida Department of Health, recently completed the Online Health Care Risk Management Program at the University of Central Florida.

**Cynthia Renaud**, Police Chief, Santa Monica, CA, retired in October.

**Ross Elliott** has been re-elected to the Kern Valley Healthcare District Board (CA).

### MA0903/0904

**Beverly Good** has been selected for the Senior Executive Service position of Director, Field Operations, Baltimore, at U.S. Customs and Border Protection (CBP).

### MA0905/0906

**David Squires**, Chief of Police in Wrightsville Beach, NC, is retiring from "a long and very enjoyable career" with the VBPD so that he can start another career in coastal Carolina.

### MA1001/1002

**James Madia**, Manager of Security Business Operations & Infrastructure Security at Southern California Edison, successfully defended his Doctor of Policy, Planning and Development (DPPD) dissertation at the University of Southern California Sol Price School of Public Policy.

**Judson Freed** was recently appointed President of the International Association of Emergency Managers (IAEM-USA).

### MA1003/1004

**David Jackson**, Chief Critical Infrastructure Protection Planner at Texas Department of Public Safety, passed away on August 15.

**Donna Grannan** is starting a new position as Adjunct Instructor at Sam Houston State University.

### MA1005/1006

**Sharon Watson** was promoted to Chief Communications and Marketing Officer for the Missouri-Arkansas Region in Red Cross.

### MA1101/1102

**Michael Larranaga**, President, R.E.M. Risk Consultants, has been appointed to a 4-year term on the Scientific/Technical Advisory Council (STAC) of the CDC's World Trade Center Health Program. [also Advanced Thinking in Homeland Security HSx 1701]

### MA1103/1104

**Curt Cooper** will be starting a new position as Chief Security Officer at Minnesota Lottery.

### MA1105/1106

**Louis Bruhnke** was appointed Chief Deputy Director at the California Emergency Medical Services Authority.

**Michele Samarya-Timm**, Health Educator & Registered Environmental Health Specialist for Somerset County Department of Health in New Jersey, was

elected to the Board of Directors of the American Academy of Sanitarians.

**Brian Ravert** is now teaching at Temple University's Police Academy in Ambler, PA, including intro to Homeland Security, Citizenship Issues, and HAZMAT courses.

**Stacy Gerlich**, Los Angeles City Fire Department Captain, was promoted to Battalion Chief.

### MA1205/1206

**Mathew Wenthe** is starting a new position as Division Chief, International Affairs at National Guard Bureau.

**Trevor Womack** was selected to serve as the next Police Chief for the City of Salem, OR.

### MA1301/1302

**Tom Davis** has retired as the Chief of the Lynnwood (WA) Police Department after 33 years of service in law enforcement.

**Sylvia Moir**, Chief of Police, Tempe Police Department (AZ), retired in October.

**George Johnstone**, Chief of Police for Corona, CA, received his Executive POST Certificate.

**Paul Liquorie** is starting a new position as Chief of Police for the Town of Holly Springs, NC.

**Tim Coyle**, Captain, New Jersey State Police, retired at the end of October and starting a new position as Vice President of Operations at Atlys Global.

**Christa Brzozowski** is now Senior Manager, Public Policy at Amazon.

### MA1401/1402

**Serena Dietrich** is now Deputy, Office of Budget Execution at US Coast Guard.

### MA1403/1404

**Maggie DeBoard**, Chief of Police, Town of Herndon Police Department (VA), was promoted to President of Virginia Association of Chiefs of Police & Foundation, Inc.

**Eric Saylor** is pursuing a Doctoral degree at the USC Rossier School of Education.

## CLASS NOTES

**Randy Cotton**, Supervisory Program Analyst, Transportation Security Administration, was recently selected to participate in the DHS Senior Executive Service Candidate Development Program.

**Vicky Furnish** is now Senior Manager Site Assessment & Remediation at Southern California Edison.

**John Payne** officially started his new position as Assistant Chief of the Bremerton Fire Department (WA).

**Steven Polunsky**, Director of the Transportation Policy Research Center at University of Alabama, was appointed to chair the University of Alabama's advisory committee. [also Advanced Thinking in Homeland Security HSx 1701]

**Jim Cook** has been named as the next Assistant Chief for Amtrak Police Department in Washington, DC.

### MA1405/1406

**Robert Leverone** will be starting a new position as Owner/President at Crowd Operations Dynamix, Inc.

**Darren Price**, Southeast Regional Supervisor at Ohio Emergency Management Agency, retired after 34 years of service to the state.

### MA1501/1502

**Danjel Bout** was recently promoted to the Director of the Safety Policy Division at the California Public Utilities Commission (CPUC).

**John Flynn** retired from Yonkers Fire in July and effective November 1, 2020 will be Fire / EMS Chief for the Ocean Reef Community Association in North Key Largo, FL. [also Executive Leaders Program ELPI301]

### MA1503/1504

**Katrina Woodhams**, FEMA Community Preparedness Officer, is featured in the new #WeAreFEMA campaign for her dedicated work supporting COVID-19 response and recovery operations in Region VIII.

### MA1505/1506

**Kimbley Craig**, President and CEO - Monterey County Business Council, was elected Mayor of Salinas, CA.

**Christopher DeMaise**, New Jersey Office of Emergency Management, was recently promoted to Captain, Bureau Chief of the Recovery Bureau, Emergency Management Section.

### MA1601/1602

**Caleb Cage**, Nevada COVID-19 Response Director, has been selected for the Class of 2020 Civil Society Fellowship: A Partnership of ADL & the Aspen Institute. [also Fusion Center Leaders Program FCLP1601]

**Mike Alvarez** will be starting a new position as Special Representative to the Legislature for California Highway Patrol (CHP).

### MA1603/1604

**Giacomo Sacca** has been selected to be the next Chief of the Elizabeth, NJ, Police Department.

**Brian Bean**, Field Intelligence Officer for Oregon, TSA, will be moving to a new position in early December with the DHS Office of Intelligence and Analysis as the Intelligence Officer for the state of Oregon.

### MA1605/1606

**Andy Fox**, Management and Program Analyst, US Immigration and Customs Enforcement, published a collection of short novels and stories titled "Hazardous Imaginings: The Mondo Book of Politically Incorrect Science Fiction."

**Stephanie Smiley**, Director, Bureau of Communicable Diseases at Wisconsin Department of Health Services, announced she will be leaving the Department after serving for over 20 years.

**Charles Cavnor**, Lieutenant Hazardous Materials Technician at Dallas Fire Rescue Department, was appointed to the Texas Radiation Advisory Board.

**Linda Jashari** starting a new position as Human Resources Specialist at U.S. Immigration and Customs Enforcement (ICE).

### MA1703/1704

**Kim Buffkin** was promoted to Assistant Chief of Orange County Fire & Rescue Department in Florida.

**James Seebock** was promoted to Deputy Chief of the Las Vegas Metropolitan Police Department.

### MA1705/1706

**Benjamin Berger** is starting a new position as Program Analyst at FEMA.

**Andy Penn** has been selected to serve as the Acting Chief of the Arlington County, VA Police Department.

### MA1801/1802

**Ian Troxell**, Lieutenant, California Highway Patrol, is taking a promotion to Captain effective September 1 and transferring from the Santa Cruz Area to the Susanville Area.

**Jason Lyon**, Battalion Chief at Billings Fire Department, MT, was recognized by the Billings Gazette as a recipient of the Honoring First Responders award.

### MA1803/1804

**Carl Makins**, Charleston County Sheriff's Office, was recently promoted to Sergeant.

**RD Dotson**, Assistant to the Special Agent-in-Charge, US Secret Service, is the recipient of the DHS Secretary's Exceptional Service Gold Medal for detecting and alerting the nation to a vast transnational cyber criminal conspiracy.

### MA1901/1902

**Bradford Apitz**, Arctic & Maritime Policy Action Officer, Joint Staff, will be promoted to grade of Captain with the US Coast Guard.

**Beth Windisch** is now the Regional Prevention Coordinator, Office for Targeted Violence and Terrorism Prevention DHS.

**Brent Travelbee**, Emergency Management Section Chief for the Michigan Department of Corrections, was awarded the "Coin of Excellence" and recognized by the Michigan National Guard Joint Chief of Staff for mission plan development and coordination of COVID-19 mass testing of staff and offenders.

**Lisa Davidson** was promoted to Recovery Division Director at FEMA Region X.

### MA1903/1904

**Lisa Barnett**, Lieutenant, Florida Highway Patrol, was selected to promote to Captain for policy and accreditation.

St. Louis Metropolitan Police Department's **Major Angela Coonce** (1705/1706) and

Intelligence Analyst **Will Werner** (1903/1904) are among the recipients of this year's Phil E. Keith Project of the Year Award from the International Association of Law Enforcement Planners (IALEP) for their work on the SkyCop Mobile Surveillance Unit.

### MA2001/2002

**Benjamin Greer**, Emergency Management Coordinator/Instructor II at California Governor's Office of Emergency Services (CalOES), authored a chapter of a book about Human Trafficking in Conflict that focuses on "Helping to Keep Those Serving Honourably, Honourable: Trafficking in Persons and the United States Uniform Code of Military Justice."

**Rob Root** was promoted to Captain with Portland Fire & Rescue OR.

**Walker Mills**, Exchange Officer, US Marine Corps, contributed to a new book from the Marine Corps University Press titled "On Contested Shores: The Evolving Role of Amphibious Operations in the History of Warfare."

**Heather Madden** was promoted to Senior Special Advisor, Customs and Border Protection (CBP).

**Kristen Duquette**, FEMA Preparedness Officer, received the FEMA 2019 Administrator Award in Diversity Management and Inclusion.

## EXECUTIVE LEADERS PROGRAM (ELP)

### ELP0701

**Tracey Trautman** will be starting a new position as Deputy Associate Administrator at U.S. Department of Health and Human Services (HHS)/HRSA.

**Thomas Breen** is starting a new position as Security Account Manager for Allied Universal at the Empire State Building.

### ELP0702

**Steven King** is now a Department Manager at MITRE.

**Andrew Velasquez** is starting a new position as First Deputy Aviation Commissioner at Chicago Department of Aviation (CDA) - O'Hare & Midway International Airports. [also Radiological Emergency Preparedness Program REP1501]

## ELP0802

**James Featherstone**, HSAC Executive Director, announced that Pepperdine University School of Public Policy's Homeland Security Advisory Council (HSAC) will unfortunately have to cease operations due to financial impacts of COVID-19.

## ELP0901

**David Emond** was selected as the Special Agent in Charge of the U.S. Customs and Border Protection (CBP) Office of Professional Responsibility in Tucson, Arizona.

## ELP0902

**Steve Westermann**, retired Fire Chief from Central Jackson County Fire Protection District (CJCFPD), was elected to the Board of Directors for CJCFPD and the Blue Springs School District.

## ELP1001

**Richard Carrizzo** was named to NTIA/FirstNet Authority as Vice Chair of the Board, along with President of International Association of Fire Chiefs.

## ELP1002

**John DeHooge**, Fire Chief at Meaford Fire Department in Ontario, announced he will be retiring after a 40-year fire service career in Canada.

**Kristi Rollwagen** has been awarded the 2020 AMEM Outstanding Performance in Emergency Management Award from the Association of Minnesota Emergency Managers.

## ELP1102

**Jay Farr**, Arlington County Police Chief, announced his plans to retire after serving over 30 years with the Department. Farr will continue teaching as an adjunct professor at George Mason University and Lynchburg University.

## ELP1202

**Karen Hanlon**, TSA Regional Director, Western Hemisphere, International Operations, will be returning home to Miami, FL as a member of the Transportation Security Executive Service after three-plus years at US Embassy Warsaw in Poland.

## ELP1402

**Mike Rackley** will be starting a new position as Senior Director, North America Retail Operations at Nike.

## ELP1501

**Jeffrey Stern** was officially sworn in as the Superintendent of FEMA's Emergency Management Institute by FEMA Administrator **Peter Gaynor** (ELP1201).

## ELP1601

**Daniel Korneski** was recently assigned as Special Agent in Charge of the FBI Memphis Field Office.

## ELP1701

**Linda Long**, Battalion Chief, Philadelphia Fire Department, has been appointed to a three-year term on the National Advisory Council (NAC).

**Bryan Sky-Eagle** was recently promoted to Deputy Chief, Shift Commander of the Houston Fire Department, TX.

**Greg McAleer** is starting a new position as Deputy Assistant Director (SES) at United States Secret Service.

## ELP1801

**Byron Smith**, Corporate Asset Protection Manager at 7-Eleven, Inc., was promoted to Board Member at International Supply Chain Protection Organization.

**Olivia Troye** is joining the National Insurance Crime Bureau (NICB) as the association's new Vice President of Strategy, Policy, & Plans.

## ELP1802

**Marvin Haiman**, Executive Director of Professional Development Bureau, DC Metropolitan Police Department, and **Will Werner** (1903/1904), Intelligence Analyst/Police Planner at St. Louis Metropolitan Police Department, MO (1903/1904), were both named to the 2020 "40 Under 40" list by the International Association of Chiefs of Police (IACP).

**Erin (Parks) Belknap**, was named one of Crain's Chicago Business' Notable Veteran Executives.

## ELP1901

**Brian Harrell** is joining AVANGRID as the company's VP and Chief Security Officer.

**Lawton Dodd** has accepted the position of News Director for KVAL-TV (CBS) and KMTR-TV (NBC) in Eugene, Oregon.

## ELP2001

**Kevin Lane** is now the Staff Operations Commander at the Vermont State Police. [also Fusion Center Leaders Program FCLP1502]

## ELP1902

**Paul Huesken** has accepted a retirement package from Coca-Cola and will be leaving effective November 13.

## ELP2001

**Elijah Owen** is now the Operations Chief, California Wildfires at the California Governor's Office of Emergency Services. [also Fusion Center Leaders Program FCLP 1503]

### PACIFIC EXECUTIVE LEADERS PROGRAM (PELP)

## PELP1501

**Chris Crabtree** has accepted a new position as Executive Director of Hawaii Healthcare Emergency Management in Washington, DC.

## PELP1502

**Lorinda Riley** is now an assistant professor at the University of Hawaii at Manoa.

**Clarence Clites** is now a Trainer at National Assemblers, Inc.

## PELP1601

**Stan Keolanui**, Plans Analyst for Defense Coordination Element (DCE) Pacific East, will be retiring at the end of December.

### EMERGENCY PROGRAM

## EMERGENCY 1701

**James Colvin** was promoted to Lt. Colonel in the US Marine Corps Reserve and assumed command of 2nd Battalion, 25th Marine Regiment based out of Garden City, NY. Colvin is still working as a Fire Lieutenant in Boston Fire Department's Tower Ladder 3 in the city's downtown district as well.

## EMERGENCY 1702

**Lindsey Shaw** is now a Senior Consultant at Guidehouse.

**Zach Fry** recently started a new position as Policy Analyst at University of Maryland Center for Health and Homeland Security.

## EMERGENCY 1901

**Michael Giardina** was promoted to the Regional Integration Center Program Manager with Philadelphia Office of Emergency Management and will be running the 24/7 watch center.

## EMERGENCY 1902

**Kathleen Shull**, US Secret Service, was promoted to rank of Sergeant in September.

**Aimee Hendron** is now a Training Specialist with the Office of Biometric Identity at the Department of Homeland Security.

**Eric Shreve** has accepted a new position as 911 Systems Network Engineer at the State of Arizona.

## EMERGENCY 2001

**Briana Kracke** is now Training and Exercise Coordinator for Anne Arundel County, MD Office of Emergency Management.

**Howard Wu** is starting a new position as Americas Crisis Management Lead for Control Risks at Facebook.

### FUSION CENTER LEADERS PROGRAM (FCLP)

## FCLP1202

**Christopher DeRemer** will be starting a new position as Deputy Director of Intelligence, Secure Community Network.

## FCLP1301

**Daniel K. Meadows**, Delaware State Police, was promoted to the rank of Lieutenant Colonel on July 20.

### RADIOLOGICAL EMERGENCY PREPAREDNESS PROGRAM

## REP1401

**Ron Perry** will be starting a new position as Lead Consultant/Emergency Management Consultant for ABS Group.

### FACULTY FOOTNOTES

**Nadav Morag** was promoted to Professor and Chair, Department of Security Studies at Sam Houston State University.

**Marianne Taffinger**, CHDS Research Assistant, wrote an article for Defence and Security Journal on "Disengagement and De-radicalization Programmes in Indonesia, Singapore, and Malaysia." The article compares the formal programs to deradicalize imprisoned terrorists responsible for the Bali bombings and other acts of terrorism in Indonesia, Singapore, and Malaysia. Marianne credits the generosity of her students as inspiration for the article and her corresponding trip to Sri Lanka. ■

Our CHDS Family is Everywhere

# ALUMNI PHOTO ALBUM

Photos of CHDS alumni from around the nation.



LAFD Chief Terrazas congratulates Stacy Gerlich (MA1105/1106) on her promotion to battalion chief.



From left to right: JaLeesa Tate, MEMA Hazard Mitigation Officer, Kyle Overly, MEMA Director of Risk Reduction (ELP2001), Pete Gaynor, FEMA Administrator (ELP1201), Russ Strickland, MEMA Executive Director, MaryAnn Tierney, FEMA R3 Administrator (ELP0901), Chas Eby, MEMA Deputy Executive Director (MA1005/06).



Beverly Good (MA0903/0904) became Director, Baltimore Field Operations - CBP. Congrats!



D. Jeremy Demar (MA1505/1506) sporting CHDS lanyard fashion.



Kimbley Craig (MA1505/1506) was elected as the second female to become mayor for the city of Salinas, CA.



Chief of Department John Sudnik (Center - MA0403/0404) congratulates Chief of Operations Tom Richardson (Left-MA0901/0902) and Assistant Chief Rich Blatus (Right - MA0701/0702) at their FDNY 40 year anniversary luncheon.



Ron Lendvay (MA1405/1406) takes the helm as Undersheriff for Clay County, FL.



Joe Klass (middle), Emergence 1902 trains personnel for COVID-19 testing.

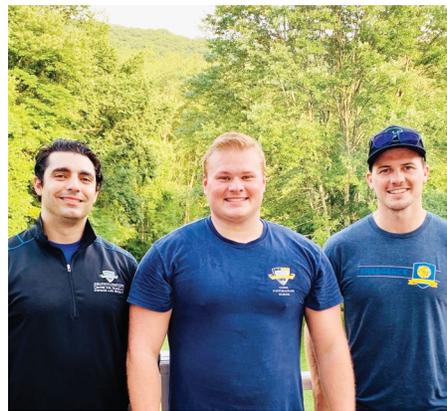
# ALUMNI PHOTO ALBUM



MA1701/1702 participating in monthly virtual trident room discussion.



Bob Connors (ELP1902) wearing the much coveted CHDS vest!



Emergence alums, Nick Anzalone, Rich Delehanty, and Pat Campion are great models for CHDS wear. Get yours at [chdsa.org](http://chdsa.org).



Kristie Krebs (MA1705/1706) working hard for the USCIS Fraud Detection and National Security Directorate, COVID-19 style, in her home!



Social butterfly Eric Mauro gets the ELP 1702 alumni together! Pictured left to right: James Sheerin, Joe Campbell, Lillian Bonsignore and Eric Mauro.



Props to MA1605/1606's Jen Ricker, Brian Gibson, and Stephanie Smiley for raising the Trident mug!



All in a day's work of doing good for Danny Morgalo (MA1705/1706).

# ALUMNI PHOTO ALBUM



Wearing CHDS gear inspires Andrew Fox's (MA1605/1606) new writing career.



Nice Axe Jason! Mark Solberg (Emergence 1902), Jason Lyon (MA1801/1802), and Pat Campion, (Emergence 1902)



Tom Rempfer (MA0803/0804) is retired but now flies commercial.



As Ops Chief of Wildfires for CAL OES, Eli Owen (ELP2001) keeps busy.



Congratulations to George Johnstone (MA1301/1302) who is the new Chief of Police for Corona, CA.

## Welcome TO THE CHDS FAMILY!

Congratulations to our most recently completed CHDS cohorts.



This custom bench honors the hard work and accomplishments of master's cohort 1901/1902.

**MASTERS**  
1901 | 1902

**Outstanding Thesis Award:**  
Christopher Adamczyk

**Curtis "Butch" Straub Award:**  
Christopher Adamczyk

**Mark Carr Esprit De Corps Award:**  
Matthew Dudek (1901)  
Christopher Adamczyk (1902)

# EDUCATIONAL RESOURCES

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

## HOMELAND SECURITY DIGITAL LIBRARY

[www.hsdl.org](http://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](http://www.hsdl.org).



## SELF-STUDY COURSES

[www.chds.us/selfstudy](http://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](http://www.chds.us/selfstudy).

## HOMELAND SECURITY AFFAIRS JOURNAL

[www.hsaj.org](http://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](http://www.hsaj.org).

## LEARNING MATERIALS FROM THE NPS CENTER FOR HOMELAND DEFENSE AND SECURITY

### CHDS/ED

[www.chds.us/ed](http://www.chds.us/ed)

CHDS and its University and Agency Partnership Program (UAPP) 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](http://chds.us/ed) also include multimedia elements such as interviews, podcasts, media-enhanced lectures, and Viewpoints interviews with subject matter experts.



[www.chds.us](http://www.chds.us)



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QUESTIONS  
COMMENTS  
SUGGESTIONS

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