Dear Alumni and Friends,

In this issue of Watermark, we mark the 20th anniversary of 9/11, a seminal moment in U.S. history, and the birth of the Center for Homeland Defense and Security, which emerged just months later in response to the attack on our nation. In our 9/11 commemoration article, we talk to CHDS founders and other key figures about the attack and the aftermath, including the ways homeland security has changed over the years and the influence CHDS has had on that change over the past two decades.

Meanwhile, as the COVID-19 pandemic loosens its grip on the U.S. and much of the world, we look at the ways CHDS dealt with the restrictions of the global outbreak, including a shift to virtual instruction for educational programs from Emergence to Radiological Emergency Preparedness to Pacific Executive Leaders.

After more than a year of limited access to the Center, except for a sweeping renovation of our Monterey, CA headquarters, we're looking forward to reemerging with new technology, new classrooms, and more as we get set to welcome back our instructors and students for in-residence sessions.

We pay tribute to retired Executive Education Programs director Ellen Gordon, a giant influence on the Center’s culture and approach who played a central role in the creation and evolution of CHDS’ educational framework since the institution’s beginning.

And, we feature new Executive Leaders Program director Sara Kay, whose diversity of experience from the federal and state level to private industry helped make her the choice to replace Gordon as that program’s lead.

In addition, we talk to Executive Leaders Program graduate Curtis Brown about the importance of diversity, equity, and inclusion in emergency management and homeland security, especially in the wake of a year that saw nationwide protests in reaction to the death of George Floyd at the hands of a Minneapolis police officer.

We look back at the past half-year worth of Alumni Hour events, highlighted by former U.S. Capitol Police chief Steven Sund’s courageous recounting of the Jan. 6 Capitol Building riot that shook the nation.

By all appearances, the global pandemic is receding but Dr. Rick Bright, a member of President Biden’s COVID-19 advisory team, argued during an Executive Education Program webinar that the main lesson of the pandemic is not to allow the experience to recede into history, and to stay prepared and be ready for the inevitable next global health or other challenges.

Be prepared. Essential advice for nearly all homeland security and emergency management challenges.

Remember, as always, the Center’s faculty, instructors, and staff stand with all of you as we all continue to pursue excellence in homeland security and emergency management, and remember our friends and colleagues who were lost on September 11, 2001.

Truly yours,

Glen Woodbury
Director, Center for Homeland Defense and Security
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, 30 regional chapters have been established by alumni throughout North America and United States territories.

NEW | WE WELCOME FOUR NEW CHAPTERS TO THE CHDS ALUMNI NETWORK.

- ILLINOIS CHICAGO
- NEBRASKA OMAHA
- NEVADA LAS VEGAS
- OKLAHOMA TULSA

INTERESTED IN STARTING A NEW CHAPTER?
SEND AN E-MAIL TO HEATHER ISSVORAN AT hissvora@nps.edu

LEARN MORE ABOUT THE NATIONWIDE NETWORK OF CHDS ALUMNI CHAPTERS. CONTACT CHAPTER COORDINATORS LISTED ON THE RIGHT.

Hey you. Yes you!
DON’T FORGET TO UPDATE YOUR INFORMATION IN THE CHDS DIRECTORY
www.chds.us/a/chdsdirectory

2 | WATERMARK SUMMER 2021
| 1 | OREGON | PORTLAND | Chris Voss | chris77.voss@gmail.com |
| 2 | CALIFORNIA | NORTHERN | Eric Saylors | esaylors8@gmail.com |
| 3 | CALIFORNIA | LOS ANGELES | Frank Forman | captain224@gmail.com |
| 4 | CALIFORNIA | INLAND EMPIRE | David Green | davidgreen5225@aol.com |
| 5 | NEVADA | LAS VEGAS | Terri March | terrimarch@cox.net |
| 6 | HAWAII | HONOLULU | Lydia Mertyris | lmertyris@hotmail.com |
| 7 | GUAM | WESTERN PACIFIC | Frank Ishizaki | guamgman@gmail.com |
| 8 | ARIZONA | PHOENIX | Sylvia Moir | moir4@me.com |
| 9 | COLORADO | DENVER | Ryan Fields-Spack | rfieldss@icloud.com |
| 10 | NEW MEXICO | ALBUQUERQUE | Katelin Wright | k.dederman@gmail.com |
| 11 | TEXAS | EL PASO | Calvin Shanks | shankscd@sbcglobal.net |
| 12 | NEBRASKA | OMAHA | Kristin Brockshus | kristin.brockshus@gmail.com |
| 13 | KANSAS AND MISSOURI | | Erica Hupka | erica.hupka@gmail.com |
| 14 | OKLAHOMA | TULSA | Greta Hurt | girlfirefighterterri@yahoo.com |
| 15 | TEXAS | DALLAS | Will Bierman | willbierman@yahoo.com |
| 16 | TEXAS | AUSTIN | Angi English | englishtagi@gmail.com |
| 17 | ILLINOIS | CHICAGO | Beth Windsch | beth.windsch@gmail.com |
| 18 | OHIO | DAYTON | Darren Price | darrenpricenps1405@gmail.com |
| 19 | KENTUCKY | LOUISVILLE | Vanessa Burns | vanessaburns@sbcglobal.net |
| 20 | TENNESSEE | NASHVILLE | Patrick Sheehan | patricksheehan@gmail.com |
| 21 | ALABAMA | HUNTSVILLE | Jonathan Gaddy | jonathanwgaddy@gmail.com |
| 22 | GEORGIA | ATLANTA | Kelly Nadeau | knadeau@bellsouth.net |
| 23 | FLORIDA | NORTHERN | Romeo Lavarias | rblavarias@miramarfd.org |
| 24 | FLORIDA | SOUTHERN | Deanna Krailick | ndk1216@aol.com |
| 25 | CANADA | ONTARIO | John Dehooge | johnwdehooge@gmail.com |
| 26 | NEW YORK | WESTERN | Patrick O’Flynn | poflynn501@gmail.com |
| 27 | NEW YORK | NEW YORK CITY | Richard Blatus | firesafeltd@aol.com |
| 28 | MASSACHUSETTS | NEW ENGLAND | Phil McGovern | tank441@aol.com |
| 29 | PENNSYLVANIA | PHILADELPHIA | Wait Smith | wsmith6067@msn.com |
| 30 | WASHINGTON, D.C. | NATIONAL CAPITAL REGION | Samantha Korta | samantha.korta@gmail.com |

**DID YOU KNOW?**

CHDS ALUMNI BASE HAS 69 PROFESSORS WHO TEACH 246 COURSES

AT 78 EDUCATIONAL INSTITUTIONS.

OUR ALUMNI SPAN OVER 1700 AGENCIES, ORGANIZATIONS, AND DIVISIONS.

CHDS ALUMNI CAN BE FOUND IN OVER 850 CITIES WORLDWIDE.

**TOP 6 CITIES**

WASHINGTON, D.C. - 347
NEW YORK, NY - 143
HONOLULU, HI - 120
LOS ANGELES, CA - 54
ARLINGTON, VA - 49
BOSTON, MA - 47
**Regional Alumni Chapters**

**Q&A WITH OUR ALUMNI CHAPTER HEADS**

**California, Inland Empire**

**David Green, Assistant Chief of Police | San Bernardino Police Department | MA1405/1406**

David began his career with the Orange County Sheriff’s Department in 1992 and subsequently joined the San Bernardino Police Department in 1995. He has held command roles in all divisions of the department and formerly served as the Emergency Manager for the city at large. David is a graduate of the Los Angeles Police Department’s Leadership and Command Program and FBI National Academy. He holds a Certificate in Emergency Management from Auburn University, an M.A. in Management from Redlands University, and an M.A. in Security Studies from the United States Naval Post Graduate School.

1. How many years have you been in emergency management/homeland security?
   - Law enforcement for 29 years. Emergency management responsibilities for the last 10 years.

2. In your opinion, what is the top homeland security issue in your region right now?
   - The biggest issue facing my region is the collapse of California’s criminal justice system. The impacts of de-criminalization have not only manifested in an exponential increase in violent crime, but an environment where released inmates now living homeless have taken over the majority of public spaces. The lost sense of safety among business owners and residents is not only changing public behavior, but now burdens local government more than any prior known homeland security threat.

3. What is your favorite place to dine on the Monterey Peninsula?
   - Wine Down Wednesday at Hula’s, Monterey, CA.

**Nevada, Las Vegas**

**Terri March, Court Administrator | North Las Vegas Justice Court | MA1605/1606**

Terri March is the Court Administrator for the North Las Vegas Justice Court in Clark County, NV, a position she has held since 2004. Terri is a graduate of the University of Nevada, Las Vegas. With a Bachelor’s in Accounting and a Master’s of Business Administration, she spent 17 years in the hotel/casino industry in Las Vegas. Terri held various positions during that time, including Auditor, Casino Analyst, Manager of Financial Planning and Analysis, and Director of Database Marketing. Upon leaving the hotel/casino industry, Terri began her public sector employment as a Budget Analyst with Clark County, Nevada, and obtained a Master’s of Public Administration during that time. Her assigned departments as a budget analyst included the courts, prosecutors, and public defenders, which spurred an interest in the judicial system.

After joining the courts, Terri furthered her education by completing the National Center for State Courts’ Court Management Program in 2006, and became a Fellow of the Institute for Court Management in 2009 after completion of the Court Executive Development Program. Her thesis, “Planning for the Future,” received the Vice President’s Award of Merit for Applied Research. She graduated from the CHDS Masters’ program in March 2018. Research completed for the program’s required thesis was later used to conduct a distance learning webinar for the Nevada Supreme Court titled, “Weapons of Mass Distraction: Strategies for Countering the Paper Terrorism of Sovereign Citizens.” Her thesis research is being updated for a future presentation to a national audience with the American Judges’ Association.

1. How many years have you been in emergency management/homeland security?
   - Present position for almost 17 years.

2. In your opinion, what is the top homeland security issue in your region right now?
   - The top homeland security issue in our region is the prevalence of right-wing extremists.

3. What is your favorite place to dine on the Monterey Peninsula?
   - Mission Ranch brunch, Carmel, CA.
14 OKLAHOMA, TULSA
GRETA HURT, District/Battalion Chief | Tulsa Fire Department | MA1701/1702

Greetings from Tulsa, OK! My name is Greta Hurt (CHDS cohort 1701/1702) and I am a District/Battalion level Chief for the Tulsa Fire Department. I have lived in beautiful “Green Country” Oklahoma my entire life, and as a youngster, roamed the hills and meadows of Osage County on the farm where I grew up. I attended college and played basketball at Pittsburg State University in Kansas, while earning my degree in Biology/Education. After that, I spent a few years as a public-school teacher and basketball / track coach, before deciding that my true calling was to become a firefighter.

How many years have you been in emergency management/homeland security? 23 years.

In your opinion, what is the top homeland security issue in your region right now? Ransomware and cyberattacks.

Currently, I reside on a small acreage farm a few miles southwest of Tulsa with my wife of 25 years, two dogs, and two cats. I have served as a Firefighter / EMT for a little over 23 years in the city of Tulsa, which is the second largest city in Oklahoma, and has a population of around 400,000. Over the years, I have had the unique opportunity to experience many different areas of the fire service. I am currently assigned as Chief of Health and Safety, but have been very fortunate to spend time both in the field and in other areas such as fire training, fire investigation, public education, code enforcement, and fire administration.

16 TEXAS, AUSTIN
ANGI ENGLISH, Former Chief of Staff | New Mexico Department of Homeland Security and Emergency Management ELP1201, MA1303/1304, Hx1 701

Angi began her career as a professional counselor for children and adolescents in Central Texas and moved into state government working on behalf of people with disabilities as the Executive Director for the Texas Governor’s Committee on People with Disabilities where she did strategic foresight planning, policy and legislative work, advocating for equal access to employment and other services in Texas, including access to emergency management resources and services. After Hurricane Katrina, she began work with a FEMA Task Force working on more inclusive practices, which led to entering the Executive Leaders Program at NPS and subsequently getting a master’s degree at CHDS. Her homeland security and emergency management interests include public health, social psychology, design thinking, unmanned aerial systems and strategic decision-making. She is also a Part 107 drone pilot advocating for the use of unmanned aerial systems in emergency management and homeland security. Retired in July of 2020 as the former Chief of Staff for the New Mexico Department of Homeland Security and Emergency Management, Angi enjoys writing and providing consultation services and mentoring others. She is an Adjunct Professor at Idaho State University and an advisory member for DRONERESPONDERS, Inc. When Angi isn’t consulting, teaching, mentoring or volunteering, she can be found assisting her wife, a veterinarian at Austin Wildlife Rescue, and enjoying the great outdoors traveling in her Airstream, “The Mothership,” photographing landscapes with her still cameras and drones, riding her e-bike named “Sally Ride,” creating art, and fishing.

How many years have you been in emergency management/homeland security? 19 years.

In your opinion, what is the top homeland security issue in your region right now? The regional issues facing Texas are the same issues that many other states and the country are tackling. The COVID-19 pandemic continues to be a significant threat with the downstream related challenges of vaccine hesitancy and politicization of public health measures, including lack of trust in government and the mutative properties of the virus. Related are the challenges of political and social tribalism, including misinformation and disinformation, which are tearing at our country’s social fabric, making us more and more polarized as a nation. Another significant challenge is targeted domestic violence, including domestic terrorism as a byproduct of changing political and social culture.

What is your favorite place to dine on the Monterey Peninsula? Fandango in Pacific Grove is a family-owned restaurant loved by locals and visitors for their award-winning food and atmosphere, and I love it too!
ELLEN GORDON RETIRES AFTER 15 YEARS AT HELM OF EXECUTIVE LEADERS PROGRAM

BY JIM JOHNSON

After more than 15 years guiding the Center for Homeland Defense and Security’s Executive Leaders Program (ELP) from inception to execution to expansion, Ellen Gordon has retired. “Ellen so much deserves her time away after the extraordinary contributions she’s made to the profession, our Center, and the nation,” CHDS Director Glen Woodbury said. “She has left her mark on numerous national policies, the long-lasting achievements of her profession, and most importantly, the hundreds of students she’s positively impacted.”

Gordon, who joined CHDS in 2004 as an associate director of Executive Education Programs after previously graduating from the Center’s pilot Master’s Degree program in 2004, retired on April 1 as the only program director the ELP has known since its beginning.

Gordon called working at CHDS the “highlight of my career,” which spanned more than four decades in homeland security and emergency management, and said the chance to help build and grow one of the institution’s educational programs was a “once-in-a-lifetime opportunity.” “We started with a blank sheet of paper,” she said. “Seeing CHDS grow over the years has been a real pleasure. It’s grown so much greater than I would have ever expected. I didn’t necessarily see it as a career, but more as an opportunity to contribute and to pay it forward. We were creating a world-class organization, and I believe it is a world-class organization, and striving for excellence in all we did throughout the years was of the utmost importance.”

Gordon said she was attracted to CHDS because it was not a “typical hierarchical government organization,” and encouraged working together as a team with communication and collaboration.

She said she treasures the “lifelong” friendships she made over the years at CHDS with everyone from colleagues, guest speakers, and experts to the participants and students.

Gordon said she’s leaving CHDS because it is “time to move forward into the next chapter of my life” while she still enjoys good health, and is already turning down consultant job offers to focus on golf, hiking and kayaking and maybe just doing nothing. “I like to think that I am still in good shape and I want to enjoy the rest of my life,” she said.

“Ellen’s influence on the fields of emergency management and homeland security has been immense. So much of the success and progress of the past three decades can be traced right back to her.”

— GLEN WOODBURY
CHDS DIRECTOR

Senior consultant David O’Keeffe said Gordon’s expertise and presence developed over decades in emergency management made her the “obvious choice” to create and lead the fledgling CHDS Executive Leaders Program. Gordon influenced everything about the ELP, including not only the “session topics but also the culture,” O’Keeffe said, from “content to the learning environment.” “Ellen is very well-respected,” O’Keeffe said. “She has a sense of the homeland security landscape. Ellen brought an executive presence and an executive perspective to the classroom.”

O’Keeffe noted Gordon’s “wisdom and mentorship” over the years as a “facilitator and a role model, especially for female leaders.”

Gordon’s influence at CHDS was widespread. During her time at the Center, she not only led the ELP, she also served as the lead for the Radiological Emergency Preparedness Program and served as a co-instructor for Emergence and the Master’s Degree Intro course.

Assistant Associate Director of CHDS Education Programs Sarah Bentley said she was privileged to work with Gordon for the past 15 years in support of the Executive Leaders Program, and lauded Gordon as an “advocate for lifelong learning” who was constantly developing program content in a way that would “elicit critical thinking and expand existing perspectives on issues.” “She would frequently ask a speaker the ‘So what?’ question to ensure that everyone in the class found relevance in a topic or discussion,” Bentley said. “Ellen’s empathic ability to read a room helped nurture opportunities for participants to learn from other disciplines. I wish her well as she retires; even though I’m losing her as a colleague, I’ve gained a mentor and friend in the process.”

CHDS Executive Education Program director Dawn Wilson said Gordon’s vast experience was an invaluable asset to the institution. “Throughout her career, Ellen brought field-tested practitioner experience, critical thinking, and no-nonsense decision-making to every conversation she had,” Wilson said. “Whether leading a discussion in the CHDS classroom, advising elected leaders during a disaster response, or serving on national commissions and advisory groups, Ellen has offered invaluable advice to the leaders of this country.”

Gordon’s lengthy career in homeland security and emergency management included 18 years as Iowa Homeland Security and Emergency Management Administrator overseeing the interagency response and recovery efforts for 19 presidential-declared disasters and more than 100 declared states of emergency.

She was also involved in national policy development committees and commissions, serving as president of the National Emergency Management Association (NEMA) and chair of the NEMA Homeland Security Committee, as well as a member of the federal Department of Homeland...

Woodbury adds that “Ellen’s leadership and expertise were instrumental in guiding national policy towards wise and achievable outcomes.”

Gordon received the Curtis H. “Butch” Straub Award for exemplary achievement and leadership upon graduating from the CHDS Master’s Degree program, and the Lacy E. Suiter Distinguished Service Award from NEMA for her outstanding contributions to emergency management, as well as the U.S. Army Commander’s Award for Public Service and U.S. Army Civilian Award for Humanitarian Service, among other awards.

She is an inductee into the International Women in Homeland Security and Emergency Management Hall of Fame.

Gordon graduated from Truman State University, Kirksville, MO with a Bachelor of Science degree in Law Enforcement and Corrections (criminal justice) and holds a Master of Arts degree in Security Studies (Homeland Security and Defense) from CHDS-NPS.

“Ellen was truly a unique talent in the classroom. She took no prisoners – but she made students think more deeply and analytically than even they thought possible!”

— STANLEY SUPINSKI
CHDS ADVISOR

“Throughout her career, Ellen brought field-tested practitioner experience, critical thinking, and no-nonsense decision-making to every conversation she had. Whether leading a discussion in the CHDS classroom, advising elected leaders during a disaster response, or serving on national commissions and advisory groups, Ellen has offered invaluable advice to the leaders of this country.”

— DAWN WILSON
EXECUTIVE EDUCATION PROGRAM DIRECTOR
I t's a year into the COVID-19 response, and if your ability to make even the most basic decisions has suffered, you are not alone. Even those who are normally known to be people of action and decision-makers can end up spending 30 minutes trying to decide what to watch on Netflix before getting frustrated and watching an episode of an old, familiar sitcom or giving up entirely and just going to bed.

Physical exhaustion is easy to understand. Our bodies feel tired after overdoing it. The fix is almost as easy to understand; eat a good meal, get to bed early, and sleep well. We wake up refreshed, albeit maybe a little sore from the day before.

Emotional Exhaustion
But emotional exhaustion is different. Its cause isn’t as easy to pinpoint as a strenuous gym workout. Emotional exhaustion results from an accumulation of stress coming from challenges, often with negative impacts, that leave you feeling worn out, according to an article by the Mayo Clinic.

And certainly, 2020 was a year of challenges: the COVID-19 pandemic challenged people to find a balance between health risks and isolation. Political unrest and uncertainty challenged Americans’ belief in their political system and sense of justice. People experienced a loss of boundaries between home and work as work-from-home mandates were issued, and faced further challenges trying to juggle job tasks while perhaps also serving as full-time caregivers for children who were trying to participate in school remotely. While most people employed in first responder, emergency management, healthcare, or homeland security fields had secure jobs, friends and family were often challenged with economic uncertainty, as nearly 10 million people lost jobs in 2020, according to the Wall Street Journal. People working in those frontline, essential jobs faced the additional challenge of increased worry and inconsistent public health rules, with regulations that often vary from city to city, county to county, and state to state.

Emotional Exhaustion and Decision Fatigue
Emotional exhaustion makes decisions difficult. Small decisions like what to watch on TV or what to have for supper don’t have lasting impacts. But decision fatigue from emotional exhaustion can have bigger consequences when the decision-making impairment effects work, especially when workers are first responders or emergency management, healthcare, or homeland security professionals.

Decision fatigue doesn’t just make choices hard. Decision fatigue can make it more difficult to make good decisions. This helps explain why we order pizza after we shopped for healthy foods at the grocery store after work. We’re tired. We’re hungry. We can’t decide what to cook, so our brains take a shortcut. We make a snap decision to stop the overwhelmed feeling, and we order pizza.

As we grow up, we’ve learned our decision thresholds. We build safety valves into our lives to help avoid feeling so overwhelmed we meltdown. But the last year has taxed many of us in ways we weren’t prepared for. We need new safety valves to reduce decision fatigue. And, as supervisors, managers, and leaders in our fields, we need methods to help our staff and co-workers avoid meltdowns.

Strategies to Reduce Decision Fatigue
Even before listing 10 tips to help reduce emotional exhaustion and decision fatigue in yourself or employees, it is important to recognize we are all dealing with unknowns and this can increase anxiety, stress, and fear. To help those feelings:
Give More Guidance – Recognize that employees may need more guidance than in the past. Don't assume staff can (or will) make intuitive leaps of logic. Employees may benefit from a more structured approach to project management.

Be Clear – Present information in easy-to-understand formats. Follow up verbal communications with written information for workers to review when they have more time or mental power.

Provide More Structure – Staff may benefit from routine more when they are struggling to make decisions. Weekly check-ins at a set time may help staff feel like there is some certainty they can count on. Other staff may appreciate more frequent, brief, 10-minute tag-up meetings to help get guidance on key decisions. Limiting timelines and giving clear boundaries for tasks can also help employees struggling with decisions.

Explain Decisions – Inform employees about the decision-making processes to reduce uncertainty and help show connections between their work and the larger response. Discussions of other decisions may also provide guidance to staff on good decision-making processes.

Understand Some Choices Might Seem ‘Hidden’ – Higher levels of stress or anxiety can lead to “tunnel vision”, causing employees not to “see” all their options. Team meetings with a goal of brainstorming can help move groups past roadblocks and reveal “hidden” options.

Develop a Backup Plan – Decision fatigue can strike when a plan hits a snag. Emotional exhaustion can then make finding a solution more difficult. Discussing options, having a Plan B, or a list of alternatives in place before a roadblock is encountered can help staff move past the hang-up and make the next decision.

Understand Delays – Decision Fatigue and emotional exhaustion can manifest in lower productivity and increased absenteeism. If possible, build in extra time on projects, or have backup staff available to help pitch in if needed.

Help Develop a Sense of Agency – Decision fatigue can worsen if there is a sense that the choice doesn’t matter. Help your employees see that their choice matters, that it has consequences. Share the stories of recipients of help, share positive feedback from stakeholders or fellow employees. And as leadership, show gratitude for jobs well done.

Promote Wellness – Remind employees of Employee Assistance Plan benefits (if your agency has them). Look for resources in your community or reach out to your HR for ideas.

Promote Taking Time Off – Encourage taking time off to refresh and rejuvenate. Taking time to handle home-life concerns allows employees to reduce potential sources of stress. Remember to lead by example and take time for yourself, too.

For more on this topic:
• www.interagencystandingcommittee.org and check out “Guidance: Operational Considerations for Multisectoral Mental Health and Psychosocial Support Programmes during the COVID-19 Pandemic”
New Center for Homeland Defense and Security Executive Leaders Program director Sara Kay has worked at virtually every level of homeland security and emergency management.

Kay, a CHDS Master’s program graduate who takes over the ELP from the retired Ellen Gordon, has worked for state, military, federal, and intelligence agencies, as well as the private sector.

CHDS senior consultant David O’Keefe said Kay’s professional experience is a “unique” asset for the ELP because it is executives from those areas who are the ones CHDS wants to bring to the program.

O’Keefe added that Kay also brings a fresh perspective and approach to the program as well as energy, curiosity, and a sense of humor.

“Sara’s very in tune with what today’s executive is looking for and needs to learn,” O’Keefe said.

Kay said she’s “thrilled to be leading ELP” and said she and program staff are focused on getting students and guest speakers “back in residence” at CHDS at the Naval Postgraduate School in Monterey, CA as pandemic restrictions ease.

“As we shift back to having students in Monterey, I’m looking forward to continuing to build upon the rock-solid foundation Ellen provided as she led this program over the last 15 years,” she said. “Ellen was always focused on the ‘so what’ of the content we are delivering, as in, ‘So what does this mean for the homeland security enterprise?’ Or, ‘So what does this mean for that emergency manager, public health administrator, or police or fire chief on the front-lines of the challenges our nation faces today?’

“As we bring new content onboard and keep our curriculum constantly fresh and responsive to emerging threats and opportunities, I will always keep the ‘so what’ in the forefront of my brain as well. The education we provide to our students must be relevant and help them effectively lead through the incredibly complex problems the discipline of homeland security faces today, as well as the challenges on the horizon. That will always be my north star and the north star of ELP.”

Kay stressed the importance of what she called an “incredible support team,” including Sarah Bentley and Elaina Vasquez, who she called the “reason for the continued success of the program” through the challenges presented by Covid-19 and the leadership transition from Gordon to herself over the past year.

She said Bentley and Vasquez “pivoted with lightning speed to master the vagaries of delivering education remotely, and they did it all while providing excellent continuity as Ellen retired and I came on board to lead the program.”

“They are truly the bedrocks of the Executive Leaders Program and I am so grateful to work with them every day,” Kay said.

At the same time, Kay said the pandemic also offered opportunities that will impact the program and curriculum going forward.

“The last year-plus of remote delivery of classes has allowed us to, relatively quickly, add a lot of new content to the curriculum and educate our leaders in ways we had not considered before,” she said. “It’s been an overwhelmingly positive experience.”

Kay has served in homeland defense and security leadership roles since 2000, including 15 years in state and federal government. She started her career in the field as a U.S. Air Force Security Forces officer, including five years of wartime service in Iraq and Kuwait.

After transitioning to civilian service, she worked for five years as the California Judicial Branch’s Emergency Response and Security Manager responsible for physical and personnel security, as well as the continuity of the state’s court system government.

Starting in 2010, Kay served as a CHDS Distinguished Alumni Fellow for the Federal Emergency Management Agency’s National Preparedness Directorate.

Two years later, she started a three-year stint as an operational intelligence officer in the CIA’s National Clandestine Service.

After that, Kay spent four years leading Airbnb’s safety and security operations, building and leading a global team focused on physical and personal security for employees, executives, and offices in 19 countries.

Before joining CHDS, Kay worked as executive director of threat management for Kaiser Permanente.

Kay graduated from the University of California, Berkeley with a Bachelor of Arts degree in Psychology, and earned a Master of Arts in Security Studies from CHDS-NPS.
CHDS ALUMNI SECURE GROUNDBREAKING APPOINTMENTS AT FEMA, CONGRESS

BY JIM JOHNSON

Two Center for Homeland Defense and Security alumni have made history with their appointments to top federal positions.

Deanne Criswell (Master’s cohort 1003/1004, ELP cohort 0801) has been appointed Federal Emergency Management Agency Administrator, the first time a woman has taken over the top spot at the agency, while Maj. Gen. William J. Walker (ELP cohort 1002) has been named the U.S. House Sergeant-at-Arms, the first Black person to assume the House’s top law enforcement position.

Criswell was confirmed by the U.S. Senate in a unanimous vote on April 22 and sworn in by Department of Homeland Security Secretary Alejandro Mayorkas on April 26.

She becomes the 12th FEMA Administrator since the agency’s formation in 1979 and will be charged with leading the agency’s mission of “reducing the loss of life and property, protecting the nation from all hazards, and leading the nation through a comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation,” according to a FEMA release.

Criswell takes over the agency as it is tasked with coordinating COVID-19 vaccination administration, handling humanitarian efforts at the southern border, and preparing for future disasters, as well as challenges associated with climate change.

In a statement, Sec. Mayorkas praised Criswell’s career as “one of commitment and service to our nation.”

“That commitment now rises to the next level of leading the dedicated people of FEMA as they continue working to meet unprecedented challenges,” he said. “I have full confidence in her ability to lead FEMA with compassion, fairness, integrity and respect as she works to fulfill the agency’s ever-important mission: helping people before, during, and after disasters.”

Criswell has more than 25 years of leadership experience in emergency management, including serving as the Commissioner for New York City Emergency Management, as a member of the Colorado Air National Guard and numerous disaster assignments with FEMA, according to an agency release.

She also worked as a local firefighter and managed the Aurora, CO, office of emergency management.

“As an emergency manager, I have always focused on keeping families and communities safe. There is nothing more rewarding than being able to help the people of this country.”

— DEANNE CRISWELL

According to a FEMA release, Criswell said during her confirmation, “I believe the best way to balance the competing demands is to make risk reduction investments to build more resilient communities and infrastructure, including against the threat of climate change. An emergency manager, I have always focused on keeping families and communities safe. There is nothing more rewarding than being able to help the people of this country.”

Criswell’s CHDS Master’s thesis was entitled “Homeland Security: developing state-level doctrine to guide strategy development,” and was completed in 2012.

Walker was sworn in as the 38th U.S. House Sergeant-at-Arms on April 26, and announced the arrival of Pres. Joe Biden to House Speaker Nancy Pelosi two days later when the President gave his first joint address to Congress.

Walker is a 39-year military career veteran, serving most recently as the District of Columbia National Guard’s Commanding General.

He also worked as a special agent for the Drug Enforcement Administration for decades, simultaneous to his National Guard service.

In a release issued in March, Speaker Pelosi lauded Walker’s “historic” appointment as an “important step forward” for Congress and the nation.

“Throughout his long, dedicated career in public service, General William Walker has proven to be a leader of great integrity and experience who will bring his steady and patriotic leadership to this vital role,” Pelosi said. “His historic appointment as the first Black American to serve as Sergeant-at-Arms is an important step forward for this institution and our nation.”

Pelosi also noted Walker’s career in the DEA and said his experience would be an “important asset” in keeping the Capitol protected.

“We are especially proud of his long-time career as a Special Agent with the U.S. Drug Enforcement Administration, where he served in roles from Special Agent to Deputy Administrator SES-4. His experience will be an important asset to the House, particularly in light of the Jan. 6 insurrection. It is essential that we work to strengthen our institution and keep our Capitol community, and all who visit, safe.”

Walker was in charge of D.C. National Guard during the Jan. 6 Capitol riots, and according to Roll Call requested permission along with Capitol Police and Metropolitan Police Department officials to send National Guard forces to defend the Capitol.

But Roll Call reported the request was delayed and approval wasn’t provided until 5 p.m., hours after the request was made.

Walker told a March 3 joint hearing of Congress that about 150 National Guard troops, including a 40-person Quick Reaction Force, left waiting a short distance away, “could have made the difference” by helping to extend the perimeter and push back the crowd, according to Roll Call.
U.S. Capitol Police were anticipating a large protest in the days before the Jan. 6 riot at the Capitol, but not a coordinated “insurrection,” and planning and response efforts were hampered by oversight bureaucracy and politics.

That’s according to former U.S. Capitol Police Chief Steven Sund, a Center for Homeland Defense and Security alumnus (Master’s Program 2011 graduate) who offered rare insight into the Capitol riot during the monthly CHDS Alumni Hour on May 20.

Sund said Capitol Police were expecting a large crowd for Jan. 6, the day Congress was set to certify the election of President-elect Joe Biden, noting what he called previous “MAGA 1 and MAGA 2” protests in November and December. He said there was already a need for heightened security with Vice President Mike Pence, Speaker of the House Nancy Pelosi, and a full U.S. Senate and House of Representatives on hand for the election certification.

One of the largest police forces in the nation with 1,900 officers and 340 civilian personnel was geared up for the anticipated protests under Sund’s guidance even though it was already short by 200 officers. Sund said he requested an emergency declaration three days before the Jan. 6 riot and reached out to D.C. National Guard Gen. William Walker for support while exchanging incident command information with a range of agencies.

Sund said his relationships and partnerships formed through the CHDS network were invaluable both before and after the Jan. 6 riot.

“This (CHDS) program has been a godsend for Capitol Police, and I certainly appreciate everything,” Sund said.

Meanwhile. Sund said he knew in advance there would be a need for a wide perimeter around the Capitol building and had requested the National Guard to support the perimeter on Jan. 3. But the coordinated attack by what Sund said was about 300-400 instigators who were seen using radio communications, hand signals, and the like was not expected.

Sund said even the timing of the Capitol riot, at 12:53 p.m., appeared to be planned to coincide with President Trump’s address to a crowd of his supporters at the White House, expecting that Capitol Police may be at less than full staffing on the perimeter.

Alumni Hour moderator and CHDS instructor David Brannan pointed out that there is now a “new normal” with regard to protests that made it virtually inevitable they would devolve into violence, not because protesters got out of hand but because of malign riot organizers infiltrating legitimate protesters and directing coordinated attacks.

Sund said that was among a lot of the takeaways from the Jan. 6 riot, including the need to stay up-to-date on after-action reports.

Other challenges Capitol Police faced, according to Sund, was the oversight bureaucracy that made it difficult to get timely resources, the political resistance
to using more effective riot gear, and reluctance to use the National Guard.
Sund said in addition to a Capitol Police Board, department leadership also had to run a gauntlet of four Congressional oversight committees to get additional staff and other resources.
And, he said the 2020 summer protests following the death of George Floyd at the hands of a Minneapolis police officer had spawned complaints about law enforcement response and the use of the National Guard to assist local law enforcement during the more violent protests in big cities, which he said had left a “bad taste” among top officials including at the Department of Defense.
When the Capitol rioters were “attacking us and the building,” Sund said, he requested additional support including from the National Guard, seeking authorization from the Congressional Sgts at Arms, which also went to the Pentagon, and there were significant delays in both cases.
When the National Guard finally arrived, Sund said Capitol Police already had the situation under control.
Asked how he would suggest dealing with the potential for radical ideology in law enforcement, especially since right-wing groups like the Oath Keepers, Proud Boys, and Three-Percenters had played high-profile roles in the Capitol riot, Sund suggested police forces might need to implement an internal threat analysis program similar to the TSA.
However, Sund also warned about the emerging politicization of police, including the Defund Police and Police Reform movements, arguing that local officials could face similar restrictions to what he faced on Jan. 6, placing them and their officers in a no-win situation.
Asked if he had been treated fairly, Sund said he understood the events of that day and how they can impact the head of an agency. He added that he was just sorry for what his Capitol Police officers had to endure during the Jan. 6 riot.
Brannan reminded Alumni Hour attendees that “Monterey Rules” applied to the event which allowed for an open and frank discussion of the riots, and he praised Sund for being willing to express his thoughts.
University of New Haven (CT) adjunct faculty member Ronnell Higgins, a CHDS alumnus (Master’s Program 2017 graduate), said what stood out with regard to Sund’s Alumni Hour discussion was “it was authentic.”
“What’s missing (from the national conversation) is the ability to speak and to share candidly,” Higgins said. “‘Monterey Rules’ is a powerful concept. It’s what binds NPS graduates together.”
CHDS strategic communications director Heather Issvoran called Sund a “true leader” for his willingness to discuss the details of the Capitol riot.
“In a world so divided, this is what we were meant to do,” Issvoran said.
Sund said his goal is “to make sure this never happens again.”
Over the past several months, the monthly CHDS Alumni Hour series has included the following topics and alumni guests:
April 15, “A Discussion of Cyber and Infrastructure Security,” with DHS Cybersecurity and Infrastructure Security Agency Deputy Director Nitin Natarajan.
March 18, “Identifying Behaviors and Providing Prevention Frameworks, Preventing Targeted Extremist Violence,” with panelists Stephanie Yanta, FBI Supervisory Special Agent and Behavioral Analysis Profiler; Michael Brown, Associate Director for Field Operations-West, Office for Targeted Violence & Terrorism Prevention at DHS (now known as the Center for Prevention Programs and Partnerships); and Beth Windisch, Regional Prevention Coordinator, Office for Targeted Violence and Terrorism Prevention at DHS (now known as the Center for Prevention Programs and Partnerships).
Jan. 28, “‘The Common Good,’ What is it? Does it still exist? Does it need to be restored?” A classroom-style discussion with CHDS instructors Dr. Chris Bellavita and John Rollins.
Dec. 17, “What should be the Homeland Security priorities for the next administration?” With guests CHDS Director Glen Woodbury, and Alicia Tate-Nadeau, Acting Director for Illinois Emergency Management Agency.
Nov. 19, “How have the challenges of 2020 provided us opportunities to innovate in our organizations?” With CHDS instructor Dr. Rodrigo Nieto-Gomez, and CHDS alum Deanne Criswell, New York City Emergency Management Department Commissioner at the time and now DHS-FEMA Administrator.
Two Center for Homeland Defense and Security alumni are at the center of an historic agreement between the Federal Emergency Management Agency and the Peace Corps aimed at accelerating administration of the COVID-19 vaccine.

FEMA assistant administrator, field operations, John Rabin (ELP 1402) and Peace Corps Response director Sarah Dietch (ELP 1402) signed a Memorandum of Understanding between the two organizations in March that allows Peace Corps volunteers to work in FEMA-supported Community Vaccination Centers starting in mid-May.

This will be just the second time in the Peace Corps’ 60-year history that its volunteers will work in the U.S., following its efforts in the wake of Hurricanes Katrina and Rita in 2005.

Typically, the Peace Corps and its volunteers are only authorized for international service. But they can deploy volunteers domestically at the request of FEMA pursuant to the Stafford Act when the organization receives a mission statement after the President declares a state of emergency.

“Given the national scale of this (COVID-19) public health emergency, additional human resources are needed for a limited period of time to distribute the COVID-19 vaccine as quickly as possible, especially among underserved populations,” a Peace Corps representative said. “So far, 65% of people receiving their vaccine at a Community Vaccination Center are from high-need, underserved groups. This is an evolving and dynamic situation where the needs change day-to-day. Returned Peace Corps volunteers have valuable prior experience in entering new environments and quickly adapting to a variety of situations. Their experience using language and cross-cultural skills will also be a benefit in the (vaccination centers) given the diverse populations expected to seek service at these locations.”

Rabin said discussions about a potential partnership began nearly a year ago when the pandemic first required program adjustments and FEMA officials reached out to the Peace Corps to see what could be done with volunteers returning from their international service stints, and that continued when the community vaccination mission emerged.

Noting that FEMA has a number of Peace Corps alumni, Rabin said they were “very familiar” with the program and that allowed for the organizations to find a workable solution.

“My training at CHDS helped me think creatively about partnerships, to work with agencies that can fill gaps in your organization, not just stick with your traditional partners.”

— SARAH DIETCH

As the agreement was nearing completion, Rabin said he and Dietch both realized they knew each other, and he said Dietch realized it was through the CHDS Executive Leaders Program.

Dietch said the two had first met during the ELP program in 2014-15 but had not stayed in touch and the signing of the agreement was the first time they had seen each other since graduating from the ELP.

“One of the most significant benefits of the Center for Homeland Defense and Security Executive Leaders Program was learning from others working in the national security field whether it was other federal partners such as FEMA or first responders at the state and local level,” Dietch said. “There is always a need to coordinate limited resources and build on expertise and experiences of other partners. I appreciate that FEMA very early on recognized that Peace Corps Response volunteers could contribute to the vaccination distribution in the United States.

“My training at CHDS helped me think creatively about partnerships, to work with agencies that can fill gaps in your organization, not just stick with your traditional partners. This is particularly important as we face a challenge as great as the global pandemic. I am so happy to be lending all of my training and experience to this amazing effort.”

Rabin said the CHDS program offered a unique opportunity to develop a network and a “shared understanding of our missions for the greater good.”

According to Rabin, FEMA will bring Peace Corps volunteers to the federal agency’s Personnel Mobilization Center in Dallas, TX on May 17 where they will be sworn in, trained, and sent off to their vaccination centers.

FEMA is providing support to COVID-19 efforts across the U.S. through personnel, supplies, and funding to help establish or expand more than 500 state-led community vaccination centers and more than 70 mobile vaccination centers.

The agency has provided more than $4.47 billion for COVID-19 vaccination efforts at 100% federal cost-share, covering supplies, staffing, training, and transportation.

Peace Corps volunteers are slated to perform general duties at the centers, including checking in patients, scheduling second dose appointments, directing traffic, providing language support, and the like.

Those eligible to serve in the special domestic deployment include returned volunteers evacuated from their overseas posts in March last year due to the COVID-19 pandemic.

Peace Corps temporarily suspended its global operations last year, evacuating
nearly 7,000 volunteers from 61 countries due to the pandemic.

Dietch said the Peace Corps is now busy preparing for its volunteers to return to overseas service, and the FEMA assignment gives the organization “hands-on experience as it looks to develop overseas COVID-19 programming.”

The collaboration is being implemented through Dietch’s Peace Corps Response program, which sends volunteers with specialized experience to short-term service assignments for up to a year.

When the Peace Corps sent more than 270 volunteers to respond to Hurricane Katrina in 2005, it was Peace Corps Response predecessor Crisis Corps that managed the deployment to assist FEMA’s relief operation.

Rabin said the collaboration between FEMA and the Peace Corps could be replicated in other ways in the future.

“I think (the MOU) has set FEMA up to use (the Peace Corps) in the future. If the need fits with the (Peace Corps) program, all the hard work has been done.”

— JOHN RABIN

The Executive Leaders Program provides a unique educational opportunity for senior-level homeland security and public safety leaders from federal, state, local, territorial, and tribal agencies, and the private sector, at the forefront of the nation’s homeland security mission. ELP offers a non-degree, graduate-level program meeting the immediate and long-term needs of leaders responsible for homeland security and public safety. The program brings together a variety of disciplines and jurisdictions into one room.

The Center for Homeland Defense and Security located at the Naval Postgraduate School in Monterey, CA is the nation’s homeland security educator.

FOR MORE ABOUT OUR EXECUTIVE LEADERS PROGRAM VISIT CHDS.US/ELP
Responding to chemical, biological, radiological, and nuclear events (CBRNE) require significant planning, training, resources, and organizational commitment. Preparing for such threats is often secondary priority for health care systems. However, for Center of Homeland Defense and Security (CHDS) Emergence cohort 2021 alum Raul Gomez, serving as an Emergency Management Specialist for the Cone Health system in Greensboro, NC, the programmatic gaps within their Hospital Emergency Response Teams (HERT) represented an opportunity for change. Joining Cone Health in October 2018, Gomez wasted little time recognizing and developing a strategy for improving the standardization for the HERTs within the acute care hospitals forming the Cone Health system. Starting with his own attendance in the Emergency Medical Operations for CBRNE Incidents course at the Federal Emergency Management Agency (FEMA) Center for Domestic Preparedness (CDP), Gomez focused on education and training as the foundation for addressing the challenges.

“I realized after attending the course at CDP that there were still missing pieces for scaling a HERT program to fit our needs, facilities, and personnel at Cone Health,” Gomez commented. He continued, “I focused on assessing our capabilities at two hospitals; in some instances, simply having outdoor access to water and electricity for decontamination stations proved to be a challenge.” As Gomez completed his initial assessment, it was clear that a phased approach would provide the best opportunity for success. He said, “Phase I started with the formation of a framework encompassing elements of the management, communication, and recruitment process. Facilitating the identification and training of HERT members in two hospitals and, after evaluating the outcomes and lessons learned, we would move into Phase II with the other acute care locations.” Continuing, Gomez said, “I modified the CDP course with specific multimedia for our locations… instructional videos showing steps in the decontamination process, and the layouts of our campuses so people taking the course can actually see their location and others in case they move onto a different campus.” Concomitantly, in discussions with Executive Leaders Program (ELP) alum Henry Comas (ELP 2016) of the U.S. Department of Housing and Urban Development, Gomez learned of CHDS and, specifically, the Emergence program.

“Responding to any type of hazard requires training and resources, but also a commitment to building strong working relationships across the entire team.”

— RAUL GOMEZ

Having built a strong relationship with Comas during his emergency management internships while pursuing a Master of Public Administration in Health Policy and Management from New York University Wagner School of Public Service. Following his graduation, Gomez viewed Emergence as an opportunity to learn from not only the subject matter experts (SMEs) and lecturers within the program, but also the diverse individuals from various disciplines and jurisdictions within his cohort. Following his acceptance into Emergence and as he neared the end of Phase I of the HERT program with over 50 members trained at two hospitals, little did he know that the COVID-19 pandemic would significantly alter both efforts.

He noted, “COVID-19 put the brakes on our training as the focus had to shift to addressing the pandemic. However, it also highlighted the importance of emergency management and the level of coordination required to effectively respond to these large-scale events.” As he approached the first Emergence virtual in-residence session in September 2020, Gomez was curious to see how the Zoom-based delivery would work as well as being somewhat nervous about joining a cohort with potentially more experience in his field. He stated, “I know I am the first within any healthcare system in North Carolina to attend this program… the talent in the cohort is impressive and somewhat intimidating. However, everyone was so open with the challenges they were facing personally and organizationally that any walls preventing sharing or honest communication quickly disappeared.”

Gomez continued, “I was amazed at how well the cohort bonded even in the virtual environment, it was truly a testament to the approach by faculty and SMEs…they facilitate the discussions between cohort members rather than simply lecturing from behind their web cameras.”

Following the first session, Gomez began outlining Phase II with a renewed sense of confidence. “I think the perspectives I gained from my cohort mates and a better sense of how to critically analyze the successes and failures of Phase I clarified my approach to Phase II,” he remarked. For Gomez, the differing viewpoints within his Emergence cohort based upon their varied experiences opened his eyes to developing a more holistic and inclusive approach to his training. He commented, “I really looked to create teams at each location with an on-site leader empowered to tailor the training… driving the team from within…based upon each hospital’s individual strengths and capabilities while ensuring a baseline level of knowledge, skills, and abilities.”

The complexity of Phase II and the overall expansion of his HERT training program was daunting. However, as explained by
Gomez, “Emergence gave me the confidence to implement my program across the Cone Health system.”

Gomez quantifies the value of the Emergence program primarily through relationship building and knowledge sharing. “Emergence highlighted the value of relationships and the power in building those relationships as a tool for information sharing and collaboration,” he stated. Additionally, Gomez commented on the perspectives delivered by an SME in the second session — Dee Neely, former Assistant to the Special Agent-in-Charge, U.S. Secret Service (Retired) — who discussed the importance of personal empowerment. “She framed the problem from the perspective of ‘owning your space and building trust by how you treat and interact with others.’” Collectively, the lessons learned from Emergence were directly applicable as Gomez turned his attention to the challenges ahead.

Reflecting on his overall Emergence experience, Gomez thought back to his first days in the program and his time as an offensive lineman playing college football at San Diego State University, “My first year I really thought ‘I don’t belong here,’ but once I had an opportunity to compete and actually play in a game, I realized I belong.” Continuing he said, “Emergence felt the same in the first days and now I can take that confidence back to my organization.” Moving forward, he plans to continue to challenge himself commenting, “I know my value and the approach I want to take and the high expectations I placed on myself during Emergence.”

For more about our Emergence Program visit CHDS.US/EMERGENCE

Program Deadlines within the next six months

Masters Program (MA)
Application Deadline December 1, 2021

Emergence Program
Application Deadline December 1, 2021

Executive Leaders Program (ELP)
Application Deadline June 15, 2021
For admittance into the fall cohort
Application Deadline Jan 15, 2022
For admittance into the spring cohort

Pacific Executive Leaders Program (PELP)
Application Deadline Jan 15, 2022
For 2022 cohorts

For more information visit us online at CHDS.US

Send us three recommendations for the programs above | hissvora@nps.edu
Preparing for this summer’s Solheim Cup professional women’s golf tournament, Center for Homeland Defense and Security Emergence Program graduate Jake Hoffman saw a gap in the way the Toledo Fire and Rescue Department staffs special events.

With the biennial golf tourney between teams from the U.S. and Europe from Aug. 31 to Sept. 6 expected to draw as many as 150,000 spectators to the Inverness Club in Toledo, OH, the Toledo Fire and Rescue private realized a “standardized and scalable” approach to staffing special events was needed.

While Hoffman noted Toledo Fire and Rescue has “robust medical capabilities” for special events including medics on bikes, EMS physicians, and mass casualty equipment, it had few options for Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) threats.

Hoffman pointed out that if CBRNE resources were needed at a special event they would be provided by either on-duty personnel on long-term standby or those recalled on overtime, which he said has a detrimental effect on normal emergency services provided to citizens and the safety and operational capability of the crews remaining in service to answer 911 calls.

If staffed with recall personnel, Toledo Fire and Rescue incurs a “large cost” that is rarely if ever reimbursed and such staffing models tie up a majority of the department’s HAZMAT resources that may be needed elsewhere in the city or the region.

In response, Hoffman proposed the creation of a Joint Hazard Assessment Team (JHAT), a less visible response force with the ability to conduct preliminary analysis of suspicious items or chemicals with minimal disruption to a special event.

Hoffman noted most JHATs are limited to only CBRNE threats but with what he called the “prevalence of mass attacks in public spaces” he proposed that the teams also be equipped to immediately respond as a Rescue Task Force if needed.

According to Hoffman, his Emergence change initiative JHAT proposal was “well-received” by Toledo Fire and Rescue command staff, suggesting that was at least in part due to a potential overtime savings of more than 75% compared to current practices along with its other benefits.

He said the JHAT concept has been “embraced” by both the Toledo Fire and Toledo Police departments and will be in operation during the 2021 Solheim Cup and other special events.

Hoffman said his Emergence Program experience was “truly second-to-none and should be required training for all new leaders across the homeland security enterprise.”

“The interdisciplinary approach allows cohort members to escape their professional silo by interacting with and learning from members of both the private and public sectors with whom they may not typically work,” he said. “I thoroughly enjoyed how the program material was structured while allowing individual growth through the change initiative project and other activities. While the program discusses novel approaches to emerging threats, it also teaches a macro view of homeland security that genuinely allows each cohort member to expand their knowledge and refine their specific area of expertise.”

Hoffman’s Emergence cohort included 30 participants who graduated in April 2021.

Emergence change initiatives are part of a typical six-month session that includes an innovation lab for participants to research and develop an idea for change within their organization, which can include anything from a new policy approach, new program, or procedure to a new system or use of technology aimed at enhancing homeland security or emergency and security management.

More Emergence

For more about our Emergence Program visit CHDS.US/EMERGENCE
Facing the challenge of evaluating 3,800 Department of Homeland Security background investigators using manual personal data entry and security checks, Center for Homeland Defense and Security Emergence Program cohort 2001 graduate Kristin Vallejos saw an opportunity to use artificial intelligence to improve accuracy and streamline the process.

The DHS/U.S. Immigration & Customs Enforcement (ICE) senior personnel security specialist was already working as program manager for the One DHS Credential initiative aimed at creating an agency-wide credential for contract background investigators to be used in a background investigation services contract awarded in February.

Vallejos called the manual credentialing process “insufficient and prone to human error,” including data being input incorrectly and causing problems with issuing credentials as well as data integrity security problems associated with incorrect profiles and security checks, which she said, “degrades the integrity of the approval process and puts the agency at risk.”

Already exploring the use of artificial intelligence to improve the “quality and strength” of the personnel security process as her CHDS Emergence change initiative, Vallejos proposed using robotic process automation (RPA) to improve the entire background investigator credentialing process.

Vallejos said she met with her division chief to discuss the proposal for the One DHS Credential and he was “definitely in favor of the proposal and gave me a green light to start the RPA development process.”

She said she also pitched the idea to the program developer, who acknowledged it was a great candidate for RPA, and agreed to start the development process. Currently, Vallejos said she is working with the developers to get access to all required systems and has started the task documentation process for them.

According to Vallejos, the initiative will follow a two-phase process. First, RPA will be developed for data entry into the DHS system, and second, RPA will be developed for security checks to be automated.

“Being a part of this (CHDS Emergence) program helped me better understand how the work I’m doing in personnel security fits into some of the bigger issues of homeland security.”

— KRISTIN VALLEJOS

Vallejos said once the initiative is further into development she will have a better idea about how long it will take to be implemented.

Initially, Vallejos said she intended as part of her change initiative to propose the use of artificial intelligence in an effort to build and enhance quality assurance processes which will eventually be required as part of the Trusted Workforce 2.0 initiative for personnel security across the U.S. government.

But over the recent past few months’ time, she said her unit at ICE and DHS as a whole has shifted focus to the Continuous Evaluation Program, and her previous proposal became “stale.”

So she shifted to the use of RPA in the One DHS Credential initiative instead.

Vallejos said her CHDS Emergence Program experience was “excellent and enriching,” and the highlight was getting to “collaborate, discuss, and work with other homeland security and public safety professionals from diverse backgrounds and professions.”

“The program really helped broaden my perspective on emerging threats to homeland security, and how we might approach the solutions and decision-making around those threats,” Vallejos said. “My profession is a very narrow field, and we are often insulated in what we do. Being a part of this program helped me better understand how the work I’m doing in personnel security fits into some of the bigger issues of homeland security. Going forward, the new network of CHDS will be a huge benefit to me as I work to find well-rounded and balanced approaches to personnel security and the issues we face within our profession. Additionally, the expanded perspectives and critical thinking skills I’ve learned from the program will really benefit me in making personnel security determinations for our agency.”

Vallejos’ Emergence cohort included 30 participants who graduated in April.

Emergence Program change initiatives are part of a typical six-month session that includes an innovation lab for participants to research and develop an idea for change within their organization, which can include anything from a new policy approach, new program, or procedure to a new system or use of technology aimed at enhancing homeland security or emergency and security management.

MORE EMERGENCE

FOR MORE ABOUT OUR EMERGENCE PROGRAM
VISIT CHDS.US/EMERGENCE
Nearly a dozen Center for Homeland Defense and Security alumni serve on the Federal Emergency Management Agency’s (FEMA) National Advisory Council (NAC) that presented a report in November 2020 to then FEMA Administrator Peter Gaynor containing recommendations on key issues facing FEMA and the field of emergency management.

Gaynor, who became the Acting Secretary of Homeland Security after Chad Wolf announced his departure, is also a CHDS alumnus (Executive Leaders Program, 2013).

The NAC advises the Administrator on all aspects of emergency management, including preparedness, protection, response, recovery, and mitigation for natural disasters, acts of terrorism, and manmade disasters.

The composition of the NAC is a reflection of the Center for Homeland Defense and Security’s (CHDS) academic programs, representing a geographically diverse cross-section of officials, emergency managers, and emergency responders from state, local, tribal and territorial governments, the private sector, and non-governmental organizations.

So, perhaps unsurprisingly, CHDS has maintained a strong relationship with the NAC. But the overall collection of CHDS alumni acknowledged as contributing to the latest report is nonetheless impressive with 11 members on the council and three others named in the report.

In recent years, the NAC has presented its recommendations in a memorandum format but this time it was delivered in a more thorough report format that provides more context, anticipated impact, and implementation considerations.

This report is also unique because it represents a shift in reporting scope. In November of 2019, the National Advisory Council was charged with addressing questions that would take a full year to answer instead of the traditional six months.

Administrator Gaynor asked the NAC to address the following:

1. What should be the future vision of emergency management and FEMA in 2045? How should FEMA and its non-federal partners address a future that includes increasing disasters and downward pressure on federal funding?

2. Given the downward federal budget pressures and upward natural hazard trends, what are the best ways to build capacity in response, recovery, preparedness, and mitigation at the local, tribal, territorial, and state levels?

3. What actions should FEMA take to ensure marginalized and vulnerable communities can recover quickly? How can FEMA better structure its programs to meet the needs of the most vulnerable populations, especially women and children?

The report is also notable due to the sheer number of issues confronting emergency management in the last year from devastating wildfires in the West to a record-breaking Atlantic hurricane season, all coming amidst the COVID-19 pandemic and civil unrest.

Similar to CHDS alumni, many of the NAC members are on the front lines and leading the collective response to these difficult situations.

“Despite not being able to have our usual in-person meetings, we were able to continue to work as a group to finish this report,” CHDS Executive Leaders Program alumna Linda Long, Battalion Chief at the Philadelphia Fire Department, said. “What I learned from the ELP program and from members of my cohort helped me to formulate my response to these important questions.”

The NAC consists of up to 35 members who serve three-year terms with approximately a third expiring each year. Members are appointed by the FEMA Administrator as Representatives, Special Government Employees, or Ex Officio.

The following list highlights CHDS alumni and faculty who contributed to the report as members of the NAC.

• Donald Bliss, Vice President, Field Operations (Ret.), National Fire Protection Association (CHDS Subject Matter Expert)
• Deanne Criswell, Commissioner, New York City Emergency Management Department, now FEMA Administrator (Executive Leaders Program 2008, Master’s Program 2011)
• Charley English, National Emergency Management Liaison, American Red Cross (Master’s Program 2004)
• Charles Esteves, Administrator, Guam Office of Civil Defense (Executive Leaders Program 2018, Pacific Executive Leaders Program 2021)
• Lori Hodges, Director, Emergency Management, Larimer County, CO (Executive Leaders Program 2013, Master’s Program 2015)
• Jackie Lindsey, Chief, Santa Fe County Fire Department (Master’s Program 2017)
• Linda Long, Battalion Chief, Philadelphia Fire Department (Executive Leaders Program 2018)
• Jeff Stern, Former State Coordinator, Virginia Division of Emergency Management and Superintendent, Emergency Management Institute, Federal Emergency Management Agency (Executive Leaders Program 2016)
• Tina Titze, Director, South Dakota Office of Emergency Management (Executive Leaders Program 2016)
• James Waskom, Director, Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (Executive Leaders Program 2018)

Three other CHDS alumni also participated in developing the NAC report by speaking on NAC subcommittee calls:

• Curtis Brown, State Coordinator, Virginia Department of Emergency Management (Executive Leaders Program 2020)
• Justin Kates, Director, Office of Emergency Management, City of Nashua, NH (Master’s Program 2021)
• Dave Kaufman, Vice President and Director of Safety and Security, Center for Naval Analyses (Executive Leaders Program 2007)
Center for Homeland Security

Executive Leaders Program

Alumnus Jay Tabb led off a group of speakers for the second educational module for ELP cohort 2001 conducted in mid-February.

Tabb (ELP cohort 1602) was the first speaker to address the cohort, tackling the topic, “Perspective on National Security Threats.”

Tabb leveraged his 30-plus years of experience managing and mitigating risk to provide a detailed overview of the most pressing threats and challenges facing our democracy. His presentation covered the U.S. terrorism threat, as well as the significant intelligence threat posed by nation-state actors, while providing effective solutions through enhanced partnerships.

“After participating in ELP in 2016 and understanding how the experience is designed, I know how important it is for this group of homeland security leaders to develop a broad understanding of national security threats,” Tabb explained. “The starting point for that is learning how the U.S. government looks at terrorism, counter-terrorism, and foreign intelligence operations.”

The ELP participants were thoroughly engaged by the content of Tabb’s presentation and the ensuing discussion provided a platform to share ideas from within their own respective agencies or jurisdictions, with the ultimate goal to establish solutions and integrate best practices across the diverse network of homeland security.

“I formed some great bonds and really learned a lot from my experience as an ELP participant, so it feels great to give back to the program and the next cohort of homeland security leaders.”

— JAY TABB

Tabb is currently positioned as Senior Vice President of Global Security Division at Crisis Response Company after serving the majority of his career as a Senior Executive and Special Agent with the Federal Bureau of Investigation (FBI). He is also a former U.S. Marine Corps (USMC) infantry officer with over three decades of national security and law enforcement experience leading strategic programs, managing organizational risk, and overseeing global security solutions.


While the ELP content is traditionally delivered to participants in the classroom during in-residence sessions, CHDS transitioned to online remote delivery in response to travel restrictions, shelter-in-place orders, and concern for program participants. This enables the program to safely run uninterrupted throughout the COVID-19 pandemic while participants perform their jobs on the frontlines of the national response at the local, state, tribal, territorial, federal, and private-sector levels.

ELP is a unique educational forum for senior-level homeland security and public safety leaders, designed to enhance decision-making and foster collaboration while bridging gaps in interagency and intergovernmental cooperation.

The hybrid ELP model consists of four one-week seminars over 12 months.

One of the hallmarks of ELP is insightful discussion guided by an accomplished cadre of subject matter experts that draw on their personal and professional experiences to inform participants about critical topics, and this session was right on target.

The general objectives for this particular learning module were to elicit critical thinking and provide a useful framework for thinking about homeland security while creating opportunities to learn from other disciplines and expanding participants’ knowledge about homeland security issues.
For Virginia state coordinator of emergency management Curtis Brown, diversity, equity, and inclusion in homeland security and emergency management is not just the right thing to do, it’s the smart thing to do.

The Center for Homeland Defense and Security Executive Leaders Program graduate (ELP 2000 graduate) who is the first African American to lead his state’s emergency management department has made it his mission to advocate for greater diversity, equity, and inclusion in the fields by demonstrating the evidence-based reasons for doing so.

“Overall, diversity, equity, and inclusion is itself a good thing,” Brown said during an interview with CHDS. “Data and research show that it makes sense and it’s fundamental to the mission in emergency management.”

The co-founder of the non-profit Institute for Diversity and Inclusion in Emergency Management noted that the disasters of the 20th and 21st centuries have shown that the people most impacted by death, injury, and economic loss are “marginalized communities,” including communities of color, rural communities, and those with a lack of resources.

Brown said it’s important for those communities to be represented by those in emergency management who will be responding to the disasters and helping lead the rebuilding process by leveraging limited economic resources “for the greater good.”

“Overall, diversity, equity, and inclusion is itself a good thing. Data and research show that it makes sense and it’s fundamental to the mission in emergency management.”

— CURTIS BROWN

While race, ethnicity, and gender tend to be the focus of diversity pushes, Brown said his institute includes a “broad definition” of diversity including people with disabilities, LGBTQ, religious beliefs, disadvantaged communities, and other underrepresented groups.

During his in-residence session at CHDS at the Naval Postgraduate School in Monterey, CA in 2019, Brown was asked by ELP leaders Ellen Gordon and Sara Kay to make a presentation to the class on diversity, equity, and inclusion in homeland security and emergency management.

That presentation, he said, focused on implementing innovative strategies for improving diversity in organizations including improved hiring practices.

He notes that there is “still the need to actively recruit a more diverse cadre” in emergency management and a need for “intentional outreach, removing barriers, and providing additional support” to them for leadership roles.

Brown now serves as a guest speaker on diversity and inclusion issues for the CHDS Executive Leaders Program and has already made two more presentations via remote means and is expected to travel to the CHDS campus in August for a presentation.

He noted that it appears there is an increased interest in the issues of diversity and inclusion these days, in the wake of...
what he called an “unusual year” that saw the COVID-19 pandemic have a disproportionate impact on communities of color, and the murder of George Floyd by a Minneapolis police officer that has sparked widespread discussions about criminal justice.

ELP director Sara Kay said Brown’s session offers “important insights into the benefits for homeland security leaders of focusing on diversity, inclusion, equity, and inclusion in their respective organizations, jurisdictions, and outward-facing work.”

Kay said Brown is a “scholar on the topic of diversity” and as his state’s emergency management coordinator has “practical experience highlighting the importance of bringing diverse perspectives and backgrounds to the complex challenges homeland security leaders face.”

“It’s important we talk about how the homeland security enterprise can support all communities, including those which have been historically and institutionally underserved and under-represented,” she added. “We are fortunate to have Curtis Brown as one of our incredible guest speakers to help educate our executive leaders. The fact that he is an ELP alum who deeply understands the goals of the Executive Leaders Program makes his participation even more meaningful.”

Brown has homeland security and emergency management experience at the federal, state, and local levels, including as Deputy Secretary of Public Safety and Homeland Security, regional management coordinator for the Hampton Roads planning district commission, professional staff on the U.S. House of Representatives Committee on Homeland Security, and senior special assistant to the Virginia Governor in the Office of Commonwealth Preparedness.

He received a B.S. in Political Science from Radford University, a Master of Public Administration from Virginia Tech University, and a Master of Arts in Homeland Security and Emergency Preparedness from Virginia Commonwealth University.

There is “still the need to actively recruit a more diverse cadre” in emergency management and a need for “intentional outreach, removing barriers, and providing additional support” to them for leadership roles.

— CURTIS BROWN

DIVERSITY, EQUITY, AND INCLUSION GOALS

Promote integration of social equity within emergency management to improve outcomes for communities of color and vulnerable populations

Increase the number of women and people of color within the emergency management profession; for communities of color and vulnerable populations

Promote, support and disseminate research regarding diversity and inclusion in emergency management

Educate and train the emergency management enterprise on diversity, inclusion and equity issues

Build resilience in communities of color and underserved communities by supporting innovative mitigation and adaptation projects, and more

Cultivate women and people of color through training programs to become emergency management leaders

Source: Institute for Diversity and Inclusion in Emergency Management

FIND MORE

WWW.I-DIEM.ORG

There is “still the need to actively recruit a more diverse cadre” in emergency management and a need for “intentional outreach, removing barriers, and providing additional support” to them for leadership roles.
Leonardo DaVinci once said, “All great acts of genius began with the same consideration: Do not be constrained by your present reality.”

Fast forward to 2006, when drone advocates saw Unmanned Aerial Vehicles (UAVs) or drones allowed in U.S. airspace for the first time to follow and assist with search and rescue and disaster relief efforts during the devastation of Hurricane Katrina.

Turns out, this would be the first of many iterations and innovations by security and emergency professionals, including alumni from the Center for Homeland Defense and Security at the Naval Postgraduate School. CHDS alumni such as Steven Polunsky, GB Jones, Angi English, and Jackie Lindsey are taking to the sky, using drones for a variety of purposes.

Unmanned systems have exponentially changed the ecosystem of public safety. In March of 2020, The Center for the Study of the Drone at Bard College reported that 1,578 state and local police, sheriff, fire, and emergency services agencies in the U.S. are believed to have acquired drones.

Along with the proliferation of drone use, there are increased chances of drones being used for nefarious purposes such as smuggling, illegal surveillance, blackmail, or disruption of airport operations.

As the recently announced Remote ID attests to, the FAA is well on the way to establishing a true system for managing unmanned aerial traffic.

Alumni Lead on Many Fronts

The ability of unmanned systems to be a powerful tool for various uses has not been lost on CHDS alumni; instead, they’ve leveraged these powerful tools to meet the needs of the 21st Century.

Steven Polunsky (Master’s Program 1403/1404, HSx 1701), Director of the Transportation Policy Research Group at the University of Alabama, is using drones at the Institute to train 15 students, faculty, and staff as drone pilots. He states, “We are proud to offer this useful training for transportation researchers to augment their existing skills and knowledge.”

Moreover, he said, “We use drones for research, remote sensing, and photography, and the transportation industry for infrastructure inspection is increasingly widespread.”

This collaborative effort with the Institute and the University of Alabama at Huntsville, the lead institution for disaster preparedness and response research, provided insight into the safe integration of UAS into the disaster preparedness and response areas.

In addition, the FAA recently selected the Huntsville International Airport as one of four locations across the country to serve as a test site for drone research, in particular, the “Airport UAS Detection and Mitigation Research Program.”

GB Jones (Master’s Program 1401/1402) is currently the Director of Investigations and Security Services – International & Special Events for the National Football League. Prior to joining the NFL, Mr. Jones was Vice President and Chief Security Officer for Terra Vigilis Security Group, a specialized security company with an emphasis on aerial security, counter-drone operations, and integrated security solutions. Jones retired from the Federal Bureau of Investigation (FBI) in May 2019 after nearly 23 years of service.

In March 2020, he joined another CHDS alum Cathy Lanier (Master’s Program 1401/1402), the current NFL Senior Vice President and Chief Security Officer, and he provided emergency planning and airspace security planning in support of all NFL games and events, including international overseas games.

“In my NFL role,” Jones states, “I do a lot of evaluation of drones and drone detection systems, to provide guidance and expertise to the clubs, teams, and stadium operators, about existing and emerging technologies. We are also exploring the safe integration of drones into the game day experience for not only security but also for broadcasting, event operations, entertainment, marketing, and other business use cases.”

Jackie Lindsey (Master’s Program 1601/1602), Fire Chief of Santa Fe County, NM was at the forefront of unmanned systems technology in 2019 when she facilitated a half-million-dollar drone program for the State of New Mexico as former New Mexico Secretary of Homeland Security and Emergency Management.

Lindsey noted that “this cutting-edge technology allows us to better address the safety and security needs of New Mexicans and all who travel to our state. Our drones allow the Department of Homeland Security and Emergency Management (DSHEM) to determine the scope of incidents from the air and more immediately coordinate response and recovery.”

When Angi English (Master’s Program 1303/1304, ELP 1201, MA1303/1304, HSx1701) joined Lindsey as Chief of Staff of New Mexico DHSEM and Part 107 drone pilot, the program continued to grow with a dedicated...
Angi English and Jackie Lindsey with Silent Falcon.

Rick Klok with unmanned systems bomb detection equipment.

mobile command with the New Mexico Fusion Center enhancing crime scene analysis and criminal surveillance.

In 2016, English also crafted the NPS CHDS Drone Facebook group for alumni discussions on the use of unmanned systems of all types.

She currently serves as a Board Advisor for DRONERESPONDERS, Inc, the world's largest non-profit advocacy program for the use of unmanned systems in public safety.

Rick Klok (Master's Program 1903/1904) has been using unmanned ground vehicles (UGVs) in all aspects of bomb technology for more than 15 years in Explosive Ordinance Disposal (EOD), Special Weapons and Tactics (SWAT), and Hazardous materials applications.

As a bomb technician for the Gwinnett Police Department in Lawrenceville, GA, Klok annually responds to approximately 120 calls per year, mostly for examinations of suspicious packages. But he reports his unmanned ground vehicles have been used for SWAT support by providing robotic entry surveillance and two-way communications with suspects.

Interestingly, in hazardous materials situations, Klok uses sensors on the UGV to type what kind of hazardous materials are present in any given situation.

Because of Klok's long history of working with UGVs, he predicts that the next innovations likely for unmanned ground systems will be “smart robots” with more autonomous features. Klok states that “the most significant potential for the enhancement of bomb disposal robots perhaps rests in the robot's ability to manipulate objects with fine motor controls, much like a human being. Haptic technology is emerging on bomb disposal robots to provide the robot operator tactile feedback that creates the sense of touch through force, vibration, and motion sensors.”

Klok notes that “larger and heavier, EOD robots are more prevalent in domestic bomb disposal, where there is a need for more robust capabilities such as investigating potential Vehicle Borne IEDs (VBIED) and suspicious packages. Either way, small or large, the basic need of all bomb disposal robots is the same; keep the human body out of harm's way.”

Klok reports that “the Andros F6 series robot is a workhorse, and it is the robot most often utilized at the Hazardous Devices School at Redstone Arsenal, in Huntsville, AL. Redstone Arsenal is the only facility in the United States that trains Public Safety Bomb Technicians (PSBT) of which Klok is a graduate.”

Clearly, these alumni are not “constrained by (their) present reality,” as DaVinci advised. The future is bright for continued innovation from these alumni and future alumni in the use of unmanned systems for good in our local communities and nation overall.
FDNY alumni from all CHDS programs pictured at the 9/11 Museum in New York City.
REMEMBERING 9/11
A Turning Point in U.S. History
By Jim Johnson
ever forget.

It’s a kind of mantra at the Center for Homeland Defense and Security. And it applies now as much as ever to that fateful day – September 11, 2001 – when Al Q’aida terrorists flew commercial airliners into the World Trade Center in New York and into the Pentagon in Washington D.C., and attempted to do the same to the U.S. Capitol but ended up in a Pennsylvania field.

The attacks killed thousands of Americans, nearly 3,000 at the World Trade Center alone, and shook the nation to its core.

Later this summer, the U.S. will mark the 20th anniversary of the day now known simply as 9/11. It has been dubbed “our generation’s Pearl Harbor” by veteran homeland security officials due to the number of warnings that precluded the attack and the failure to connect the dots to prevent it; a “wake-up call” for the nation that forced the U.S. to get involved internationally in a way that it had previously been reluctant to do in the global War on Terror and the conflicts in Afghanistan and Iraq, and from which the nation is still trying to figure out how to disengage.

In this article, and in the 9/11 commemoration book slated for release in print and online later this summer, CHDS founders, faculty, and alumni share their memories of 9/11, including its prologue and epilogue. They’ll also share their thoughts on the formation and evolution of the Center in the wake of the attacks, and how the homeland security enterprise has changed over the past two decades, and its capacity for planning for, preventing, and responding to the myriad and complex threats the nation faces today and in the future.

In the days and years after 9/11, this nation was united in the fight to preserve the homeland from exterior threats. But even as the definition of homeland security and the effort to ensure it has evolved and expanded to include natural disasters and domestic threats, the nation is now being threatened by an external campaign led by rivals like Russia and China to foment division among the American people through the spread of disinformation and misinformation on social media, and distrust of the nation’s democratic institutions.

Therein lies the existential challenge to homeland security facing this and the next generation’s leadership, a challenge that at least one CHDS subject matter expert says is even greater than 9/11.

As the U.S. Department of Homeland Security’s mission statement says: “Together, we are committed to relentless resilience, striving to prevent future attacks against the United States and our allies, responding decisively to natural and manmade disasters, and advancing American prosperity and economic security long into the future.”

In addition to the 9/11 commemoration book, which will feature short essays, photos, art, poems, and other 9/11-related materials, CHDS’s Homeland Security Digital Library is also creating an In Focus list, a blog, and an online 9/11 anniversary timeline event that will be available to all CHDS faculty, staff, and alumni.

Memories remain all too vivid for those who experienced 9/11 and are recounted in detail in the 9/11 commemoration book including those by some CHDS faculty and alumni from New York and Washington D.C. who were charged with responding during and immediately after the attacks.

CHDS alum and former New York City Police Department officer John Comiskey (Master’s Program, UAPP participant 0805/0806, HSx 1701) remembers standing near the World Trade Center in a “collapse zone” looking up at the North Tower when it fell and watching three New York City firefighters kneel and make the sign of the cross as “rumbling, unfathomable noise, and chaos followed.”

After finding cover and then regrouping, the NYPD lieutenant and his fellow first responders made their way back to what is now known as Ground Zero to search for survivors, but the “smoldering pile before us told a harrowing tale: thousands of our friends, colleagues, and fellow New Yorkers were forever lost.”

In all, 23 NYPD officers, 37 Port Authority officers, and 343 NYFD firefighters died in the World Trade Center collapse. A total of 2,977 people died in the collapse of the two towers, and thousands more have died from 9/11-related illnesses since then, while thousands more still suffer debilitating 9/11-related health issues and post-traumatic stress.

Comiskey was among “hundreds” of police officers and firefighters who scoured Ground Zero for survivors on 9/11.

---

9/11 TIMELINE

**FEBRUARY 26, 1995**

Terrorists with links to an Islamist extremist group detonate explosives in a van parked underneath the WTC.

**AUGUST 1998**

Khalid Sheikh Mohammed and Osama bin Laden agree to plan an attack on sites in the USA, using suicide bombers and planes.

**APRIL 1999**

The hijackers began to obtain passports and visas for travel to the United States.

**SEPTEMBER 11, 2001**

Hijackers aboard American Airlines Flight 11 crash the plane into floors 93-99 of the North Tower of the World Trade Center.

**SEPTEMBER 11, 2001**

Hijackers aboard American Airlines Flight 175 crash the plane into floors 75-85 of the WTC’s South Tower.

**SEPTEMBER 11, 2001**

The South Tower of the World Trade Center collapses.

**SEPTEMBER 11, 2001**

At 8:46 AM, the White House Chief of Staff Andrew Card alerts President George W. Bush that a plane has hit the World Trade Center; the president is visiting an elementary school in Sarasota, Florida at the time.

**SEPTEMBER 11, 2001**

At 9:20 AM, the hijackers begin clearing floors of a building in downtown Manhattan.

**SEPTEMBER 11, 2001**

At 9:37 AM, the hijackers board United Airlines Flight 175 and fly to the World Trade Center.

**SEPTEMBER 11, 2001**

At 9:55 AM, the South Tower is hit by a hijacked commercial airliner.

**SEPTEMBER 11, 2001**

At 10:07 AM, the hijacked United Airlines Flight 93 contact friends and family and learn about the attacks in New York and Washington; they mount an attempt to retake the plane. In response, hijackers deliberately crash the plane into a field in Somerset County, Pennsylvania, killing all 40 passengers and crew aboard.

---

“...Our collective reflections in this article epitomize thousands of others and stimulate so many emotions and memories. Sadness, fear, anger, and frustration, but also hope, courage, optimism, resolve and tenderness. Which ones do we take and embrace as we move forward into the next two decades? What world do we want to inspire, create, and shape? The memories of that fateful day are...”
Retired for a decade from the NYPD, Comiskey is now an associate professor of homeland security at Monmouth University.

CHDS alum and retired FBI agent Robert Mahoney (Master’s Program cohort 0703/0704) remembers running toward the World Trade Center just moments after the South Tower was hit by the second hijacked plane. He and a colleague were clad in blue “raid jackets” emblazoned with the letters “FBI” on them and moving unimpeded through a “sea of people” going the opposite direction away from the “unfolding horror a scant few blocks away” who parted to let them through.

Among the endless line of police cars, fire engines, ambulances, and other official and emergency vehicles traveling the same way, Mahoney said he locked eyes with a firefighter passing by with his fellows in a fire truck and realized they must know they were riding to their deaths without it dawning on him he might be running toward his own.

And he remembers looking “straight up nearly a quarter of a mile high at the huge hole in the face of the North Tower, at the raging fires and smoke, and at the people you could see at the windows on the upper floors,” and the “inexplicable counting of the people falling down the face of those buildings” and thought about the risk to all the firefighters and others responding to the disaster. But he said he and other responders could never have predicted the scale of the loss experienced on that day.

Mahoney would lead an FBI search team into the Ground Zero site between collapses, noting that few knew about the 100 or so agents who worked at the site during the attacks that day. He was a supervisor in the FBI Crisis Command and Recovery Center at the World Trade Center for six months afterward, and after retiring managed the writing of the master security plan for the World Trade Center site redevelopment.

CHDS Master’s Program alum Susan Jones-Hard, who would join the first-ever CHDS Master’s class at the new institution in 2003 and serve for more than 11 years as managing director for the CHDS Mobile Education Team program, has a unique story to tell both during and after 9/11. On the day of the attacks, she was the director of the Colorado Department of Public Health and Environment’s emergency management program and emergency response coordinator. But she and her fire official husband had just returned home to care for their nine-month-old daughter, who was recovering from surgery. So instead of working at their offices, she and her husband were forced to set up a command center at home and feed information to their staff in the office, who had none of the modern advantages such as high-speed internet, and didn’t even have a TV.

Jones-Hard said she had acquired emergency management expertise as a result of the Columbine High School mass murders and the Oklahoma City bomber Timothy McVeigh’s trial in the Denver area, but 9/11 was “unprecedented” because no one knew where the next target might be and everyone was wondering what might come next, including the potential for “copycat” attacks.

A few years later, she said she got a call directly from the Pentagon asking her if she would participate in the new CHDS Master’s program, the only public health official to be invited to join the inaugural class.

CHDS alum and Advanced Thinking in Homeland Security founding scholar Dan O’Connor (Master’s Program, ELP 0801 and 1201/1202, HSx 1701) said his 9/11 actually started on Sept. 7 when, as a U.S. Marine Corps anti-terrorism officer, he had already told Pentagon leadership there was a need to invest in anti-terrorism planning and that someday it would hurt the nation because the threat wasn’t being taken seriously enough. He had also written a Marine Corps news article predicting that leaders wouldn’t take terrorism threats serious enough until the World Trade Center was laying in the streets of New York City, noting the 1993 attack on the World Trade Center and other terrorist attacks had not led to adequate investment in anti-terrorism efforts.

Four days before 9/11, O’Connor had been notified he was being replaced, and on the day of the attacks, he was at the FBI Academy in training for a new assignment. On the morning of 9/11, O’Connor said he remembered hearing three FBI agents from New York have their pagers go off, and shortly afterward the group was informed that a plane had hit the World Trade Center. After asking if it was a Cessna and being told it appeared to be a larger plane, O’Connor left immediately and headed to work.

“My worst fears were coming true,” the New York native said, noting that his brothers in the NYPD and FDNY both responded to
the disaster, and he had many friends who worked in the World Trade Center, as well as friends in the Pentagon where he had worked. O’Connor’s brothers survived but he had friends and colleagues who didn’t make it.

O’Connor said he knew immediately that the nation was at war after such an “unprecedented, off the charts” live terrorist attack on the epicenter of the financial industry and its iconic buildings.

By the time he reached his office, O’Connor said his replacement was gone and his superior officer told him it was his job again.

“The world had been changed forever in a couple of minutes,” he said. “I wasn’t so much in shock as wondering if I was up to the task.

“My 9/11 is 19 years old. I have friends who are still hunting terrorists, and they may never be done.”

CHDS co-founder and subject matter expert Mike Walker (UAPP participant) remembers driving to his Washington D.C. office on the morning of 9/11 to prepare for a meeting at the Pentagon and listening to CNN on XM Radio when he heard the news that a “small plane” had struck the World Trade Center. He said he immediately called his friend, CHDS co-founder Jim Morhard, who was then U.S. Senate subcommittee staff director overseeing Department of Justice appropriations at the U.S. Capitol.

Morhard turned on the TV and described a scene that indicated damage much greater than a small plane when the second plane hit, and Morhard immediately said, “It’s Osama Bin Laden.” Walker said he knew his friend, who had been warning about a coming terror attack on American soil, was right.

Just days later, Walker had been recalled to federal duty for $1 per year to serve on a five-person red team working directly for the Secretary of Defense Donald Rumsfeld as he put together the nation’s response to the attacks.

When Walker, a former acting Secretary of the Army, arrived at the Pentagon he said the smell of jet fuel was “still strong throughout the whole building,” and it was in that environment he went to work. The next 10 weeks, he said, were the “most exhausting, but the most meaningful, of my now 50-year career.”

CHDS thesis advisor Kathleen Kiernan (UAPP participant) was a newly promoted assistant director for the Federal Bureau of Alcohol, Tobacco, and Firearms (ATF) who might have been working at Washington DC headquarters on 9/11. Instead, Kiernan was at an ATF intelligence conference in Kansas City, MO aimed at sharing best practices and contributing to the building of a new Intelligence Directorate on the day of the attacks. In retrospect, Kiernan said ATF would never again allow that many top agents and intelligence analysts in one place at one time.

Kiernan said the conference quickly shifted to a command center aimed at getting attendees back home to their families and job responsibilities. She and a few other top officials hitched a ride on a diverted American Airlines commercial airliner to Washington DC, which she said was “very likely” the only commercial flight in operation at the time since all others had been grounded, and was perhaps the only plane in the air other than Airforce One carrying President Bush.

Picked up by a police bus at the airport, Kiernan and the other officials drove by a Pentagon still engulfed in flames, and by 11:30 p.m. were meeting with FBI director Robert Mueller. While she lived just a mile away, Kiernan said she didn’t go home for a week, and she and others had to be ordered to catch some sleep at a motel because “no one wanted to stop working.”

Walker blames 9/11 on a “failure of information sharing, a failure of coordination, a failure of leadership,” and it was clear early on that the nation needed to improve in all of those areas if it was to be ready for the next major attack which he said many believed was coming.

Paul Stockton, who was the Naval Postgraduate School deputy provost at the time, was already preparing a master’s program on weapons of mass destruction when 9/11 happened.

After the attacks, Walker said Congress asked “what more could be done at NPS. CHDS was born” just months after 9/11 in early 2002, pre-dating even the Department of Homeland Security, which is the institution’s main sponsor.

Walker said he and Stockton went to The Hill together and Morhard’s committee ended up funding the new graduate-level executive education institution focused on the emerging field of homeland security.
“The early history of CHDS is in some ways about being in the right place at the right time,” Walker said.

As an executive education institution, CHDS’ underlying value as a source of innovation has served it well over the decades, allowing it to remain flexible as homeland security threats have evolved.

Starting out small, with a master’s program and a mobile education program, CHDS has grown exponentially in size and scope.

Academically, it now offers a range of programs including the Master’s Degree Program, Executive Leaders Program, Emergence Program, and several Executive Education Programs, as well as self-study courses, research and learning resources, and more, all backed by the top faculty, instructors, subject matter experts and staff in the field, educating more than 3,000 alumni in local, state, territorial, tribal, federal, and private industry organizations.

Perhaps more importantly, CHDS evolved with the changing definition of homeland security, that emerged in the aftermath of Hurricane Katrina and has moved away from a sole focus on international terrorism. Today’s all-hazards focus includes the threats posed by hurricanes, wildfires, floods, and other natural disasters, and cyber-attacks, pandemics, border security, and domestic threats including political and social unrest driven or exacerbated by international interference.

Comiskey noted all threats can occur simultaneously and overlap, creating a more complex challenge to address, pointing to last summer’s confluence of COVID-19, violent protests and a rise in crime, and wildfires in the western U.S.

Retired CHDS Executive Leaders Program director Ellen Gordon, who took over the program at its inception in 2004, said classroom discussions have begun to make a dramatic shift the past half a dozen years or so in comparison to when she began.

In place of a focus on international terrorism, she said, domestic issues such as policing, and even mental health, have emerged as discussion points.

“I watched the whole trend happen (at CHDS),” Gordon said. “CHDS has remained flexible over the years to respond to emerging trends. There are no cookie-cutter programs. Sometimes they can change in the middle of a program to address emerging issues.”

Walker said the “contributions of CHDS far exceeded expectations” and “played a key role in establishing the discipline of homeland security.”

He said CHDS programs were designed from the beginning to educate a “new generation of critical thinkers” equipped to ensure the nation would never again be unprepared for another 9/11. “It’s been exciting to watch,” he said.

At the same time, Walker said present and future threats are “far more diverse” and the nation is “faced with a much more complex world” than 20 years ago, and those challenges require “far more nimble, courageous, complex, and creative thinking.”

“It’s not for the timid or the bureaucratic,” he said. “Information sharing is better but still not good enough. We need to be nimble in the future to deal with rapidly changing threats. We need to avoid bureaucratic responses, and we need to come together as a nation.”

Some hard lessons have been learned as a result of 9/11 and in the decades since, Comiskey said. “We have learned we need to collaborate. We think about prevention and mitigation more than we did. We realize the value of organization. We’re more future-minded.”

Comiskey said CHDS’s role is an essential one and the institution is “well-positioned to prepare future leaders to meet the challenges of an ever-changing threat landscape.”

Jones-Hard said there was some uncertainty in the years after 9/11 about how public health fits into the homeland security enterprise, and she said she was “very interested” to watch how the COVID-19 pandemic and its response “evolved,” arguing that the nation’s homeland security preparedness efforts “didn’t manifest” during the pandemic.

While acknowledging she hasn’t been directly involved with homeland security for a few years now, she said from her “outside” perspective it seems the nation “learned the lesson (about the need for a focus on planning and prevention after 9/11), and then we forget and have to learn again.”

O’Connor remembered the nation was united for a “short time” after 9/11 but has since become a “more fragile and fearful” nation that has changed significantly in the past two decades. While the U.S. has increased its capability to respond to the threats, there are also “1,000 more out there.”

He said CHDS is uniquely able to prepare the nation’s leaders to prepare and respond. “There might be 1,000 more problems but there are also 250 new solutions. The beauty of CHDS is the desire to improve never stops. It’s a dynamic space focused on how to stay on the cutting edge of homeland security while staying rooted in a sense of the fundamentals. It’s rooted in the understanding that bad things can happen and when they do we need enough smart people working together to develop solutions. It’s amazing to see people sit down and work the problem. It’s an incubator for problem-solving that would never have been imagined 20 years ago.”

Walker said he’s most concerned about the current political climate, in which he said, “honest political debate has given way to vitriol” and that in turn has given way to “violence as extreme polarization threatens our very democracy.”

“Some say Americans, today, are too divided to come together and combat common foes,” he said. “If that is true, we could face catastrophes far more serious than 9/11. This actually represents a threat far more dangerous than what we faced after 9/11.”

However, Walker said he remains optimistic about America’s future and urged unity instead of division.

“So,” he said, “as we reflect on the meaning of 9/11, let us rededicate our great nation to what unites us, not what divides us.”
In mid-March 2020, when COVID-19 was beginning to make its presence felt, the City of Las Vegas and Clark County officials began discussing strategies for how they might care for the over 13,800 people in southern Nevada who experience homelessness on a daily basis. In the United States, approximately half a million people face homelessness on any given day. Often, those experiencing homelessness are older, suffer a higher percentage of health issues, and find temporary residences in close-quarters shelters. These factors put homeless populations at higher risk for COVID-19 infections.

Several members taking part in the discussions in Nevada had been to New York City where they saw overwhelmed hospitals first-hand. In April 2020, testing at a homeless shelter in Boston, MA showed 46.3 cases per 1,000 persons compared to 1.9 cases per 1,000 persons in Massachusetts adults over the same period. This disproportionately high rate of COVID-19 in people experiencing homelessness seen in Boston reinforced the Las Vegas, NV planners' desire to protect the stakeholders of their state.


An Alternate Care Site (ACS) is created to help healthcare systems provide medical care for sick or injured patients in non-traditional environments, such as converted schools and stadiums or mobile field hospitals.

Many places around the nation were leaning forward and looking to stand up ACSs during the COVID-19 pandemic. Officials in Las Vegas and Clark County, NV recognized a need to provide the more than 13,800 people who experience homelessness on any given day in southern Nevada an option to isolate and quarantine to help stop the spread of COVID-19. They determined a dedicated ACS for homeless individuals was the best option.

In Las Vegas Valley there is a “Corridor of Hope” where the majority of homeless services are offered. Clark County and Las Vegas took advantage of this concentration of services to locate their Alternate Care Site, known as their Isolation and Quarantine Campus (ISO-Q) nearby.

The ISO-Q functioned as a “pre-hospital acute observation site operating under an ICS structure with limited, but specific, medical resources and capabilities” in addition to some social and behavioral health services (ISO-Q Playbook). It had a maximum 500-bed capacity and operated 24/7 to provide homeless individuals an option to isolate or quarantine in a safe environment.

Admission to the ISO-Q facility came from medical referrals and used strict inclusion and exclusion criteria determined during the planning stages by the Medical Director. Those seeking admission had to be:
Admin desk inside of Red tent. Red tents were dedicated to COVID-19 confirmed patients presenting with symptoms.

- 18 years of age or older,
- be transferred to the ISO-Q from a shelter, in-patient setting, or hospital emergency department (ED),
- not on intravenous (IV) therapy or medications,
- not in need of radiology, laboratory, or physical therapy, as those services were not available at the ISO-Q site.

In addition to the inclusion criteria, exclusion criteria included anyone who had:

- disruptive behavioral health issues (suicidal, homicidal, or violent),
- severe alcohol dependence, indicating likely acute alcohol withdrawal which might be life-threatening, or
- acute care requirements.

ISO-Q ACS – The ‘What Happened?’

In less than two weeks, command staff worked with others setting up the ISO-Q multi-tent facility, opening the campus on April 13, 2020. The 500-bed facility provided safe, acute observation and pre-hospital care for 245 people during its use. The ISO-Q facility operated through the spring and early summer, demobilizing on July 1, 2020, and terminating command on July 17, 2020. In just over three months, the temporary facility provided 2,200 individual nights of shelter for area people suffering homelessness and over 900 PCR tests were administered.

During its operation, the safety framework put in place at the outset “yielded zero reported COVID-19 cross-contamination cases of staff working at the ISO-Q facility.”

Perhaps even more remarkable, more than 80% of the individuals isolated or quarantined at the ISO-Q facility received follow-up housing and continuing services, resulting in long-term support strategies for a vulnerable population.

The cost for constructing and running this temporary ACS dedicated to the homeless population was just shy of $8.5 million dollars, with an additional nearly $600,000 in donations.

ISO-Q ACS – The ‘What Happens Next?’

CHDS alumnus (1905) Craig Cooper, Battalion Chief of Special Operations for Las Vegas Fire & Rescue, worked as Incident Commander at the ISO-Q facility. He also served as Project Lead on the creation of the ISO-Q Playbook, a nearly 400-page plan documenting what Las Vegas and Clark County, NV did to help ‘flatten the curve’ of COVID-19 in their homeless population.

In a recent interview, Chief Cooper shared some of the lessons learned while the ISO-Q campus was activated and how he hopes those lessons will continue.

“I think everyone who worked on this project realizes that this was something special” Chief Cooper said. “We all worked closely with the Health District, and are building on that. We created this Playbook for other jurisdictions to use. We included not just what we did, but the reference materials we pulled from, so others could see the sources we used. “We don’t want this to just be a plan on a shelf.”

Chief Cooper writes in the Playbook’s conclusion that the money spent on the ISO-Q facility and the commitment seen during the response cannot be a one-time, temporary thing. Instead, there needs to be “long-term and sustainable programs” because while the ISO-Q facility for homeless individuals was a success and is “considered a community achievement, the goal should be not needing one”.

The Take-Away for Your Jurisdiction from a CHDS Alum:

- Start Now: build relationships with agencies, non-profits, faith-based groups, and others who work with homeless and at-risk populations.
- Train: anyone who might have a role in a response on the basics of the Incident Command System (ICS).
- Location, location, location: perform site surveys for potential field hospital ACSs:
  - Test water to ensure it is potable.
  - Create a security plan to account for internal and external safety.
  - Create a traffic plan to accommodate deliveries and medical vehicles.
  - Plan for weather, including high winds, if using temporary structures.
- Include IT from the beginning and embed them in the campus.
- Create medical criteria for residents.
- Plan for medical staffing needs when medical staff might be in short supply.
T
wo Center for Homeland Defense and Security alumni were among the annual Homeland Security Awards honorees announced recently by the Government Technology & Services Coalition’s publication Homeland Security Today.

CHDS Master’s Degree Program graduate Derrick Phillips, Battalion Chief at St. Louis Fire Department, received the Mission Award, while CHDS Executive Leaders Program alumna Jeanne Benincasa Thorpe received the Coronavirus Mission Award.

Thorpe is the Undersecretary of Homeland Security and Governor’s Homeland Security Advisor at the Massachusetts Executive Office of Public Safety and Security (EOPSS).

Each year, Homeland Security Today honors members of the community who are making critical contributions to advancing the mission of homeland security and protecting the nation from security threats.

With the unprecedented threat of COVID-19 affecting every facet of homeland security, Homeland Security Today identified Mission Award winners whose work had a significant result on our collective response to the pandemic.

While they may work in different fields of homeland security, both alumni cited CHDS as a key factor in their actions and response to the COVID-19 pandemic during the last year.

“The COVID-19 pandemic struck in the middle of my master’s program at CHDS. Not only did we have to pivot from the classroom to virtual learning, but we also had to immediately put into practice the theories and concepts we were learning to understand and manage such an important issue,” Phillips said. “My time at CHDS was the most rewarding learning experience of my lifetime, and my newly discovered knowledge played a pivotal role in the receipt of my Homeland Security Mission Award.”

— DERRICK PHILLIPS

The results will be incorporated into the updated Joint Counterterrorism Assessment Team (JCAT) Intelligence Guide for First Responders and will become a valuable asset to fire service locations across the nation.

“I learned about the principle of joint intelligence from professors Dr. Erik Dahl and Captain Robert Simeral in our course on Intelligence Challenges,” Phillips said. “The two went on to serve as my thesis advisors and opened my eyes to a broader view on how the fire service can leverage intelligence to inform decision-making in all levels of a fire service organization. Dr. Carolyn Halladay, Dr. Lauren Wollman, Greta Marlatt, and Marianne Taflinger also played an important role as they pushed, poked, and prodded us through the research and thesis writing process.”

The initial idea for Phillips’ thesis spawned from his many experiences as a participant in multi-agency exercises. He has filled a wide variety of roles for many full-scale exercises in St. Louis over the past decade. While most of the exercises were successful, it was the few mission failures that prompted the quest for solutions.

“During the exercises, it seemed as if law enforcement was always several steps ahead of us in planning and decision-making, inclusive of using the incident command system,” Phillips said. “The last part was particularly troubling since the fire service tends to be slightly better at using ICS. Nonetheless, I discovered in after-action reviews that there was an intelligence component to the exercises, which only law enforcement personnel attended a day prior. Unfortunately, none of the intelligence they gathered was shared with their fire service counterparts, even as we were working to stabilize the same incident. From that point forward, I made it my mission to ensure our department had access to intelligence starting with local PD contacts and extending to the placement of one of my officers in the St. Louis Fusion Center. Thanks to the work of other CHDS alumni, the fire service secured access to intelligence and serve in more pivotal roles in the intelligence community.”

However, he cautions there are still issues with understanding how to use and protect finished intelligence, and how to access timely, relevant information.

“My thesis built on their foundation to ensure intelligence is useful to the fire service, while at the same time highlighting the benefits of joint intelligence processes between law enforcement, fire, and emergency medical service agencies,” he said.

The thesis process is just one component of the overall CHDS Master’s Degree Program experience. The subject matter and genuine exchanges with counterparts from other fields of emergency management, law enforcement, fire service, homeland security, local and state government, military, and public health provides unique insight.
For instance, in the Intro to Homeland Security course, Phillips completed a short research assignment on the anti-vaccination movement.

“The knowledge I gained from the exercise was how to develop an understanding of their fears, while simultaneously working with our health department in developing a plan to ensure the masses would buy into the COVID vaccination program,” he said.

Phillips credited the Master’s program as a major influence on the way his department responded to the coronavirus pandemic.

“In Critical Infrastructure Protection, Professor Mackin shifted slightly in the curriculum to ensure we understood how transmissivity worked by highlighting the SIR model,” he said.

The SIR model is an epidemiological model that computes the theoretical number of people infected with a contagious illness in a closed population over time. The models involved equations relating the number of susceptible people (S), number of people infected (I), and number of people who have recovered (R).

“The model allowed me to explain the transmission process to other departmental and city leaders so they could better judge the potential impact,” Phillips explained. “Additionally, he provided us with a calculator that we could use by simply plugging local numbers into the spreadsheet. The associated graph was very impactful when discussing the implications of COVID in our jurisdiction, and the need to socially distance and wear masks to limit vectors of exposure.

Furthermore, the Multi-Discipline Approaches to Homeland Security and the Internet, Society, and Cyberconflict courses taught us about disinformation campaigns and political discourse through various media, all of which weighed heavily on how people viewed and responded to the pandemic. The lessons I learned in both courses allowed me to easily identify disinformation regarding coronavirus and develop plans to counter them locally through our departmental public information officer. Clearly, CHDS is at the forefront of homeland security education, and the lessons can easily be adapted to manage real-world homeland defense and security challenges.”

“The diversity of my cohort provided a lens to view issues from different perspectives. The lessons I learned in 2016-2017 truly helped inform the way I approached the complex problems related to COVID-19 this past year.”

— JEANNE BENINCASA THORPE

ELP alumna Jeanne Benincasa Thorpe oversees the Massachusetts Fusion Center, National Guard, Emergency Management Agency, Fire Administration, and Office of Grants and Research Homeland Security Division. She serves as key policy and executive decision advisor to the Secretary of Public Safety and the Homeland Security Advisor to the Governor. She’s also responsible for coordination with federal agencies, regional tasks forces, local governments, and the private sector.

Thorpe credits CHDS with playing a role in attaining her position at EOPSS,

“I strongly believe that participating in the ELP provided me the training in leadership and knowledge of international and domestic homeland security issues needed for this position,” she said.

During the initial outbreak of COVID-19, Thorpe quickly established a statewide testing site for first responders to ensure accurate and timely testing. The testing site provided appointment-free drive-through tests for more than 8,000 first responders to ensure public safety personnel could remain on active duty during uncertain times. The site was secured in partnership with Gillette Stadium and with the support of the Massachusetts Department of Fire Services, National Guard, Massachusetts State Police, Foxboro Fire Department, and Quest Diagnostic Labs.

Thorpe’s ELP cohort (1602) included fire chiefs, police chiefs, military leaders, DHS officials, public health experts, and emergency management directors from state and county regions.

“The diversity of my cohort provided a lens to view issues from different perspectives,” she said. “The lessons I learned in 2016-2017 truly helped inform the way I approached the complex problems related to COVID-19 this past year.”

The collaborative nature of ELP continues to resonate as Thorpe leads the COVID-19 response by coordinating public safety agencies and non-medical PPE distribution, developing strategic testing plans for first responders and essential workers, and establishing a mobile testing program for the Department of Corrections.
Shifting to remote learning during the COVID-19 pandemic provided an ideal opportunity for the Center for Homeland Defense and Security (CHDS) to create a Classroom of the Future on the Naval Postgraduate School campus. Improvements included physical renovations to the classroom environment, installation of furniture designed to improve student functionality, and technology upgrades to expand instructional opportunities for CHDS students and instructors. These upgrades created a classroom uniquely suited for hybrid learning, a functionality that has emerged as essential to institutions of higher education during the pandemic.

The CHDS classroom now features video and audio technology creating an immersive experience for both in-person and remote participants, and ensures that remote participants experience the same high quality instruction and interaction as students within the classroom. Six large monitors within the classroom and an additional nine screens in adjoining meeting spaces are configured for wireless projection of instructional materials and media, which can be controlled by the instructor or students simultaneously. Three touchscreen panels allow the instructor to control and shift displays throughout the classroom. Touchscreen panels at the classroom entrances also allow students to view the daily and weekly agenda and other relevant information on the CHDS website.

Replacement of stationary features in the classroom with streamlined mobile features and wireless controls give a speaker freedom to move about the classroom while four cameras automatically track the speaker for remote participants. New mobile desks simplify classroom reconfiguration, and power stations on each desk provide charging for electronic devices.

Finally, upgrades to the HVAC system delivers greater comfort for students and instructors. As a bonus, these upgrades resulted in an air circulation change rate far exceeding classroom and building standards, which reduces the potential for airborne disease transmission to less than 3 percent in a full classroom.

CHDS prides itself on leading change in a dynamic educational environment, and these latest changes exemplify efforts to provide the highest quality education to homeland security leaders. CHDS looks forward to welcoming back students and instructors to our upgraded facilities this summer.
MIS/DISINFORMATION HIGHLIGHTS
2021 EEP LECTURE AND WEBINAR SERIES
BY JIM JOHNSON

In an “age of information,” the job of cutting through misinformation and disinformation to get critical messages to the public can be challenging.

This year’s Center for Homeland Defense and Security Executive Education Program’s (EEP) Lecture and Webinar Series includes a multi-part series aimed at finding ways for homeland security and emergency management practitioners to cut through the noise of disinformation, hoaxes, and conspiracy theories, and build trust with the public in order to effectively communicate information in a way that allows communities to act accordingly with confidence.

Kicking off on Jan. 29 with “Building Trust in the Disinformation Age,” and continuing on May 13 with “Disrupting Disinformation,” the series is set to continue through this spring and summer.

EEP Associate Director Dawn Wilson noted the series brings together the nation’s leading experts on misinformation and disinformation, including globally renowned experts who are frequently featured in mainstream media broadcast coverage.

Wilson said the mis/disinformation series has been the most popular topic to date, averaging about 750 live viewers and thousands of additional recording views following the live broadcasts.

As the series continues, Wilson said it will feature supplemental interviews with experts and short lecture modules to provide practitioners with more ideas on how to address misinformation and disinformation.

Among the featured experts at the January and May broadcasts were: Julie Parker, CHDS communications subject matter expert, and former International Association of Chiefs of Police senior adviser for media, who was brought in by Capitol Police to handle communications and deal with mis/disinformation after the Jan. 6 Capitol riot; Dr. Swapna Reddy, Arizona State University College of Health Solutions clinical assistant professor; Dr. Kristy Roschke, Arizona State University Walter Cronkite School of Journalism and Mass Communication News/Co Lab managing director; Renee DiResta, Stanford Internet Observatory technical research manager; Dr. Joan Donovan, Harvard University Shorenstein Center on Media, Politics and Public Policy research director; and, Dr. Danny Rogers, Global Disinformation Index co-founder and chief technology officer.

Wilson moderated the January broadcast while CHDS legal and communications subject matter expert Eileen O’Connor moderated the May broadcast.

Other lecture and webinar series broadcast over the past seven months included:

• “Housing and Shelter During a Pandemic: Continuing the Conversation,” on Jan. 27, which served as a follow-up to a webinar series in October last year examining the challenges of managing congregate populations during and after the COVID-19 pandemic and included guest interviews with several subject matter experts to address questions posed by broadcast viewers.

• “Frameworks for Governing: 2021 and Beyond,” a two-part webinar series that included legal and public policy experts discussing how government roles, responsibilities, and authorities have evolved in recent years, and what homeland security professionals might anticipate next with a new presidential administration, Congress, and U.S. Supreme Court majority, and what the major events of 2020 could mean for local, state, and federal government.

The first broadcast was held on March 31 and was entitled “Whose Pandemic Is It Anyway? Response to the Next Health Crisis,” while the second was held on April 14 and was entitled “Blurred Lines: Civil Protest, Uncivil Unrest and Government Response.” Both featured the same panel of experts, including University of California Berkeley Sho Sato Professor of Law Dan Farber, the author of “Disaster Law and Policy,” and University of California Berkeley Emmanuel S. Heller Professor of Law and director of the Public Law and Policy Program John Yoo.

The webinar series was moderated by Los Angeles Police Commission president and CHDS alumna Eileen Decker (Master’s Program graduate 2014), the former deputy mayor for Los Angeles and former U.S. Attorney for the Central District of California.

• “What Comes Next? Virus Variants, Vaccine Next Steps, and Preventing Future Pandemics” held on April 29 with a panel that included White House COVID-19 Response Team supply coordinator Tim Manning (CHDS HSx lead instructor, University and Agency Partnership Program participant, ELP alum) and Biden Administration COVID-19 advisory board member Dr. Rick Bright, who also works as The Rockefeller Foundation’s Pandemic Prevention and Response senior vice president. O’Connor moderated the broadcast.

For more about our Executive Education Program visit CHDS.us/EEP.
For the first time in program history, the Center for Homeland Defense and Security’s Radiological Emergency Preparedness Executive Education Program has two cohorts operating simultaneously due to the COVID-19 pandemic even as program leaders anticipate major changes in the nuclear power industry that will affect the program’s approach.

According to CHDS REP lead instructor Stan McKinney, the program currently has two cohorts – 2001 and 2101 – at the midpoint of instruction conducted in virtual sessions due to the pandemic. The plan is to conduct in-residence sessions for both cohorts at CHDS in Monterey, CA this summer if pandemic conditions allow.

Initiated in 2012, the REP program has used the CHDS Executive Leaders Program model to deliver high-level instruction to local, state (Offices of Emergency Services), and federal (Federal Emergency Management Agency, Nuclear Regulatory Commission, and Environmental Protection Agency) professionals who collaborate during an incident involving nuclear power plants that could result in a radiological release, including the tools and resources they need to think strategically, enhance their critical thinking, and develop a better understanding of their mission.

The program employs curriculum and content that includes guest speakers, interactive discussions, and case studies to examine security issues.

REP lead instructor Stan McKinney noted that the nuclear power industry is changing with the decommissioning of nuclear power plants and the deployment of advanced nuclear reactors, a process expected to last over the next several decades, and the REP program will need to adjust to that changing reality.

Sponsored by the Federal Emergency Management Agency’s Technological Hazards Division, the REP program typically delivers two REP Executive Education offerings that include an in-residence program at the CHDS campus at NPS and field-delivered seminars in nuclear power plant communities around the nation.

The in-residence program is tailored to accommodate the busy schedules of participating executives and does not require the workload of traditional graduate-level educational programs.

The field-delivered seminars are conducted by CHDS teams comprised of nationally recognized experts from a variety of fields who work with requesting agencies and organizations to customize educational content and format to meet the agency needs and objectives, and the seminars are flexible in duration from a few hours to multi-day sessions.

Starting this year, the REP program is now also offering an in-residence Early Career Education Program modeled after the successful CHDS Emergence Program. The Early Career REP provides a unique opportunity for professionals in the early stage of their career to explore emerging trends in emergency and radiological preparedness and receive assistance in implementing innovative ideas, leadership development, and contributing in a broader sense to the radiological emergency preparedness community.

In addition to the delayed REP Executive Education cohorts, McKinney noted that the field-delivered seminars were postponed due to the COVID-19 pandemic, but he hopes they will resume soon.

Meanwhile, McKinney noted that the nuclear power industry is changing with the decommissioning of nuclear power plants and the deployment of advanced nuclear reactors, a process expected to last over the next several decades, and the REP program will need to adjust to that changing reality.

REP in-residence sessions and field-delivered seminars are conducted in a highly interactive setting that includes professional networking in a multi-jurisdictional and multi-discipline environment. Participants engage in evaluating and addressing critical issues, discussions centered around strategic and crisis communications as well as changes in the REP program environment and evolving threats, and activities, case studies, and scenario planning establishing a predicate for class and small-group discussions community.
PACIFIC EXECUTIVE LEADERS PROGRAM LOOKS AHEAD TO FIRST IN-PERSON SESSION AFTER COVID-19

BY JIM JOHNSON

After shifting gears on the fly due to the COVID-19 pandemic last year, the Center for Homeland Defense and Security’s Pacific Executive Leaders Program is poised for its first in-person sessions later this year or in early 2022.

PELP lead instructor David Fukutomi said he is “cautiously optimistic” the next in-person one-week session at the University of Hawaii campus in Hilo can be held in late 2021 or early next year, though he also noted that Hawaii has just begun opening back up after the pandemic-related shutdown and planning for the sessions requires a long lead time due to limits on conference space and traveler services such as rental cars.

Fukutomi said an application deadline for the next in-person session has not yet been set and won’t be until the dates are established, adding that those who applied for the March 2021 in-person course will not have to re-apply to be considered.

He said there is already “great interest” in the upcoming PELP in-person session, which will come in the wake of the pandemic that changed the way the program was delivered over the past year or so.

Created in 2011, the PELP is a partnership between CHDS and the Federal Emergency Management Agency Region IX and conducts a variety of offerings in collaboration with the federal agency, ensuring that “content is relevant and resources leveraged to support resiliency and capacity building in the Pacific,” Fukutomi said.

The program traditionally provides two types of offerings each year, including a topic-specific session focused on a priority homeland security or emergency management challenge in Pacific jurisdictions, and a leadership and collaboration building session at the Hilo campus.

Past topical sessions have focused on port restoration and resilience, power system restoration and resilience, and post-disaster housing.

The program also offers “mini-PELP” sessions in support of key FEMA and jurisdiction priorities in the Pacific region.

Ideal candidates for the program are located in the Pacific or have significant responsibilities in the nation’s Pacific jurisdictions, and instruction includes both presentations and discussions involving faculty, subject matter experts, and participants on a range of topics from policy, strategy, and organization to critical infrastructure and threat and hazard identification.

“We bring the best of CHDS forward to leaders in the Pacific,” Fukutomi said. “PELP is a unique opportunity for leaders across the Pacific to have an educational experience and an opportunity to collaborate in a more casual setting than traditional training environments allow for. PELP is experienced-based. It’s not designed like traditional training opportunities where there are read-aheads or prerequisites. Participants are asked to bring there are personal experiences to the session and share in the learning by offering their perspectives with their classmates. PELP is interactive, encourages engagement by every participant, and it is very much a hands-on experience.

It’s not uncommon for PELP alumni to begin describing the experience using examples based on discussions had during breaks and social and group activities based on the topics discussed.”

Last year, already facing what Fukutomi calls the “tyranny of distance and time zones,” the program had just finished up its last in-person sessions – including a topic-specific session on post-disaster housing in January 2020, and a Hilo campus session the first week of March 2020 – when the pandemic-related shutdown went into effect.

Fukutomi said the developing threat of COVID-19 was already known and was being monitored by the program’s speakers and delivery team so the decision was made to add a “pandemic perspective” to each program subject and help participants “understand the context in a pandemic environment.”

The pandemic also forced a quick shift to virtual versions of previously planned in-person sessions, Fukutomi said, including the program’s speaker series – which featured CHDS executive director Glen Woodbury and CHDS alum and emergency management consultant James Featherstone in March, as well as the program’s alumni session and a series of workshops for FEMA Region IX for the Pacific jurisdictions.

While the program will offer both in-person and virtual sessions in the future, Fukutomi said he believes the interaction offered by in-person instruction is invaluable. “Networking and relationship-building (during in-person sessions) is very important,” Fukutomi said, adding that activity-based instruction can’t be replicated during virtual sessions. “You can’t replace that inter-personal dynamic.”
Sifting to a hybrid delivery format due to COVID-19 travel restrictions, the Center for Homeland Defense and Security (CHDS) hosted the 17th annual Alumni Professional Exchange–Continuing Education Workshop (APEX) virtually from Feb. 16-18.

Traditionally held at the Naval Postgraduate School in Monterey, CA, the annual APEX event provides CHDS alumni an opportunity to explore critical homeland security issues from different perspectives and share information across local, state, federal, tribal, territorial, and private sectors.

For this year’s event, CHDS staff established a base of operations at NPS complete with a stage and broadcast live presentations to participants attending via Zoom.

CHDS Director Glen Woodbury pointed out, “The majority of speakers were presenting remotely through the Zoom platform, which is basically the modus operandi these days, but the hybrid component added a new twist that made this year’s APEX unique. It’s also a reflection of the innovative solutions that are born from collaboration within the Center.”

Some of the hybrid elements from this year’s virtual APEX event will be incorporated into future APEX workshops to allow alumni to participate both in-person and remotely.

Developed at last year’s APEX event, the concept of Alumni Short Talks was integrated into this year’s virtual event due to the positive feedback it generated. Similar to a Ted Talk format, each of the Alumni Short Talks focused on a novel idea, perspective, or approach to homeland security within a 20-minute presentation, followed by a Q&A session with the audience.

The first two days of the event included six Alumni Short Talks on topics ranging from public health to disinformation campaigns to law enforcement approaches at mass gatherings.

CHDS also introduced a new presentation format called Pecha Kuchas on Day 3 of the event. The emerging format uses 20 slides for 20 seconds each and allows the presenter to quickly and concisely share their ideas with a wide audience.

There were about 300 attendees at the event from 38 different states, representing over 200 agencies in the homeland security enterprise.

Before the speakers took to the virtual stage each day, Woodbury and CHDS Strategic Communications Director Heather Issvoran offered welcoming remarks while setting the stage for one of the most unique and impactful APEX conferences to date.

The event’s first presentation was conducted by Chad Houck, Chief Deputy Idaho Secretary of State from Boise, who is currently enrolled in the CHDS Master’s Degree Program (MA 2001/2002) and is scheduled to graduate in September 2021. Houck briefed the group on election security in his Alumni Short Talk titled “Military Lessons: Real-Time Situational Intelligence for Election Administrators.” In his sixth year at the Idaho Secretary of State’s Office, Houck currently oversees the Elections, IT, and Corporate Divisions, and has served on the Idaho Governor’s
Cybersecurity Task Force.

To illustrate the parallels between election security and a military operating environment, Houck described a series of events involving an actual response to a cyber threat during the U.S. Presidential election in November. In his presentation, he discussed some of the challenges that emerged during the cyber threat with plans to improve security in the future by implementing lessons learned from the November incident and a multi-agency exercise.

“Get the lines of communication open early and really engage your stakeholders because when you share what you do and what you’re facing, those counterparts may have ideas or resources to help solve these problems,” Houck said.

In the next Alumni Short Talk, Katelin Wright tackled the topic of climate migration in “An Uncertain Threat: Climate Migration to the United States.”

A Senior Immigration Services Officer at the Department of Homeland Security (DHS) U.S. Citizenship & Immigration Services (USCIS) in Albuquerque, NM, Wright is an alumna of the CHDS Master’s Degree Program (MA 1901/1902). She completed the program in 2020.

Wright introduced the climate migration topic, defined as groups of people forced to move due to the effects of climate-driven events, such as sea-level rise, extreme weather events, and drought and water scarcity.

“How many other agencies, DHS needs to account for climate change when developing future policies,” she said. “The Department of Defense has already made plans and they’re ahead of the curve.”

The final Alumni Short Talk of Day 1 was conducted by CHDS master’s graduate Eric Saylor (MA 1403/1404), who is a Battalion Chief at the Sacramento Fire Department in Northern California.

Saylor was able to drive to Monterey to deliver his presentation from the live stage at NPS and served as a guinea pig for the novel hybrid approach. His presentation entitled, “Rescue Strike Team, an Alternative to Rescue Task Force,” focused on multi-agency response to active shooter events.

During his presentation, Saylor presented evidence that rescue strike teams are more effective when speed is the ultimate goal and emphasized the need to get into the threat zone and get victims out of harm’s way quickly.

“It’s never going to be 100% secure or safe but we can reduce the potential for risk and provide assistance to victims faster,” he said.

Day 2 of the event included more Alumni Short Talks covering topics from civil unrest to misinformation campaigns.

Departing CHDS Association President Chris Pope delivered a message to event attendees and thanked the alumni for their support and numerous contributions over the years.

Pope’s successor is Debra Kirby, who will take the helm as President of the CHDS Association. Kirby graduated from the CHDS Master’s Degree Program in 2011 (MA 1001/1002) and is Operations Leader at Hillard Heintze.

“For everybody attending APEX, the issues we discuss here are the issues of our time and the ability to tap into the knowledge, capacity, and awareness of this group is even more critical now than it was in the past,” Kirby said. “So, I look forward to making sure this board and association are supporting you and helping you thrive collectively.”

Each Alumni Short Talk included 15 minutes of discussion facilitated by David O’Keeffe, CHDS Senior Consultant.

Cynthia Renaud, President of the International Association of Chiefs of Police (IACP), kicked off day two with an insightful presentation entitled, “Rethinking Law Enforcement Response to Mass Gatherings & Civil Unrest.” Renaud graduated from the CHDS Master’s Degree Program in 2010 (MA 0901/0902).

She challenged participants to consider how the nature of mass gatherings has evolved over the years as potential crises become more complex, and identified some of the traditional methods for responding to mass protests and the challenges they present.

“Sometimes these old tools need to be re-evaluated over time,” Renaud suggested. “Perhaps the best new tool we have to
address these new modern crises is our ability to think critically. As we learn more through experience, those lessons need to be integrated into future strategies.”

In “Hearing Muted Voices: Using Radical Subjectivity to Address Homeland Security Issues,” Lier Chen leveraged her experience to inform the group about a gap in the process that determines immigration policies.

Chen is an Immigration Services Officer at DHS-USCIS in Newark, NJ, and a recent graduate of the CHDS Master’s Degree Program (MA 1903/1904).

Chen started her thesis because she discovered risks in relying solely on quantitative information to make homeland security decisions, noting that lived experience shouldn’t be ignored or excluded from the decision-making process.

“We must look beyond datasets and charts to understand the issues from multiple perspectives; we must use radical subjectivity,” she explained. “It can serve as a qualitative baseline for how we approach and solve a problem.”

NYPD official John Gordon shared his insight into the dangers of misinformation in an Alumni Short Talk entitled, “No Crisis Left to Waste: Exploring Convergent Themes in Extremist Propaganda.” Gordon is the Team Leader, Global Trends and Developments, Intelligence Bureau at the New York City Police Department. He graduated in 2016 (MA 1501/1502).

Gordon highlighted past examples of extremist actions that were fueled by propaganda.

“We face threats from many different crises like the pandemic, civil unrest, economic recession, and political polarization,” he noted. “While each of these crises is distinct in unique ways, they share one common factor, their continuous exploitation by extremists across a wide range of ideologies.”

Gordon argued that these multi-pronged crises have created an environment where the general public is more susceptible to extremist propaganda, and that is why it’s imperative to maintain situational awareness in a crisis environment by sharing information across agencies when encountering threats from open social media sources.

Emblematic of the collaborative CHDS network, Executive Leaders Program alumnus Jason Ackleson, Ph.D. (ELP 1901) noted, “These APEX sessions could not have been more timely. We found Cynthia and John’s presentations very relevant to key senior leadership priorities at DHS headquarters, so much so that we’re doing some direct follow-up with them.”

Ackleson is Principal Director of Law Enforcement Policy for the DHS Office of Strategy, Policy, and Plans.

After a brief introduction to the Pecha Kucha presentation style and a description of the objectives, presenters delved into critical topics like COVID-19, National Guard deployments, and Russian disinformation efforts.

One of the Pecha Kuchas utilized the format to introduce a new Special COVID-19 Issue of Homeland Security Affairs Journal (HSAJ). CHDS Instructor Lauren Fernandez, D.Sc, and Stephen Twing, Ph.D., Managing Editor of HSAJ, explained the purpose of the special COVID-19 edition, which features 11 essays that chronicle agency and jurisdictional responses to the COVID-19 pandemic.

The final presentation was delivered by Issvoran, who interacts with nearly every CHDS program participant, faculty, and staff member and has a significant effect on the way CHDS is represented.

In her presentation entitled, “Creating a Personal Brand Strategy,” Issvoran shared tips on developing a brand and how participants can implement similar techniques within their own personal career or within their agency.

“The reason why we have APEX is to bring the research that people are doing out into the open, so you can learn from their experiences and emulate what they’re doing,” she said.

At the end of Day 3, Director Woodbury took to the stage once again to deliver the APEX closing remarks.

“APEX always provides content that’s relevant to the diverse missions our alumni serve and this may have been the most unique one yet,” Woodbury said. “Not just because we transitioned to a hybrid delivery format, it’s because when you look at this year’s topics and speakers, the collaboration between local, state, federal, tribal, territorial, and private sector leaders is undeniable.”

Woodbury also provided an update on the future of CHDS programs and fielded questions from attendees, which led to some great ideas in an exchange that was symbolic of the Center’s commitment to providing homeland security leaders with a trusted place to learn and share information.
Looking to provide emergency management and homeland security practitioners with a “welcoming platform” to explore, examine, analyze and write about “real-world critical lessons learned” in the ongoing effort to improve community resilience, the Pracademic Affairs eJournal has made its debut.

In partnership with the Center for Homeland Defense and Security’s Homeland Security Affairs Journal, the new online publication posted its inaugural issue on May 21.

The publication provides the “practitioner-scholar,” or “pracademic,” a platform to exchange ideas via a published open-source online journal, or eJournal, format.

Often, emergency management and homeland security professionals have been discouraged from submitting articles for academic publications.

There has been a perceived gap between academic and practitioner roles within those areas since the field’s inception as an academic discipline nearly two decades ago.

Pracademic Affairs offers a modern option for ‘publishing and promoting’ content showcasing for new audiences the important work being performed by homeland security and emergency management practitioners every day in the nation’s communities.

He said Pracademic Affairs is designed for short practical essays “written by practitioners for practitioners,” and serves as a supplement to the Homeland Security Affairs journal’s existing forum for academic homeland security research.

Submissions can include the following: essays and short-form articles discussing practitioners’ new ideas, changes, or updates in current or future operations in the fields of emergency management, homeland security, or security management; lessons learned from real-world and exercise events; and, discussion of leadership and/or management best practices.

The hope is that the new eJournal can “bring a voice to operators and elevate the pracademic’s role in making our communities safer.”

Among the articles included in the inaugural issue of Pracademic Affairs:

- “Implementing Space Technology and Innovations into Homeland Security and Emergency Management Operations and Activities”;
- “Building Healthcare Resiliency through Employee Personal Preparedness”.

Pracademic Affairs is overseen by a six-member board editorial review board that includes McPherson and Wallace, who serve as Pracademic Affairs co-directors, Recca, New Hampshire Department of Safety, Division of Homeland Security and Emergency Management director Jennifer Harper (Fusion Center Alum, Master’s Alum, UAPP participant 0803/0804, FCLP 1002), Shell Oil Company Senior Emergency Response Specialist Bradley Hubbard, and Tulane University School of Professional Advancement Professor of Practice and Associate Director for the Emergency and Security Studies program Dr. Rebecca Rouse.

The submission deadline for the second edition of Pracademic Affairs is Aug. 27.
BOOK PICKS

STEVEN SUND
- The Gray Rhino: How to Recognize and Act on the Obvious Dangers We Ignore, by Michele Wucker

ALICIA WELCH
- Culture Code, by Daniel Coyle
- Dare to Lead, by Brené Brown
- True Leadership, by P. Lamont Ewell
- Crucial Conversations, by Patterson, Grenny, McMillan and Switzler

PATRICK SHEEHAN
- Burn-In: A Novel of the Real Robotic Revolution, by August Cole and P.W. Singer
- Like War: The Weaponization of Social Media, by Emerson T. Brooking and P.W. Singer
- Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration, by Amy Wallace and Edwin Catmull

JOHN EGAN
- The Ride of a Lifetime, by Robert Iger

JIMMY GIACOMO
- The New Map: Energy, Climate, and the Clash of Nations, by Daniel Yergin

ERIC SAYLORS
- The Premonition: A Pandemic Story, by Michael Lewis

ROBERT WATTS
- Trump and His Generals, by Peter Bergen

ERIKA SCHAUB
- Without Remorse, by Tom Clancy

JILL BARNES
- The Enormous Room, by E.E. Cummings

ARON SACCHETTI
- Lifespan: Why We Age – and Why We Don’t Have To, by David Sinclair

MICHAEL JOHNSON
- Sway: The Irresistible Pull of Irrational Behavior, by Ori Brafman and Rom Brafman

MOKIE COLLINS
- Three Cups of Tea, by David Oliver Relin and Greg Mortenson

DAN CONWAY
- Doom, by Niall Ferguson

MARK HAYNES
- Think Again, by Adam Grant

DAN BRADLEY
- Restricted Data: The History of Nuclear Secrecy in the United States, by Alex Wellerstein

BYRON SMITH
- The Long-Distance Leader: Rules for Remarkable Remote Leadership, by Kevin Eikenberry and Wayne Turmel

ANDREW MILLER
- The No Asshole Rule, by Robert Sutton

REUBEN VARGHESE
- The Answer to How is Yes: Acting on What Matters, by Peter Block
- Crying in H Mart, by Michelle Zauner

CYNTHIA ATWOOD
- The Bright Shining Lie, by Paul Sheehan
- All Things Wise and Wonderful, by James Herriot
- Comedy of Terrors, by Lindsey Davis

DANIEL HOWARD
- Winnie the Pooh, by A.A. Milne
- The House at Pooh Corner, by A.A. Milne

KATE ROBERTS
- Just Listen, by Mark Goulston

MIKE BIASOTTI
- The Splendid and the Vile, by Erik Larson

ANGI ENGLISH
- Beloved Beasts: Fighting for Life in an Age of Extinction, by Michelle Nijhuis

JUDITH FREED
- Sooley, by John Grisham

PODCAST PICKS

RONALD DORMAN
- The Moth; Stories; All at Sea

JASON HART
- Martyr Made; Fear and Loathing in the New Jerusalem

WEB COMIC PICK

JILL BARNES
- Theoatmeal.com/comics/plane
MA0302/0303
Erika Schaub is joining the Long Island Board of Review at New York Department of State.

MA0501/0502
Dan Pennington is starting a new position as Chief of Staff at City of Pasadena, Texas.

MA0601/0602
Nancy Bush is starting a new position as County Operations Officer at Clackamas County, OR.

MA0803/0804
Troy Miller was named Acting Commissioner of US Customs and Border Protection (CBP).

MA 0901/0902
Philip Toglia received a Doctor of Management degree with a concentration in Homeland Security from Colorado Technical University.

MA0905/0906
Michael Brown, Associate Director Field Operations-West, in Orange County, California, started a new role with the DHS Center for Prevention Programs and Partnerships (formerly the Office for Targeted Violence and Terrorism Prevention).

Noel Lipana, Regional Prevention Coordinator, Sacramento, California, started a new role with the DHS Center for Prevention Programs and Partnerships (formerly the Office for Targeted Violence and Terrorism Prevention).

MA 1001/1002
National Defense University Professor Michael Brody was recently recognized as NDUS’s College of Information and Cyberspace “Faculty of the Year.”

MA1003/1004
Rodney Andreasen is starting a new position as Threat Assessment/Training Specialist for Counter Threat Group, LLC.

MA1005/1006
Chad Gorman was named as the Acting Assistant Administrator of the National Preparedness Directorate (NPD) at the Federal Emergency Management Agency (FEMA).

MA1105/1106
Dr. Michael Falkow recently completed the Doctorate program at the Sol Price School of Public Policy at USC. Dr. Falkow’s dissertation is entitled, “A Framework for Good Local Governance: Achieving Prosperity in an Increasingly Complex Environment.”

Robert Keith started a new position as Sr. Project Manager at Cerner Corporation.

MA1201/1202
Chad Baker, Lieutenant, retired from the Orange County Sheriff’s Department (CA) last month.

MA1203/1204
Steven Hersem is starting a new position as Director of Threat Management & Intelligence at AVANGRID.

Roger Stokes started a new position as commander of the Dallas Fusion Center-Real-Time Crime Center.

MA1205/1206
Todd Tuggle has officially named Santa Maria Fire Chief after serving five months in the interim role.

MA1301/1302
George Johnstone, Police Chief for the City of Corona, CA, officially retired last December.

MA1305/1306
David O’Leary, Associate Director for Grants & Innovation, Washington, D.C., started a new role with the DHS Center for Prevention Programs and Partnerships (formerly the Office for Targeted Violence and Terrorism Prevention).

East Lansing Fire Chief Randy Talifarro is retiring after leading the department for 20 years.

MA1401/1402
Bijan Karimi is starting a new position as Director of Business Continuity at Federal Reserve Bank of San Francisco, CA.

Randall DeGering is starting a new position as Principal Systems Engineer at LinQuest.

MA1403/1404
John Payne was promoted to Assistant Chief with the City of Bremerton Fire Department in Washington.

Robert King was formally appointed to be the Chief Data Officer for the Associate Commissioner Office of Analytics & Improvement at the Social Security Administration.

Nabeela Barbari is starting a new position at the Executive Office of the President, National Security Council, as Director in the Resilience and Response Directorate.

Ted Berger will be starting a new position as Deputy Chief of Staff at Cook County State’s Attorney Office in Illinois.

MA1501/1502
Matt Murphy started a new position as Major, Deputy Division Commander, Division of Homeland Security and Preparedness with the Massachusetts State Police.

MA1503/1504
Thanh Vo is starting a new position as Operations Officer, S-3, 1249 Engineer Battalion at Oregon Army National Guard.

MA1505/1506
Aristotle Wolfe was named Assistant Chief of the California Highway Patrol Northern Division.

Kimberly Ramsey has been promoted to Deputy Executive Director for the National Border Security Intelligence Watch at U.S. Customs and Border Protection.

Michael Brown has been promoted to Director of Emerging Security Solutions for the Metropolitan Transportation Authority HQ.

MA1601/1602
Mike Alvarez, California Highway Patrol, has been promoted to Assistant Chief.

MA1603/1604
Bill Hagedusich is now the Installation Emergency Manager at US Army Garrison, Fort Gordon.

Judy Lynn was promoted to Director of Emergency Management for Cochise County, AZ.

John Whitney started a new position as Superintendent of Fire and Medical District Fire Chief.

MA 1605/1606
Stephanie Smiley was appointed Director at the American Academy of Pediatrics.

Army Reserve CID Special Agent and Chief Warrant Officer 3 (CWS) Gabe Rhodes was mobilized in March to assist with Army CID’s protective services mission. He is working as a Team Chief in the Protective Intelligence Branch based at Quantico, VA for the U.S. Army Protective Services Battalion based at Ft. Belvoir.

MA1701/1702
Jasper Cooke started his service with the Texas Division of Emergency Management as Section Chief/Deputy State Hazard Mitigation Officer.

MA1703/1704
Kristen Ziman recently became a member of CHEF, a private network focused on connecting and supporting women leaders.

Ryan Whitehead is starting a new position as Management and Program Analyst at Cybersecurity and Infrastructure Security Agency (CISA).

Michael Spina recently moved up to management for Enforcement and Removal Operations and relocated to Knoxville, TN. His new title is Supervisory Detention and Deportation Officer, Enforcement and Removal Operations at U.S. Immigration and Customs Enforcement.

CLASS NOTES
Updates from your colleagues since the last edition of Watermark.
After three decades of serving the residents and officers of her hometown, Aurora Police Chief Kristen Ziman plans to retire in August from the department.

**MA1705/1706**

Kristopher Thornburg, Ph.D., is now a Fulbright Scholar in the Fulbright Arctic Initiative at The Fulbright Program.

FEMA Program Analyst Benjamin Berger has been awarded the 2020 Meet the Challenge Award for extraordinary efforts as part of the FEMA National Response Coordination Center (NRCC) Pandemic Team.

**MA1803/1804**

Patrick Liston started a new position as Senior Consultant at Deloitte.

Kimberly Hayward Buys has been promoted to Chief Deputy Director at Cook County Emergency Management and Regional Security.

**MA1805/1806**


**MA1901/1902**

Beth Windisch, Regional Prevention Coordinator, Chicago, Illinois, started a new role with the DHS Center for Prevention Programs and Partnerships (formerly the Office for Targeted Violence and Terrorism Prevention).

Pardeep Deol was promoted to Corporal with the Prospect Heights Police Department in Illinois.

Brent Travelbee, Emergency Management Section Chief at Michigan Department of Corrections, was awarded the Distinguished Service Medal by the Michigan National Guard.

**MA1903/1904**

Will Werner was recently hired to lead the University of Missouri – St. Louis’s National Security and Community Policy Collaborative. He also started a new position as the Director of the USML National Security and Community Police Collaborative.

Lier Chen has been awarded the USCIS Field Operations Directorate (FOD) Recognition of Excellence (Gold pin) because of her Alumni Short Talk “Hearing Muted Voices: Using Radical Subjectivity to Address Homeland Security Issues” at APEX 2021. The award is presented at the discretion of the FOD Associate Director and recognizes FOD and FOD FDNS employees who further the FOD mission and the core values of USCIS.

Mark Haynes started a new position as Chesterfield County Police Department Captain.

**MA1905/1906**

Eric Baker has been promoted to Senior Manager, Data and Technology at the Texas Department of Public Safety.

**MA2001/2002**

Elvis Chan is now the Assistant Special Agent in Charge for the FBI San Francisco region.

Richard Fields started a new position as Commander of the Supply and Maintenance Division for the Los Angeles City Fire Department.

**MA2005/2006**

Kristin Duquette started a new position as Security Fellow at Truman National Security Project.

**MA2101/2102**

Christian Gaudio is starting a new position as Chief Counterterrorism Policy Commandant (CG-002) at U.S. Coast Guard.

**ELP0601**

Nancy Dragani has accepted FEMA Administrator Deanne Criswell’s request to serve as the Senior Official Performing the Duties of Deputy Administrator starting July 7. [+MA 1005/1006]

**ELP0702**

Scott Kelberg was named Acting Deputy Assistant Administrator, FEMA National Preparedness.

**ELP0901**

MaryAnn Tierney was named FEMA Senior Official Performing the Duties of the Deputy Administrator.

**ELP0902**

Norman (Buddy) Custard is starting a new position as President & CEO at Alaska Chudax Network. [ELP 0902]

**ELP1001**

Robert McCaughan, Vice President, Prehospital Care Services, will be retiring from Allegheny Health Network on February 2, 2021.

**ELP1002**

Erik Greten has joined Baker Donelson as a member of the Firm’s Disaster Recovery and Government Services Team in the Washington, D.C. office.

**ELP 1101**

Dr. Carol Cunningham, Ohio Department of Public Safety, Division of EMS, was selected to serve as the EMS speaker for the 100th edition of the U.S. Department of Health and Human Services National COVID-19 Clinical Rounds. She was also selected by Columbia University as the keynote speaker for the first annual Lorna Breen Memorial Celebrating Women in Leadership on April 21, 2021.

**ELP1401**

Julie Roberts, CEM, is starting a new position as President at JK Roberts, LLC., specializing in strategic and crisis communication, emergency management, public relations, and government affairs.

**ELP1402**

Tim Tobiasz recently took a senior GS position with U.S. Northern Command in the J6, Domestic Operations division.

**ELP1501**

Connecticut State Emergency Management Director William J. Hackett announced his retirement, effective June 1, 2021. Director Hackett served for 15 years as Connecticut State Emergency Management Director, retiring as the longest-serving state director, and as the current longest-serving director in the country.

**ELP1502**

Frank Soto will be starting a new position as Deputy Chief at Spokane Valley Fire Department, WA.

**ELP1602**

Craig Murphy is starting a new position as 1st Deputy Fire Commissioner for the Philadelphia Fire Department.

**ELP1701**

Lee DePalo will be departing FEMA after serving as a Federal Coordinating Officer, Response Division Director, and Regional Administrator.

**ELP1702**

Richard Patrick, National Fire Programs Director, U.S. Fire Administration, was presented with IAFC Presidential Certificate of Special Appreciation awards for his work with the International Association of Fire Chiefs.

**ELP1703**

Edward Prokop retired from the Los Angeles Police Department and moved to Glynnco, GA where he will be working for the Federal Law Enforcement Training Center.

**ELP1801**

Andrew McHahan is starting a new position as Associate Vice President, Global Resiliency and Security at New York University.

Stephen Laycock is starting a new position as Executive Director of National Intelligence Programs at KACE Company.

**ELP1802**

Ron Rowe has been appointed as the Chief of Staff to the Director at the United States Secret Service.
EMERGENCE 1702
Cody Lockwood, Captain, received the 2020 President’s Award from the Christiana Fire Company in Delaware.

EMERGENCE 1902
Preparedness Advisors, LLC President Patrick Campion has been selected to present on “Building a Data-Driven Culture in Emergency Management” with Eric Shreve at the National Homeland Security Association’s Annual Conference in Las Vegas this August.

EMERGENCE 2001
Melike Turk was promoted to Sergeant at New York City Police Department (NYPD).

FCLP1201
Sasha Larkin is being promoted to Deputy Chief at Las Vegas Metropolitan Police Department. [ELP 1902]

FCLP1202
Kevin Saupp has been named as the Acting Deputy Assistant Secretary for Counterterrorism and Threat Prevention at the Department of Homeland Security. [MA 0401/0402, ELP 1801]

FCLP1902
Kevin Lane is now serving as Major of Support Services Division at Vermont State Police. [ELP 2001]

FCLP1903
Eli Owen, Commander, California State Threat Assessment Center at the California Governor’s Office of Emergency Services, recently retired. [ELP 2001]

FCLP1601
Jeff Damby was promoted from assistant general counsel at the Florida Department of Law Enforcement to deputy general counsel. [MA 1701/1702]

FCLP1701
Rick Wegner started a new position as the Director of Security (Allied Universal) at Santana Row in San Jose, CA.

FCLP1702
Doug Lyons, California Highway Patrol, has been promoted to Assistant Chief. [MA 1401/1402]

FACULTY FOOTNOTES
Erik Dahl, CHDS Associate Chair for Instruction, received the Lieutenant Commander David L. Williams Outstanding Professor Award from the Naval Postgraduate School for the 2020 Fall Quarter.

The latest publication from CHDS instructor Anders Strindberg, titled “Social Identity Theory and the Study of Terrorism and Violent Extremism” provides an overview of Social Identity Theory (SIT) and its utility as an integrative framework for the qualitative study of terrorism and violent extremism.

Seth Jones, CHDS instructor and Harold Brown Chair; Director, Transnational Threats Project; and Senior Adviser, International Security Program at the Center for Strategic & International Studies (CSIS), co-authored a report on “The Evolution of Domestic Terrorism in the United States.”

PUBLICATIONS
An article titled “Terrorist Victim or Perpetrator?” co-authored by Stephanie Blum, Senior Counsel at Transportation Security Administration, and CHDS Instructor Nadav Morag was republished by an independent, non-partisan think tank called Talking About Terrorism. [NPS-CHDS Master’s Program 0703/0704]

The latest edition of Parents With Preparedness Magazine includes articles by CHDS alumn Angi English, Adjunct Professor at Idaho State University (NPS-CHDS Master’s Program 1303/1304, Executive Leaders Program 1201, HSx 1701), and Heather Issworan, CHDS Strategic Communications Director.

Bruno Dias, Director of Safety, Security and Threat Management, Mansfield Independent School District, has an article in ATAP Quarterly titled “Texas K-12 Threat Assessment & Management: Proceed with Caution.” [NPS-CHDS Master’s Program 1903/1904]

Todd Bensman, Senior National Security Fellow at Center for Immigration Studies, published a book based on his CHDS thesis research “America’s Covert Border War: The Untold Story of the Nation’s Battle to Prevent Jihadist Infiltration” that is rated #1 among immigration policy books on Amazon. [NPS-CHDS Master’s Program 1401/1402]

Eric Holdeman spoke with departing FEMA Administrator Peter Gaynor about his experiences serving as Administrator and some of the lessons learned in a blog post titled “An Exit Interview With Pete Gaynor, FEMA Administrator”. Holdeman (Executive Leaders Program 1401) and Gaynor (Executive Leaders Program 1201) are both alumni of the NPS-CHDS Executive Leaders Program.

Carla Gray, Head of Safety and Security at Epic Games, recently authored an article for Security Management Magazine titled “Change is the Only Constant: Lessons Learned from Uber.” [Executive Leaders Program 1602]

Mark Ray, Director of Public Works – City of Crystal, MN, authored an article for American Infrastructure Magazine that explores infrastructure protection lessons learned from the response to COVID-19. [Executive Leaders Program 1801]

A new research document about the effectiveness of armed officers on school campuses is based on data from the K-12 School Shooting Database, a project by NPS-CHDS alumni Desmond O’Neill (NPS-CHDS Master’s Program 1401/1402 & HSx1701) and David Riedman (NPS-CHDS Master’s Program 1505/1506 & HSx1701).

Richard Serino, Distinguished Senior Fellow at the Harvard School of Public Health, National Preparedness Leadership Initiative, authored “Here’s What’s Needed to Solve the Vaccine Crisis”, an editorial for the Boston Herald that describes how to solve the vaccine crisis. [Executive Leaders Program 0601]
Doug Weeks’ book “Al-Muhajiroun: A Case Study in Contemporary Islamic Activism” was listed as one of the top eight books on Terrorism & Counter-Terrorism-Related Subjects by Perspectives on Terrorism journal. (Master’s Degree Program 0601/0602)

Patrick Burke [Master’s Degree Program 0801/0802], Executive Director of Washington DC Police Foundation, and Cynthia Renaud [Master’s Degree Program 0901/0902], President of the International Association of Chiefs of Police, each contributed to the latest edition of Parents with Preparedness Magazine.

Mark Landahl, Emergency Manager at Rockville Police Department, MD, edited a new book on “The Role of Law Enforcement in Emergency Management and Homeland Security” that will be coming out in June (available for pre-order now). [Master’s Degree Program 0501/0502]. Many CHDS alumni contributed to the book, including Chris Bertram [MA 605/604], Eileen Decker [MA 1205/1206], Max Gerom [MA 1205/1206], Paul Liquorie [MA 1301/1302], Keith Ludwick [1070/10702], Matthew Morin [MA 1501/1502], Eric Rosner [MA 1601/1602], Robert Vasquez [MA 1703/1704], and Michael Ward [MA 1503/1504].


Additionally, SSDB is one of three mass school shooting databases utilized for “A Horrible History: Colorado’s Plague of Mass Shootings”, an article published by The Bold, The University of Colorado Boulder’s student-led media organization.

In honor of National Police Week, NPS-CHDS alum and Motorola Public Safety Specialist Ray Guidetti wrote “Paying it Backward: Honoring the Police Through Those We Serve” for the Motorola Solutions Blog. (Master’s Degree Program 2005)

Mountain Valley Emergency Communications Center Executive Director Jeremy DeMar and his work at CHDS, including his thesis “Next Generation 9-1-1: Policy implicans of Incident Related Imagery on the Public Safety Answering Point” are mentioned in The New Jersey League of Municipalities recently published magazine. (Master’s Degree Program 1505/1506)
Photos of CHDS alumni from around the nation.

Our CHDS Family is Everywhere

ALUMNI PHOTO ALBUM

Photos of CHDS alumni from around the nation.

Muhammad Ashraf was recently promoted to the rank of Captain, NYPD. (Master’s Degree Program 1805/1806)

ELP grad, Derek Bergsten received the 2020 Fire Chief of the year award from the Illinois Fire Chiefs Association. (Executive Leaders Program 1702)

Congratulate Kimberly Hayward Buys for being promoted to Chief Deputy Director at Cook County Emergency Management and Regional Security. (Master’s Degree Program 1805/1804)

Bryan Sky-Eagle was promoted to Deputy Chief, Houston Fire Department. (Executive Leaders Program 1701)

MA grad Derek Phillips displays his Mission HS Award and the Doris Davis Award. Both were awarded because of his NPS thesis. Photo by William Greenblatt - St. Louis Fire Department (Master’s Degree Program 1903/1904)

Sarah Dietz and John Rabin signed an MOA for Peace Corps and FEMA to partner, (Executive Leaders Program 1402). For just the second time in Peace Corps history, volunteers will serve in the United States working in FEMA-supported Community Vaccination Centers.

ELP grad Carol Cunningham, who sits on the board of directors for the Rock and Roll Hall of Fame and Museum, made a dream come true, she was DJ of the Day! (Executive Leaders Program 1101)
MA grad Jay Hart gets his hands on Spot! (Master's Degree Program 1805/1806)

Thank you for your service! ELP alum and Connecticut State Emergency Management Director William J. Hackett retired this year. (Executive Leaders Program 1501)

MA grad Ryan Monaghan appointed Police Chief for the Town of Tiburon, CA. Come visit! (Master's Degree Program 1803/1804)

Tim Manning (Executive Leaders Program 0601) with Dr. Anthony Fauci and Dr. Rochelle P. Walensky are an all-star team supporting COVID-19 response.
Congratulate MA participant Kristin Duquette for starting a new position as Security Fellow at Truman National Security Project. (Master’s Degree Program 2005/2006)

Congratulations to Craig Murphy on his appointment to be the 1st Deputy Fire Commissioner for the Philadelphia Fire Department! (Executive Leaders Program 1602)

Briefing the press is Capt. Dana Hall (Master’s Degree Program 0705/0706) with Chancellor Jeffrey Gold and UNMC staff (Dr. Michael Wadman and Shelly Schwedhelm) with passengers from the Princess Cruise lines who were isolated and treated at UNMC.

CHDS alums are everywhere! MA grad Chad Gorman (Master’s Degree Program 1005/1006) with fellow alum Benjamin Berger, 1st Program Analyst at FEMA National Preparedness Assessment Division. (Master’s Degree Program 1705/1706)

Regional chapters are alive and well! Dave Brannan (CHDS Instructor) was a guest for the Ohio chapter.
Welcome TO THE CHDS FAMILY!

Congratulations to our most recently completed CHDS cohorts.
EDUCATIONAL RESOURCES

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

HOMELAND SECURITY DIGITAL LIBRARY
www.hSDL.org

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

SELF-STUDY COURSES
www.chds.us/selfstudy

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

HOMELAND SECURITY AFFAIRS JOURNAL
www.hsaj.org

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

LEARNING MATERIALS FROM THE NPS CENTER FOR HOMELAND DEFENSE AND SECURITY
CHDS/ED
www.chds.us/ed

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 also include multimedia elements such as interviews, podcasts, media-enhanced lectures, and Viewpoints interviews with subject matter experts.

STAY CONNECTED WITH CHDS ANYTIME, ANYWHERE

HEATHER ISSVORAN
Director, Strategic Communications
Center for Homeland Defense and Security
hissvoran@nps.edu • 831.402.4672 (c)

QUESTIONS COMMENTS SUGGESTIONS
www.chds.us

RESSOURCES
npsCHDS
npsCHDS

TECHNICAL SUPPORT
support@chds.us
831.272.2437 (PST)

WATERMARK SUMMER 2021 | 53
Tribute In Light, September 11 Memorial, New York City

Photo by Anthony Quintano, courtesy of Wikimedia Commons

NEVER FORGET

20TH

ANNIVERSARY

REMEMBRANCE

SEPTEMBER 11, 2001

CENTER FOR HOMELAND DEFENSE AND SECURITY
Naval Postgraduate School

FEMA

The Nation’s Homeland Security Educator  |  www.chds.us