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Watermark: The Alumni Magazine of the Center for Homeland Defense and Security

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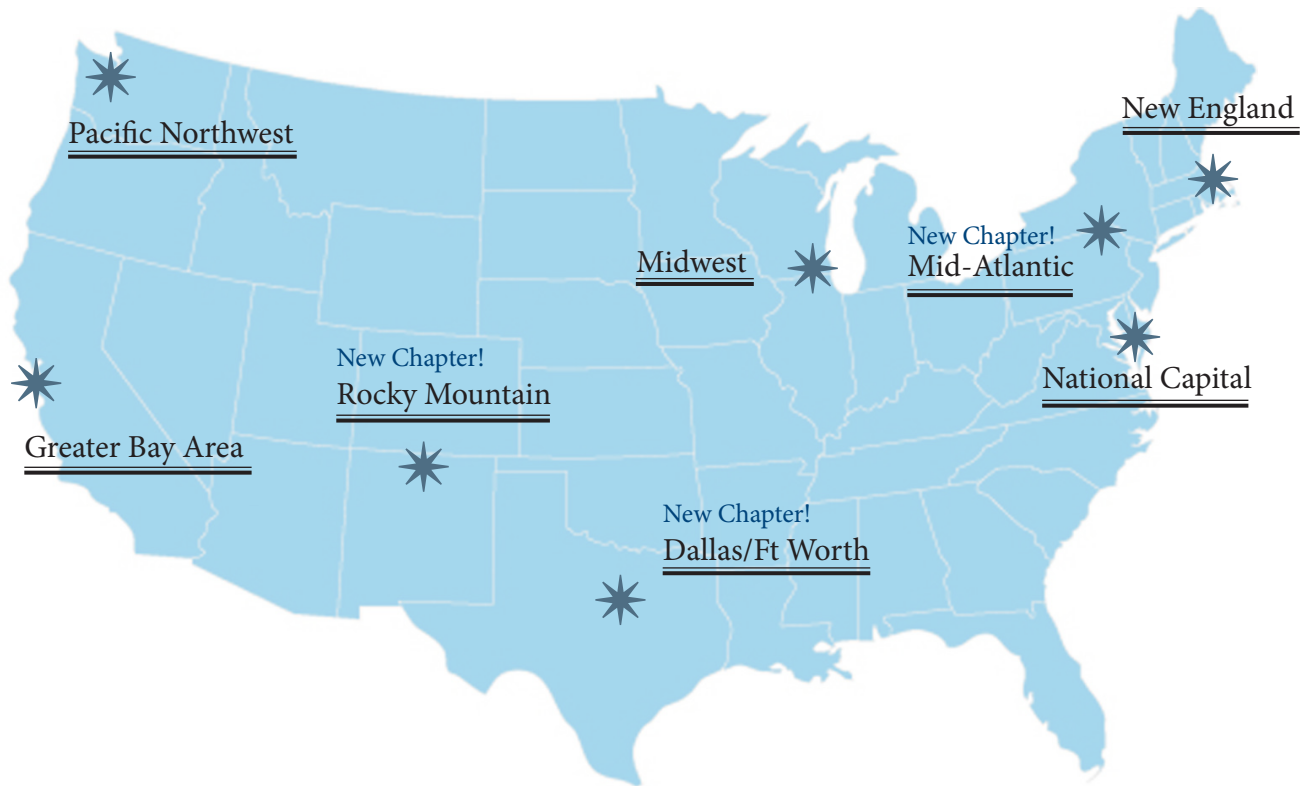
Watermark

The Alumni Magazine of the Center for Homeland Defense and Security



Boston Alumni Discuss Marathon Bombings • Evans Named Boston Police Commissioner • Oso Landslide Response Bolstered with CHDS Alumni • Cadre of CHDS Alumni at Seattle Fire • Cowboy Cop Rounds Up Career as Terrorism Specialist • Wearable Technology Tested in CHDS • Center Expands Educational Portfolio with Radiological Emergency Preparedness Program • Fusion Centers Critical to Nation's Intelligence Network • Criswell Leads FEMA IMAT East • Zambri Steers L.A.'s Unique Cyber Intrusion Command Center • Former FEMA Associate Administrator Carwile Shares Homeland Security Expertise With PELP

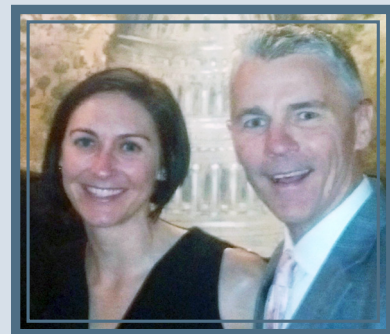
Regional Alumni Chapters



CHDS Regional Alumni Chapters have been established throughout the United States. Alumni interested in starting a regional chapter in their area may contact: Heather Issvoran, Director, Strategic Communications, Contract Support for Center for Homeland Defense and Security, email: hissvora@nps.edu or phone: (831) 402-4672 (c)

Three new CHDS Alumni Chapters have been established in the past six months. The Rocky Mountain, Dallas/ Ft. Worth and Mid-Atlantic chapters have expanded the network of connection to fellow alumni.

Speaking of alumni getting together, there was a great turnout for the National Capitol event April 16th at P.J. Clarke's Sidecar in Washington, D.C. Among the more than 50 attendees were Sara Fisher, Master's cohort 0603/0604 and one of the two National Capitol Alumni Chapter contacts, and John Muffler of ELP 1102.



On the Cover:

Thirteen miles south of Carmel, California on the Big Sur Coast, Bixby Bridge spans Bixby Creek. Made of reinforced concrete, the open-spandrel arch bridge is 714 feet long, 24 feet wide, 280 feet high, with the longest span at 320 feet. Construction began in August 1931 and the bridge opened a little over one year later in October 1932.

Message from CHDS Director

Glen Woodbury

Dear Alumni and Friends,

From its inception, the Center for Homeland Defense and Security's academic programs have been multi-pronged. Course content is designed to educate students on topics with leading edge instruction and research, but alongside are the goals of nurturing and furthering collaboration and critical thinking skills.

This issue of Watermark highlights a trio of examples of alumni collaboration. Our graduates in the Boston region were at the forefront of the 2013 marathon bombings investigation in that city, and played a leading role in ensuring a safe event in 2014. The lessons learned reinforce those stemming from the classroom.

At the Seattle Fire Department a whole generation of rising leaders have benefitted from our programs. Three CHDS alumni were promoted this year and are featured in this issue – Jay Hagen, Charles Cordova and Reba Gonzales.

More recently, the mountain-side hamlet of Oso, Washington, in rural Snohomish County was the site of a ravaging landslide. The response was led by CHDS alumni from all walks of the emergency management profession and from varied levels of government. As you will read, relationships and CHDS networking were a critical ingredient to response success.

CHDS instructor David Brannan discusses his background and his studies in theologically motivated terrorism. Brannan is a popular instructor who adds a dash of cowboy culture to his academic and intellectual pursuits.

In other news, we examine the potential of wearable technologies, such as computerized eyeglasses, and how they could benefit first responders from an array of disciplines. We also check in with Executive Leaders Program graduate William Evans, who was named the top cop in Boston earlier this year, as well as with Master's Degree alum Deanne Criswell who is heading a standing FEMA response team devoted to the Eastern United States.

We hope you have a safe spring and summer. Let us know what great things you are doing out there.

Truly yours,

Glen Woodbury
CHDS Director

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"Boston Strong" Faced Challenges of Marathon Bombings

Boston area residents, and the nation, held their collective breaths April 21 as the famed Boston Marathon was held, little more than a year after two improvised explosives killed three, maimed 246 and put the region on edge as investigators raced to find the culprits.

The terror-free 2014 event was no more an accident than the successful multi-agency response and investigation that identified and pursued the alleged culprits in 2013. Both were fruits of planning and pre-existing relationships that made the local, regional, state and federal response work.

Center for Homeland Defense and Security alumni in the region were at the forefront of investigation and planning.

"'Boston Strong' was no accident," said Rich Serino, an Executive Program Leaders alumnus and recently retired FEMA deputy administrator who began his career and retired as Chief with Boston Emergency Medical Services. "It took years of preparation."

Race Day 2013

William Evans, now commissioner, of the Boston Police Department was sitting in a hot tub reflecting on his 3:55 time in the Boston Marathon when, about 20 minutes later, a colleague gave him the news.

Two improvised bombs had blown up near the famed marathon's finish line, killing two while injuring runners and spectators. A stable of Center for Homeland Defense and Security alumni was already on the scene.

"We had great relationships ahead of time; that was key," Evans said. "That multi-agency collaboration is why we were able to respond the way we did."

On the whole, the CHDS Boston contingent had generally come up through the ranks of their agencies around the same time. Capitalizing on those relationships at the organizational and professional level proved to be invaluable for the response and investigation.

As he does each year, Serino was in town for the event and had just walked away from the finish line when the bombs exploded. He immediately phoned DHS. Serino remained on site and served as a conduit of information between the city, federal law enforcement, federal emergency responders, and the White House.

Meanwhile, Massachusetts State Police Superintendent Col. Tim Alben had been at the starting line where he was overseeing logistics and security for the hordes of runners. At the request of Boston officials, Alben ordered the State Police SWAT team to the area and,

Timeline of Boston Marathon Bombing Events* April 15th - April 19, 2014

April 15

2:49 p.m. Two bombs explode near finish line. Injured taken to hospitals. Three die as a result of the bombings, 264 treated at Boston area hospitals. Investigations begin.

April 16

11:30 a.m. Speaking at the White House, President Obama describes the bombings as an act of terrorism.

Lid to a pressure cooker thought to have been used in the bombings has been found on a rooftop at the scene.

"We will find out why they did this. Any responsible individuals, any responsible groups will feel the full weight of justice."

President Barack Obama

"By any measure the medical response was a success. Everybody who left the scene alive is still alive. Considering that so many of the patients were severely injured it's clear that the entire medical system including the pre-hospital, emergency department and specialty care services responded well."

*James Hooley
Director Chief of Boston Emergency Medical Services
ELP 1102*

"'Boston Strong' was no accident."

*Rich Serino
Former FEMA Deputy Administrator
and former Chief with Boston
Emergency Medical Services
ELP 0601*

April 17

President Obama attends an interfaith memorial service in Boston inside the Cathedral of the Holy Cross.

April 18

Wednesday morning: Tim Alben, State Police Superintendent, sees the results of the analysts' work on videos taken before the bombs exploded. They had captured an image of a young man in a white hat dropping a backpack outside the Forum restaurant and then walking away.

5:00 p.m. At a press conference, the FBI releases pictures of two male suspects they are seeking in connection with the bombings.

10:20 p.m. Police receive reports of shots fired on the MIT campus.

10:30 p.m. Suspects have ambushed and fatally shot

Sean Collier, an MIT police officer.

11:30 p.m. Suspects hijack a Mercedes SUV at gunpoint in Cambridge and keep the driver hostage for half an hour. Hostage escapes at a gas station about half an hour later.

"There was a eureka moment . . . It was quite clear to me we had a breakthrough in the case."

Tim Alben on seeing video of suspect Wednesday

April 19

12:00 a.m. Using the hostage's cell phone to track his vehicle, police pursue the carjacked vehicle in Watertown, just west of Cambridge.

12:30 a.m. Gunfight in Watertown with the suspects. Explosive devices are thrown from the vehicle in an attempt to stop police. Suspects

and police exchange gunfire. One suspect is critically injured and later pronounced dead. The remaining suspect drives off amid more gunfire. He drives two or three streets away with officers in pursuit, then dumps the car on Spruce Street and runs into the darkness.

4 a.m. Police tell people living in a section of eastern Watertown to stay in their homes.

5:30 a.m. Gov. Deval Patrick suspends all public transit service on the MBTA system.

5:50 a.m. Authorities urge residents in Watertown, Newton, Waltham, Belmont, Cambridge, Arlington and the Allston-Brighton neighborhoods of Boston to stay indoors. All mass transit is shut down.

6:45 a.m. Authorities identify the suspects who are brothers, 19-year-old Dzhokhar Tsarnaev, and 26-year-old Tamerlan Tsarnaev, now deceased. The younger suspect, Dzhokhar, is still at large.

8:00 a.m. Boston's police commissioner orders all of Boston to stay in their homes as the search for the surviving suspect continues.

12:30 p.m. State police in Watertown say officers are searching door-to-door but still have not found the bombing suspect.

6 p.m. Mass. Gov. Deval Patrick lifts the lockdown.

Between 6 and 7 p.m. Watertown resident David Henneberry goes outside soon after the lockdown is lifted, notices something amiss with his tarp covered boat in his backyard. He tells police someone is hiding in his boat in the backyard, bleeding. It turns out to be the suspect.

8:45 p.m. Second Boston Marathon Bombing suspect in custody.

"CAPTURED!!! The hunt is over. The search is done. The terror is over. And justice has won. Suspect in custody."

Boston PD Tweet

*Events are noted in Eastern Time and times are approximate.

Information for this timeline from *Timeline: The Boston Marathon bombing, manhunt and investigation* By Greg Botelho, CNN, <http://tinyurl.com/m4xqz8k>

"We had great relationships ahead of time; that was key. That multi-agency collaboration is why we were able to respond the way we did."

*William Evans
Commissioner, Boston Police Department
ELP 1202*

"In Boston our planning began the day after 9/11. Over the last 12 to 13 years there have been many examples where Boston has come together."

*Tim Alben
Superintendent, Massachusetts State Police
MA Cohort 0601/0602*

like others, would work around the clock until the final suspect was captured several days later in nearby Watertown. Navigating through the scared and confused crowd at the finish line were James Hooley, Chief of Boston Emergency Medical Services and an ELP alumnus and Commander Thomas Lee of the Boston Police Department.

While several alumni pounded the pavement, CHDS alumnus Mike Carabin, Director of the Boston Regional Intelligence Center, was at the BRIC with his team pushing up-to-the-minute information to detectives in the field as investigators began chasing the then-unknown culprits. The BRIC provided police with a listing of prioritized critical infrastructure assets in the region while also positioning uniformed officers at the scene to provide real-time data to the FBI's Joint Terrorism Task Force. "When bombs went off, we weren't touching base with our partners for the first time," said Carabin, a 2008 CHDS master's degree alumnus. "The relationships had been put in place, the training exercises had already occurred. It wasn't the first time we came together to face a challenge like this."

Boston Police Department Captain Thomas Lee, now retired, was on Boylston Street when the first bomb exploded. He thought it was a transformer. Then the second explosive detonated and he knew it was a bomb. He ran three blocks to find chaos and carnage. He tries not to remember what he saw that day. "When you are sitting in the classroom, you think this will never happen in your community," Thomas said. "That day in Boston proves why the CHDS program is so important. It gives you a foundational understanding of the threat environment so that you can plan and respond with an informed background. It all comes back to you so you work with your local, state and federal partners on a more efficient and meaningful level."

As investigators from an array of agencies descended on the bomb scene, a manhunt ensued and social media fueled conjecture was running rampant. Investigators narrowed their focus to two foreign-born brothers who had lived for years in the United States, one of them attaining citizenship.



Left to right: Tim Alben, Rich Serino and Jim Hooley

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*Thomas Lee
Captain, Boston Police Department, retired
Master's Cohort 0601/0602 graduate*

As the saga played out on national television, an officer from the Massachusetts Institute of Technology was killed after an ambush and the oldest of the brothers died after a fire, and being run over by his escaping younger brother's vehicle. By the time the final suspect was captured April 19, 2013, while hiding in a boat in the backyard of a residence in nearby Watertown, Evans was the incident commander as hundreds of officers descended on the scene.

Success founded upon practice, experience

The city is no stranger to large events with security concerns, from its famed sports teams to historic landmarks to community events such as the marathon and the July 4th on the Esplanade celebration. Each event provides a training opportunity.

"The single answer (to what worked well) is the collaboration that existed well before April 15," said Massachusetts Police Superintendent Tim Alben, a CHDS master's degree graduate. "In Boston our planning began the day after 9/11. Over the last 12 to 13 years there have been many examples where Boston has come together."

Those relationships were partially forged through numerous disaster plan training exercises among agencies in the region. The Boston Police Department had participated in Urban Shield for the five previous years in an exercise that included traditional first responders as well as hospitals, something that paid off the day of the bombings.

And hospitals were prepared to withstand the surge in patients while use of tourniquets, rapid extrication and transport to definitive care, all lessons learned from the Iraq and Afghanistan battlefields, helped save lives.

Adhering to the plans saved lives, said Hooley. Within two minutes of the explosion area hospitals were notified and emergency rooms were able to monitor Emergency Medical Service communications.

"By any measure the medical response was a success," said Hooley. "Everybody who left the scene alive is still alive. Considering that so



Responders in action during the aftermath of the 2013 Boston Marathon Bombings

AP Photo/Charles Krupa

"In this world, you never eliminate risk, you never bring it down to zero ... but we are working very hard at reducing that risk level and managing it to the best of our collective abilities."

*Tim Alben
Superintendent, Massachusetts State Police
MA Cohort 0601/0602*

many of the patients were severely injured it's clear that the entire medical system including the pre-hospital, emergency department and specialty care services responded well."

Along with following the plans, even as erroneous reports and movements persisted, investigators also benefitted from an engaged populous and business community. Voluminous numbers of cell phone and private security videos assisted, especially in the vicinity of the finishing line where the streets were dotted with businesses, shops and cafes.

Social media also helped officers dispel rumors and correct erroneous media reports as well in disseminating advisories to the public.

"Especially in Watertown during the capture, social media really gave us that direct communication," Alben said. "I think this is the future of a lot of what we're doing."

Secure 2014

With the tragedy of 2013 in mind, officials reinforced security policy to the 2014 race, in which an additional 9,000 runners participated, for a total of about 36,000.

The number of officers patrolling the eight-city course vicinity was doubled to 3,500 and police stationed more than 100 additional security cameras along the route. Police and business owners coordinated use of their security videos. Also, backpacks were discouraged and so-called "bandit runners" who are unregistered and have no bib, were strictly prohibited this year.

"In this world, you never eliminate risk, you never bring it down to zero ... but we are working very hard at reducing that risk level and managing it to the best of our collective abilities," Alben said.

Related story on Boston Police Commissioner William Evans follows >>>

Evans Hits Ground Running as Boston Police Commissioner

William Evans had no shortage of priorities as he took the reins of the nation's 20th largest law enforcement agency April 21, but ensuring no repeat of the 2013 Boston Marathon bombings was among the top.

"The marathon gets international attention. We had to be extra diligent this year in our planning and execution," said Evans, a 2013 alumnus of the Center for Homeland Defense and Security Executive Leaders Program (ELP).

Evans was named Commissioner in January by newly elected Boston Mayor Martin Walsh after a 33-year career with the department that saw him rise from a member of the cadet program while in college to the agency's top slot. He augmented his years of experience with the ELP, a course that has proved advantageous.

"When you go through the ELP it makes you a more confident leader because you are associating with leaders in their fields who have similar issues," he said. "The ELP makes you more aware of the threats out there, foreign and domestic. You also learn concepts of leadership and different professional cultures."

Among the goals of the course is fostering inter-agency collaboration, and that was invaluable on the day of the bombings. The BPD worked with 130 local, state and federal agencies during the response.

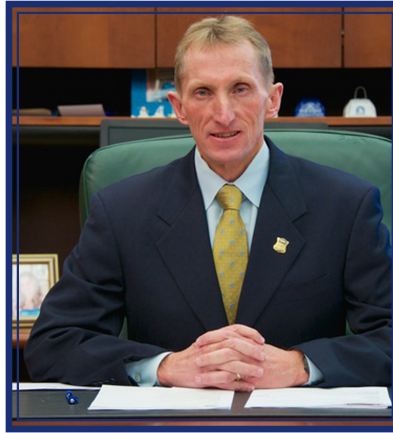
"We had great relationships ahead of time; that was key," Evans said. "That multi-agency collaboration is why we were able to respond the way we did."

Those relationships were partially forged through numerous disaster plan training exercises among agencies in the region. The Boston Police Department had participated in Urban Shield for the five previous years, an exercise that included traditional first responders as well as hospitals, something that paid off the day of the bombings.

Another life-saving and old-school lesson came from the battlefields of Iraq and Afghanistan – tourniquets quickly

"One of the successes we had during the marathon bombing was partnership and multi-agency collaboration. That is what is useful about ELP. ...You know who you can reach out to and seek advice."

*William Evans
Boston Police Department Commissioner
and ELP 1202 Alumnus*



*William Evans
Boston Police Commissioner
Photo courtesy of BPD*

applied to the more than 170 wounded at the scene of the incident likely saved lives.

"The use of tourniquets were shown in battle to save lives and now we have seen first-hand how important they were in the bombing aftermath," Evans observed.

While this year's marathon drew media scrutiny, the bulk of the job comes in the form of making daily life safer for Bostonians.

Evans' goals as commissioner include expanding diversity of the sworn force, driving down major crimes and reducing gun violence in the city.

"I think reducing gun violence and the number of guns on the street is a major challenge," he said. "That will continue to be a major goal."

The department seized about 660 guns during 2013 and 45 during the first month of 2014 alone. Continuing that effort hinges on another of Evans' priorities – maintaining the department's long-running Community Oriented Policing program.

"We've been working with clergy in the neighborhoods and are also focusing on gun violence and the individuals who are driving it," Evans said.

In pursuing those goals Evans wants the department to utilize the potential of social media, a tool that proved its investigative worth during the bombing's aftermath. The BPD and other agencies employed Facebook and Twitter to release and receive information. Following the bombings, the department's Twitter account followers increased from 54,000 to 304,000.

"We use it as an investigative tool as well as to protect officers and the public with warnings and public safety announcements," Evans said. "We learned in Watertown that the community was cooperative and supportive throughout the investigation."

Additionally, Evans said education was critical to his rising to the top job on the force. He is a 1982 graduate of Suffolk University and credits his academic study for his ability to score highly on promotional exams.

"Education has always been important and I like to take advantage of any course I can," he said. "One of the successes we had during the marathon bombing was partnership and multi-agency collaboration. That is what is useful about ELP. The partnerships are invaluable when you have incidents like that. You know who you can reach out to and seek advice."

Massive Oso Landslide Response

Bolstered with CHDS Alumni

The iconic mountainous landscapes carved by ice sheets centuries ago gives the Pacific Northwest its breathtaking beauty, and sometimes its peril.

That was grimly evident March 22 as relentless rains coupled with geography triggered what some observers called a "wall of mud" slamming through the rural town of Oso, Washington, and into the North Fork of the Stillaguamish River. The slide killed at least 42, caused flooding, closed a state highway and left a barren swath of earthen devastation.

Known popularly as the Oso mudslide, the disaster synthesized all the challenges of emergency management as homes were buried, search and rescue teams descended and multiple agencies strategized in a remote hamlet of Snohomish County.

Leaders who are alumni and current students of Center for Homeland Defense and Security programs were at the forefront in

"Those same helicopters we would normally use for video feeds to our EOC were instead rescuing people from the debris fields in any way they could."

*John Pennington
Director*

Snohomish County Emergency Management Department



This photograph shows the upper part of the Oso Mudslide that occurred in northwest Washington on March 22, 2014.

Photo courtesy of Jonathan Godt, USGS

responding to what has been called the most destructive event in the state since Mount St. Helens erupted in 1980.

"I was absolutely shocked at the size and how far it had traveled across the valley floor," said Major General Bret Daugherty, the Adjutant General of the Washington Military Department and a student in the CHDS Executive Leaders Program (ELP). "The trees were all laying down in the same direction. It was total devastation. There was no sign of the small community that had been there. It was a huge churn of mud and logs."

"The most immediate task for our department was situational awareness," said Snohomish County Emergency Management Department Director John Pennington, the point man for the disaster's response and an ELP alumnus. Initial media reports on the day of the slide, a Saturday, did not reflect the magnitude of the event and intelligence on the ground was spotty with 911 calls initially conveying a slide and maybe one house damaged.

In fact, the slide left a barren swath of mountain with 75-foot deep mud and debris stretching about 1½ miles wide. Local community responders were almost immediately on the scene but overwhelmed with search and rescue operations for victims. This hampered their ability to communicate the severity of the incident, and helicopters normally assigned for overhead visual inspection were occupied with rescues.

"As awareness unfolded in such a diminished manner we were effectively flying blind," Pennington said. "Those same helicopters we would normally use for video feeds to our Emergency Operations Center (EOC) were instead rescuing people from the debris fields in any way they could."

The county and state EOCs were up and running almost immediately on Saturday and the concerns were growing rapidly. Not only were people unaccounted for, but there was impending flooding upstream of the slide and potential catastrophic flooding downstream, and the debris pile itself was shifting and unstable.

"There was still a clear potential for substantial devastation and mass loss of life if the debris pile had broken apart and catapulted downstream," Pennington said. "Our fear was this would happen as dusk was settling in and residents would not have a daylight visual on the situation. The death toll could have easily been four times as large had the debris broken out and gone downstream at the initial projected velocity."

As state and local operations ramped up, FEMA Region 10 Administrator and ELP alumnus Ken Murphy began mobilizing an Incident Assistance Management team and alerting FEMA search and rescue teams. About one-third of its staff began preparing equipment, analyzing data on the affected zone and readying food and water supply trucks should they have been needed. FEMA would later activate its search and rescue team as well as 60 teams of cadaver dogs and guides. He further worked with state officials to garner a Presidential Disaster Declaration, which frees federal moneys to support response.

At the state level, Seattle Fire Department Battalion Chief Thomas Richardson served as task force leader with Washington Task Force 1, a search and rescue team represented by 36 different agencies. In that capacity he directed and coordinated search operations.

With the search underway, a confluence of other challenges was brewing. The small town of Darrington had been cut off because flooding made State Route 530 impassable. A temporary gravel road was constructed that enabled access to the town and allowed search teams and equipment to traverse the slide from east to west.

Snohomish County Sheriff's Office Captain Tom Davis, a current CHDS master's degree student, was the field commander on the slide's west side during the first week of response.

"My primary responsibilities for the first week included logistical oversight of our landing zone operations, Helicopter Rescue Team operations and addressing the ubiquitous number of logistics issues between the field and the Incident Command Post," Davis said. "From so many perspectives, this was uncharted territory for many of our Sheriff's Office personnel and having an overall framework to operate within was essential."

During those early days of the response current CHDS master's degree student Jason Biermann, Deputy Director with the Snohomish County Department of Emergency Management, was deployed to Darrington as a liaison supporting first responders in the debris field as well as coordinating volunteers, community donations and helping facilitate community informational meetings.

"Initially, the biggest priority in Darrington was re-establishing communications," Biermann said. "This is a community where many of the residents rely on landlines. The slide cut the fiber-optic cable that provided the landline, including 911, and most Internet service. In addition, immediately after the slide there was only one working cellular provider."

The second week of the response found Biermann overseeing activities in the county Emergency Operations Center (EOC) and Davis serving as the Sheriff's Department liaison officer there. Over the course of the incident, there were 117 different



FEMA senior leadership discuss the Oso Mudslide. L-R: Michael Hall, Federal Coordinating Officer, Sharon Loper, FEMA Deputy Region Administrator-Region X and graduate of CHDS Master's Cohort 0905/0906, Ken Murphy, Regional Administrator-Region X and ELP 0702 alumni and Jackie Gladish, Operations Chief-Region X. Photo courtesy Steve Zumwalt/FEMA

agencies represented in the EOC and more than 200 organizations participated in the search and recovery efforts.

ELP participant Christy Grant, FEMA Individual Assistance Branch Chief, was deployed to the state EOC the Monday following the slide. Her primary responsibility was to assist with a needs assessment for the affected area. Grant enlisted the varied government and non-government agencies in the area to identify needs such as sheltering, housing and re-employment as well as legal and counseling services. Her FEMA role was to be a trusted advisor and guide to synthesizing community resources, Grant said.

"My focus was how I could support all these entities to integrate and best leverage their resources," Grant said. "We provided technical assistance on the structure of a Human Services multi-agency task force that is now led by Snohomish County."

Grant is crafting a proposal, with ELP alumni Libby Turner, which could potentially provide a national needs-based approach playbook to help identify the most effective way to support communities during response and recovery efforts. The guide is focused on needs assessment, resource identification and gap analysis.

"Our ultimate goal is to develop a standardized tool from which to inform stakeholders and support a holistic and synchronized decision making process," Grant said.

Grant worked closely with CHDS master's degree graduate Sheryl Jardine, Mitigation and Recovery Section Manager with the Washington Emergency Management Agency. Part of Jardine's job was heading a damage assessment in between rotating stints as the Disaster Manager. Information from the assessment was used

to secure the Presidential Disaster Declaration, requested by Governor Jay Inslee.

Washington state emergency management officials teamed with FEMA counterparts in assessing damage to expedite the process. "Christy (Grant) was instrumental in giving us pointers on writing the request in the best way possible to convey the level of impact on this community," Jardine observed.

Once the Presidential Declaration was approved, Jardine's task was coordinating the funding for infrastructure repairs and individual assistance. She also worked with Biermann to get information from the scene to the state EOC.

"It really helps when you know people," she said. "Pre-existing relationships are the foundation for effective coordination in emergency response."

A unique aspect of the disaster and the response was that it affected three Native American Indian Tribes - the Stillaguamish Tribe of Indians, Sauk-Suiattle Indian Tribe and Tulalip Tribes.

CHDS master's degree graduate Wendy Stevens, FEMA Region 10 Tribal Relations Specialist and the initial Tribal Liaison for the disaster, coordinated tribal participation in the response, especially in the trusted relationships necessary to perform the valuable nation-to-nation exchange of brokering emerging situational awareness from the Tribes. Stevens set up the first-ever Tribal Desk station in the region, which was approved only days prior to the incident.

"Within 24 hours of the actual incident of the Oso mudslides I had worked with our tribal partners who provided real time and transparent access to disaster information, as well as confirmed and reported current situational awareness and incident reports," Stevens noted.

The affected tribes successfully delivered situational awareness reports within 48 hours, which Stevens was able to forward in consistent succession in real time to FEMA's state partners.

"The tribal leaders, tribal officials, and tribal community volunteers did an outstanding job openly transferring impact reports, shared information, and direct response support to the disaster, alongside our State and local partners."

CHDS Impact and Lessons Learned

As the emergency management adage goes, every disaster is different. Most, though, provide enduring lessons learned that will be relevant in subsequent events.

For example, Pennington said the response changes his perception of the interface between incident management teams (IMTs) and Emergency Operations Centers (EOCs) in the earliest stages of response. Decision-makers generally assign those two entities equal weight in gauging awareness and as response unfolds.

"This experience took the traditionally accepted view of those two entities (EOCs and IMTs) and completely inverted it, making it at times unuseable and requiring substantial adjustment," Pennington observed. "The initial incident management team should become the focal point of not only your initial tactical operations but of obtaining critical situational awareness on behalf of the EOC and all other entities involved in these catastrophic events."

The entire concept of the EOC interface with an IMT has to be researched and likely rewritten to entail issues far greater than primarily wildfires, said Pennington, who in 2012 played a lead role in revising a course on EOC management for FEMA's Emergency Management Institute.

For Stevens, the response challenges illustrate the necessity for a structured mechanism to perform data collection, share information, conduct analysis and develop the necessary intelligence from Tribal partners. She is developing a mechanism to support improvements to encourage nation-to-nation information sharing for the future.

Grant is creating a proposal that could potentially provide a day-by-day playbook for her division. The guide identifies what resources to assess, how to define and prioritize needs and to ensure that stakeholders are all represented.

"We're working to set this up as a standard tool in the tool kit," Grant said.

At the state level, Daugherty has been holding quarterly meetings with county emergency managers in Washington. The meetings are an opportunity to discuss best practices as well as molding personal relationships so necessary in times of catastrophe. Additionally, Daugherty's team conducts internal exercises quarterly.

"I'm convinced the quarterly meetings and expanded training really paid off during this landslide," he said. "We want to keep building relationships and expand participation in our quarterly exercises."

As much as CHDS academics proved beneficial, the Center's emphasis on critical thinking was equally invaluable, alumni said.

"This was the first large-scale event of this magnitude I have been involved in, but when I went into the emergency operations center and all the different agencies, everything made sense to me," Davis said. "There was no learning curve, directly because of what I've learned at CHDS."

The critical thinking skills that were furthered and strengthened by the ELP were valuable for Pennington as he expanded his emergency management role to become an instant strategic commander.

"There was to my knowledge no existing organizational structure that accurately portrayed what we were doing across the entire response," Pennington said. "An organized structure had to be visualized and created. I had to think strategically, and with very little time. What the ELP did for me was to build upon my existing skill and experiences with a deeper understanding of how I should think more strategically. It worked."

New Promotions Illustrate CHDS- Seattle Fire Department Partnership

Spring stormed in for the Seattle Fire Department with calls that don't come to just any fire service – a tug boat fire at the city's port, a news helicopter crash near the iconic Space Needle and a May Day anti-capitalism protest turned melee.

When a fire alarm sounds in Seattle, chances are a Center for Homeland Defense and Security alumni is part of the response and, increasingly, part of the command.

The Department counts seven CHDS master's degree alumni and five graduates of the Executive Leaders Program, with one current student in the Master's Program. Three CHDS alumni were promoted in early 2014 – master's degree graduates Jay Hagen to Assistant Chief and Reba Gonzales to Battalion Chief, while ELP alumnus Charles Cordova was promoted to Deputy Chief.

"I spent the first 21 years of my career going into burning buildings," Gonzales said. "With the promotion, I have to shift gears and look at things strategically to figure out what is the best strategy for the incident so people don't get hurt. Now, I'm generally on the exterior assigning tactics to mitigate the situation we are facing."

Certainly, the maturation of the Center parallels the careers of many graduates from the Seattle Fire Department who have progressed from tactical operations to positions of strategic import. Hagen is a prime example – a captain when he enrolled who parlayed his years of experience with education to steadily progress through the ranks after graduation.

Now Hagen oversees the entire Operations Division of 968 members and reports directly to Seattle's Fire Chief Gregory Dean, a graduate of the ELP.

In making the transition, Hagen immediately reached out to his CHDS network, consulting with fire chiefs Jim Schwartz of Arlington County, Virginia, Jeff Dulin of Charlotte, N.C., and Robert Ingram, WMD Branch Chief at the New York City Fire Department's Center for Terrorism and Disaster Preparedness.

"We were at a conference together and I asked them what they had done to get off on the right foot," Hagen recalled. "They suggested that I communicate to them the things I believe, what I expect, what they can expect from me, and what things are deal-breakers for me. Going through that exercise was great for me. It required me to focus and distill my thinking. It was great advice."

Another CHDS benefit is the curriculum's emphasis on solving complex problems by dividing them in parts, and then analyzing and developing a constituent plan, he added. His education was complemented by serving as a CHDS Distinguished Fellow in Washington, D.C.

"The master's program opened the door to the fellowship," Hagen said. "The fellowship turbo-charged my network of colleagues and understanding of how the federal government works. I had that currency with me when I came back here (to Seattle Fire Department.) The benefits of that investment in education remain to this day."

Hagen played a key role in crafting the department's 2012-2017 strategic plan that outlines its goals and priorities – enhanced training at all levels topping the list.

"As assistant chief I have a greater role in how this plan is enacted," he said. "It has our mission, our vision, and our values. It offers guidance that we rely on to make decisions when the path is less clear. My experience has been it really acts as compass. When multiple options exist, you can use this as a resource to guide decision making. At the Assistant Chief level, all the easy solutions are gone."

Directly reporting to Hagen is newly promoted Deputy Chief Cordova. As Deputy Chief, Cordova oversees the Operational Technical Team Administration, entailing hazardous materials response, rescue, marine emergencies and coordinating training.

The most high-profile role may be overseeing, and increasing staffing during, the city's special events, such as Hempfest and Seafair, which includes multiple celebrations during summer. This role necessitates the ability to collaborate across agencies.

"I was fortunate to spend 10 years in charge of hazardous



Photo courtesy of Fireline Seattle.gov

material response, so I had the experience of doing collaborative planning with that," Cordova said. "The ELP really allowed me to become more unselfish -- to look at events, planning and response not only from a fire service perspective but from a global perspective."

And that collaboration is required in non-sanctioned events such as the May Day celebration that has gained notoriety in the aftermath of the Occupy Movement of 2012. While mostly a law enforcement concern, Seattle Fire plays a key role in planning as well as staffing a liaison officer in the city's fusion center to provide real-time information to firefighters on the scene.

Cordova's ELP experience has been beneficial in the professional network it helped build by providing the ability to change ideas and even learn from one another's after-action reports. The course further helped shift his perspective, he added.

"It demonstrated to me the value of education and why education is important," Cordova said. "As we shift out of the operations mode into strategic planning and working with other organizations of a higher caliber we need to be in the same category and educate our personnel to do that."

In the Battalion Chief's position, Gonzales will be responsible for daily operations of her battalion while also focusing on strategy and policy. Her CHDS master's degree thesis was titled "Transforming Executive Fire Officers--A Paradigm Shift to Meet the Intelligence Needs of the 21st Century Fire Service," and is implementing that vision by preparing a training module for future fire service leaders.

"In the Seattle Fire Department, one of our challenges is that a large percentage of us are newer chiefs," she said. "We have the operational experience, but we lack experience with large scale, multi-disciplinary responses. To bridge this gap, we are doing our best to engage in regional, multi-disciplinary functional exercises or table tops as a means to facilitate training."

After spending 2 ½ years as the Emergency Preparedness/Homeland Security Captain where Gonzales was charged with the oversight of various FEMA Grants, she continues to use that experience with one of the special projects she's assigned; the management and administration of the Port Security Grants awarded to the Seattle sector, an endeavor that demands inter-agency collaboration with partners such as the Seattle Police Department, King County Sheriff's Department, the city's transit police as well as state and federal entities.

Gonzales credits CHDS for opening doors and opportunities and changing her focus. Many CHDS alums working at the department find themselves assigned to special task forces and committees related to the profession, as Gonzales and Cordova have.

"Once I was in the NPS program my paradigm changed," Gonzales said. "I realized there was more to protecting the community than red fire engines and highly motivated firefighters. As a major urban fire department, we need the ability to look at issues strategically."

SEATTLE FIRE DEPARTMENT CHDS ALUMNI AND PARTICIPANTS

Paul Atwater

Master's 1003/1004 Alum
Battalion Chief

Charles Cordova

ELP1002 Alum
Deputy Chief

Alan Cox

Master's 0901/0902 Alum
Battalion Chief

Gregory Dean

ELP 0701 Alum
Chief of the Department

Helen Fitzpatrick

Master's 0503/0504 Alum
Strategic Advisor

Paul Foerster

Master's 0603/0604 Alum
Battalion Chief

Reba Gonzales

Master's 0801/0802 Alum
Battalion Chief

Jay Hagen

Master's 0403/0404 Alum
Assistant Chief

Robert Lomax,

ELP 0702 Alum
Deputy Chief of Special Operations

Tamalyn Nigretto

ELP1202 Alum
Battalion Chief

Thomas Richardson

Master's 0301 Alum
Battalion Chief

Alan Vickery

ELP 0601 Alum
Assistant Chief

Thomas Walsh

Master's 1301/1302 Participant
Battalion Chief

Cowboy Cop Rounds Up Career as Terrorism Specialist

Armed with a rifle and a Ph.D. in theology, David Brannan is not your typical academic.

This may be part of why he is such a popular instructor at the Center for Homeland Defense and Security (CHDS). Brannan combines his field-tested experience with doctoral work conducted at the University of St. Andrews, co-teaching two CHDS courses, Discourse Analysis and Ethics and The Unconventional Threat, alongside Anders Strindberg. The team is affectionately known as "Branders."

Their unique teaching approach features both instructors debating political, academic, and policy-oriented issues in a way that is much more dynamic than the typical college lecture.

"The Branders method is to fight it out in the class," Brannan notes. "We vigorously argue different positions on various topics that impact the issues we are covering."

Brannan is known among the students for arguing conservative views, often challenging Strindberg and students looking for flaws in their arguments and fostering critical thought.

"We are always fighting in class, in part because that's the way we get along—but in part we are arguing the issues in front of students to make a point," Brannan said. "We want all possible angles exposed and considered."

Perhaps it is Brannan's one-of-a-kind career trajectory that enables him to consider complex issues from multiple angles. After more than a decade of police experience, Brannan left the force following several on-duty injuries sustained fighting crooks. As a result, he found himself at a professional and intellectual crossroads. His friend and mentor Pat Miller, who was then Ventura, California, Police Chief and is now a CHDS subject matter expert, introduced him to the work of Bruce Hoffman. Hoffman was then a professor at University of St. Andrews in Scotland, pioneering the quickly changing field of terrorism and counterinsurgency. Brannan traces this disciplinary shift to the fall of the Soviet Union, a collapse that demanded new frameworks for understanding the world beyond the Communism-Capitalism divide that had dominated political and social discourses since World War II.

"I was trying to figure out what was next for me after law enforcement," Brannan recalled. "Saddle making and 'cowboying,' my interest in theology, history and world affairs kind of coalesced with Bruce Hoffman's emerging work on religious terrorism and insurgency. That all came together at just the right moment: theological motivations for political action were ripe to impact the international stage."

Following this realization, he was accepted at the University of St. Andrews in Scotland, earning a Master of Arts in International Relations and Theology and a Ph.D. in Theology. From there he molded his practitioner experience with newfound analytical rigor

at the think tank at RAND Corp. before coming to CHDS in 2003. He would later go on to serve as an advisor in Mongolia and even took a year leave from CHDS to serve in Iraq as a director of security policy for the Coalition Provision Authority.

His background in theological studies and additional research in Social Identity Theory has provided an extremely strong foundation for the analytical framework that Brannan and Strindberg advocate for and teach to their students during the course of their class. According to Brannan, theological frames are useful to the practitioner because they can be some of the most influential forces shaping an individual or group's understanding of the world and his or her place in it.



Brannan discusses homeland security concepts with members of Master's Cohort 1301/1302

"All you have to do is talk to a deeply committed person of faith to see how that frame for understanding is pervasive in both their personal lives as well as the way in which they understand the world and the events that take place," Brannan observed, noting that the intensity of this force increases considerably "when the person's religious or theological frame includes a strong eschatological or apocalyptic narrative."

Despite his experience studying the theological underpinnings of various religions, as well as radical or terrorist groups, Brannan does not want this discourse to overtake the analysis that he provides and wishes his students to emulate.

"The most important thing I've come to understand about religious terrorism is that they are, at the end of the day, groups," Brannan noted.

For Brannan and Strindberg, this means that the most useful analytical framework they can provide their students with is Social Identity Theory (SIT). In the classroom, Brannan and Strindberg utilize SIT to examine how individuals within group contexts create a sense of communal or shared identity while distinguishing themselves from other groups—a social phenomenon equally observable in general society as well as within a terrorist group context.

SIT was first introduced as a concept by social psychologist Henri Tajfel in 1979, and Brannan and Strindberg apply this theory to their studies in terrorism. In 2001 Philip F. Esler, Strindberg and Brannan published an article in "Studies in Conflict and

Terrorism" arguing for the utility of Social Identity Theory as a base for contextual terrorism analysis. Though the article initially irritated many academics within terrorism studies, with the help of CHDS students and alumni, Brannan and Strindberg have continued to develop this approach.

"There is no need to exoticize religions or views we are unfamiliar with," Brannan argues. "Using Social Identity Theory, any practitioner can effectively provide serious and significant analysis on religious terrorists."

Brannan goes on to note the key role that his students have played in the development of this analytical framework within the field of terrorism studies.

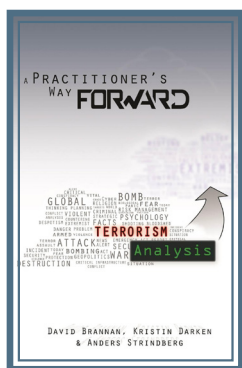
"The students have been a big part of helping us understand where it needed to go to be most effective," he said. "It may make us feel better that the 'other' is somehow so different that it isn't rational—but that does not make us analytically more capable—it makes us weaker."

In turn, Brannan and Strindberg offer their students a decided advantage over their professional counterparts who have not been exposed to this kind of social-psychological framework.

"We want to give our students an analytical advantage. I want to give all our students what the great CIA analyst Phil Mudd has called 'a decision advantage' through the strength and resiliency of our analytical methods."

Brannan and Strindberg, along with former CHDS colleague Kristin Darken, have built on their experience in the field and classroom by co-authoring a book titled, "A Practitioner's Way Forward: Terrorism Analysis." The book will be available for sale sometime in June, and the authors are confident that readers will recognize it as a useful tool for introducing, breaking down, and applying many of the concepts they address in their class.

"The book discusses this issue specifically so that practitioners—the sort of folks that make up our alumni—can effectively analyze both religious terrorist groups and their actions accounting for the unique in-group pull of the religious narrative," Brannan said.



Brannan's recent co-authored book

Ultimately, Brannan hopes to encourage his students to use the tools he introduces them to in the classroom to engage critically with the information, analytical frameworks, and dominant discourses they will come across in the field.

"The critical thinking, topic-specific learning and knowledge creation at CHDS that goes on in the class and through the students' research is having a very positive impact on the critical responsibility of government, protecting the homeland," he asserted.

Although operating in an era of what he believes to be bloated and overreaching government, protecting the homeland is yet,

"the foundation of what the citizen/government contract is all about."

Brannan traces much of the success and popularity he has enjoyed in the classroom back to the dynamic relationships and dialogues that are cultivated in the unique educational environment he has created with Strindberg. The students' enthusiasm for the subject matter, as well, has had a positive impact on the growing and evolving field of terrorism studies.

"Our students have not only caught on to our method," Brannan stated. "They have helped develop that method through successive iterations of the program. They have critiqued, complained, argued, honed and polished the method until it has become something more than it was when we started."

Q & A With Brannan

Q What led you to Law Enforcement in the beginning?

A "I was getting married and my girlfriend told me I had to have a job with insurance. She saw the ad in the paper and I went down and took the tests."

Q What would you do if you weren't a CHDS instructor?

A "Probably not just one thing. I like doing research a lot, I like roping cattle and I like riding my Harley. I'd probably find a way to do something that involved me getting to continue doing these three things."

Q Can you ride a horse and shoot a gun like John Wayne?

A "Well that's kind of a trick question. John Wayne was an actor and no horseman at all. I love his movies but he was always yanking on their mouth and cross queuing them. I don't think I'd of liked being one of his horses much. The second part of this, the shooting, is part of my life. I don't throw the bullets at the target the way you see actors do it in the movies—but I do spend a lot of time making sure I can kill what threatens me. Is that the same thing?"

Q Did you ever lasso anyone while you were a cop?

A "Nope. I always assisted with that force which was necessary to overcome their illegal resistance using approved equipment and techniques. But that would have been fun. I was a SWAT guy and when I worked patrol it wasn't horseback. I'm old...but not that old!"

Q You team teach, and are often known as "Branders" does that annoy you?

A "Anders annoys me—but the term doesn't. We've been collaborating on terrorism and stuff for 20 years. I know his arguments (mostly drivel) and he knows mine (deeply compelling). We are always fighting in class—in part because that's the way we get along—but in part we are arguing the issues in front of students to make a point. We want all the possible angles exposed and considered."

Q Does your wife ever get jealous of Strindberg?

A "Not hardly! I think she's just glad I have someone to argue with on a regular basis."

Class Notes

Alumni

MA 0302/0303

Lt. Commander (Ret.), U.S. Navy **John Cline** has written and published a novel, "The Last Confederate Battle," a memoir, "Sea Stories and Navy Tales," a storybook, "Toby and the Wooden Flute" and has co-composed the music for a CD, "The Song of Idaho."

MA 0401/0402

Cathy Lanier, Chief of Police, District of Columbia Metropolitan Police, made ELLE Magazine's fourth annual list of the 10 Most Powerful Women in DC.

MA 0403/0404

Jay Hagen of Seattle Fire Department has been promoted to Assistant Chief.

ELP 801

Michael Crane merged his business, Crane Workplace Investigations, LLC, with investigations and security risk management firm Hillard Heintze. Crane will serve as Senior Vice President.

MA 0801/0802

Seattle Fire Department's **Reba Gonzales** has been promoted to Battalion Chief.

ELP 802

Bob Hendrix "first-ever" Federal Preparedness Coordinator for FEMA Region 6, is retiring after 30 years with FEMA and 37 years in Emergency Management and Homeland Security. Bob also attended REP 1401.

ELP 901



Jerome Hatfield, far left, was appointed Regional Administrator of FEMA Region II. Shown here with FEMA Administrator Craig Fugate. Hatfield was sworn in November 4th 2013. He is also an alumni of the Radiological Emergency Preparedness (REP) Executive Programs 1301.

Photo: K.C.Wilsey/FEMA

MA 0901/0902

Ross Elliott received the Administrator of the Year Award at the 2013 California Emergency Medical Services Awards on Dec. 4. Elliott retired Nov. 15 as Director of Kern County (Calif.) EMS.

MA 1001/1002

William F. Sweeney, Jr. has been named special agent in charge of the FBI Counterterrorism Division of the New York Field

Office. Sweeney most recently served as the special assistant to the FBI's deputy director at FBI Headquarters in Washington, D.C.

Judson Freed has been named an adjunct faculty member at Idaho State University. Freed is teaching an upper-division class for the university's bachelor's degree program in Emergency Management.

Captain **James Madia** retired from the Inglewood (Calif.) Police Department May 24. Madia has been in law enforcement since 1985 and with the city of Inglewood since 1987. He looks forward to his next work opportunity, a position with Southern California Edison in their Emergency Operation Center.

Amin Kosseim was the guest speaker at a seminar examining community policing in countering violent extremism at the Centre for Cultural Diversity & Wellbeing at the Victoria University Footscray Park Campus in Australia, on November 19, 2013, and participated in a panel at Victoria University in Melbourne, Australia, the next day discussing international perspectives on radicalisation and violent extremism. More information is available at tinyurl.com/ofbc53m and tinyurl.com/m8z9poz.



ELP 1002

Charles Cordova of Seattle Fire Department was promoted to Deputy Chief.

MA 1003/1004

Karen Keys-Turner has been named Transportation Security Administration Federal Security Director at the Cherry Capital Airport in Traverse City, Michigan. In addition, she will have responsibilities for eight small airports in Lower Northern Michigan and the Upper Peninsula of Michigan.



Deanne Criswell (also of ELP 801) has been appointed to the Senior Executive Service (SES) as the Team Leader for the National Incident Management Assistance Team (IMAT) East. (See article on page 20 for complete story.)

ELP 1101

Robert J. Holley has been named special agent in charge of the FBI's Chicago Division. Mr. Holley most recently served as deputy assistant director of the FBI's Counterterrorism Division, Operations Branch.

MA 1105/1106

Tony Parker, right, Tennessee Department of Correction, Assistant Commissioner of Prisons, presented his thesis, "Establishing a Deradicalization/Disengagement Model for America's



Correctional Facilities: Recommendations for Countering Prison Radicalization” at the North American Association of Wardens and Superintendents (NAAWS) conference in Memphis, Tennessee.

ELP 1201

Steven Lohr has been named Fire Chief in Montgomery County, Maryland.

MA 1201/1202

William Thomas Abbott, right, has been named Chief of the Surprise (Arizona) Fire-Medical Department. He was formerly the Assistant Chief at the Tempe Fire Department.



Jason Huerta, of the New York City Police Department was promoted from Captain to Deputy Inspector August 29.

ELP 1301



CDR William Dwyer, Staff Judge Advocate, USCG, was in Mura, Democratic Republic of Congo (DRC) in April with a joint team of U.S. Judge Advocates (lawyers) from the Coast Guard, Army, Navy, Air Force and Marines. They

trained over 2,300 Congolese Army recruits at a Congolese base on a variety of military related legal issues.

Brian McCarthy, has been promoted to two-star Assistant Chief with the New York City Police Department. McCarthy had previously been a one-star Deputy Chief.

James Helminski has been promoted to Deputy Assistant Director, U.S. Secret Service and will leave his position in Seattle to go to Washington, D.C., in March 2014.

Gary Curmode was appointed Fire Chief of Copper Mountain Consolidated Metropolitan District (Colo.) effective April 19, 2014. He previously served with the Sedgwick County (KS) Fire Dept for 19 years, most recently as Chief.

Current Participants

ELP 1302

Richard Davison, right, has been promoted to Deputy Fire Commissioner of Homeland Security for the Philadelphia Fire Department. He has been Executive Chief since January 2012 and began working for the department in 1992.



MA 1301/1302

Jeffrey Payne was named Chief with the Dayton, Ohio, Fire Department. He has been with the department for 25 years.

MA 1305/1306

Ryan Fields has been promoted to Coordinator of the Office of Emergency Management for the City of Aurora, Colorado.

CHDS Alumni Honored at FEMA Administrator's Awards

Five alumni of Center for Homeland Defense and Security educational programs were among those honored in February at the 2013 Administrator's Awards hosted by Federal Emergency Management Agency Administrator Craig Fugate.

The annual Administrator's Awards program highlights the exceptional work of FEMA employees who have gone above and beyond their day-to-day duties.

Tom Balint, MA 0905/0906, Associate Chief Counsel, Protection and National Preparedness, FEMA, and **Erin Greten**, ELP 1002, Assistant Chief Counsel, FEMA, were honored for their work on the Sheltering and Temporary Essential Power (STEP) program team following Hurricane Sandy.

According to FEMA: By making survivors' homes livable, temporary shelters until property owners can effect permanent repairs, STEP reduced the number of people requiring extended sheltering assistance. Across New York and New Jersey, more than 20,000 families participated in the STEP program, and were able to remain in their homes as a result of the work of this team. In an audit in December 2012, the DHS Office of Inspector General commended FEMA "for its rapid response in designing this urgently needed program less than a month after Hurricane Sandy devastated communities on the Atlantic coast."

Also honored was a CHDS trio comprising **Chad Gorman**, MA 1005/1006, CBRNE Branch Chief, FEMA, **James Kish**, ELP 1001, Deputy Assistant Administrator, FEMA Response and **Doc Lumpkins**, ELP 0902, Director, National Integration Center, EMA who were part of a team that led implementation of Presidential Policy Directive 25.

According to FEMA: This team proactively engaged and integrated with National Security Staff led efforts to establish a holistic risk informed decision support architecture to inform national leadership during a credible terrorism threat scenario involving weapons of mass destruction. As a result, for the first time, the President and the Administrator have the capability to weigh all counter-terrorism response options, both law enforcement and emergency management, to minimize loss of life and damage to property.

Wearable Technology Tested in CHDS Classroom



Current MA 1301/1302 student Abby Sanford tests Google Glass in the CHDS classroom as Dr. Kathleen Kiernan, CHDS Faculty, looks on.

Ever since the rise of desktop computers first responders have sought ways to capitalize on mobile technology as companies raced to produce ever smaller and more nimble gadgets - laptops, on to smart phones to tablets and, most recently, wearable technology.

Center for Homeland Defense and Security master's degree students are exploring the promise and perils of wearable technology in a course taught by Kathleen Kiernan and Rodrigo Nieto-Gomez, "Special Topics in American Government for Homeland Security: Framing the Discourse."

"Our goal at CHDS is to explore the boundaries, look at leading edge capabilities and enable the first responder community," Kiernan said. "What better way than with professional practitioners who will push the limits of technology, often improvising as needed which in fact helps shape further development and more importantly, learning."

Google Glass is one wearable technology that could offer a wealth of potential. The wearable glass will ultimately offer the same features as any other computer - facial recognition, quick access to databases and real-time analysis, building addresses and schematics - all without missing a step.

For master's degree student Brent Cotton of the Transportation Security Administration's Risk Based Security Core Team the wearable glass technology could be valuable in reinforcing the agency's security techniques for its Behavior Detection Officers (BDO).

The nature of the BDO job requires quick thinking in evaluating a passenger's demeanor. A computerized eyeglass device could assist in gauging a passenger's physiological responses such as pupil dilation or micro-facial expressions. The technology could also potentially monitor a traveler's walking gait to determine if the person is concealing an item, as well as provide a remote feed

where other officers can analyze what the wearer is seeing. "The officers might talk to a passenger that appears to be exhibiting signs of deception," Cotton said. "And the Glass could be monitoring physiological responses that the human eye cannot detect. This allows the officer to focus on the conversation with the passenger, while receiving a technical assist from the device."

The TSA is also tasked with monitoring potential insider threats, a job that wearable technology could make more efficient. Cotton believes that facial recognition software coupled with the technology could be used to constantly verify that only appropriate personnel are present in sterile or secure areas.

"With Google Glass you may also be able to look at any CCTV video and the Glass could perform the analytics," Cotton noted. "The benefit of using Glass to analyze video is that CCTV systems may not require expensive upgrades to have video analytics added."

Agencies such as the Secret Service could potentially improve how its agents protect people and spaces, said current CHDS student Brian Murphy, Special Agent in Charge in Baltimore. Agents visually scanning the perimeter could benefit from facial recognition features while doing so.

"It's a force multiplier," he said. "It's allowing a human trained to look at behavior issues while the technology looks at the face and can determine if this is a guy we should be concerned with."

Wearable technology would also be beneficial during sometime chaotic natural events, said Detective Sgt. Tim Coyle of the New Jersey State Police. During the response to Superstorm Sandy, washed out roads and bridges necessitated land vehicles use digital maps to get to affected locations while using the now-traditional method of camera-equipped helicopters to transmit situational awareness to an emergency operation center.

"How cool is it now that you can put first responders out there and they can beam back live scenes of what they are seeing?" Coyle said. "It's an immediate canary in a coal mine. You have the EOC (Emergency Operations Center) seeing on the spot. They can make instant assessments without having to be there or getting it from a helicopter 200 feet above."

One of the most touted features has been the video recording function. Dash cameras provide a limited perspective and existing wearable cameras - on caps or vests, for example - don't capture an event from an officer's vantage point as glasses may. SWAT units could benefit by connecting to their command structure through computerized glasses, Coyle suggested.

"If the first two guys through the door are using Google Glass they're giving command a bird's eye view," Coyle said. "Command could gauge the situation to gauge if more or less lethal force is needed." The glass could initially be a distraction, some students said, and Murphy was concerned that the onslaught of data could lead to information overload and diminish an essential trait among law enforcement officers.

"Law enforcement agents are trained to rely on instincts and intuition," Murphy said. "You can become too dependent on

"The bread and butter of practitioner survival requires the ability to think critically and adapt to situations in a dynamic fashion. Technology is certainly an enabler as long as it does not create an untenable dependency which degrades the other skills."

*Dr. Kathleen Kiernan
CHDS Faculty*

technology." Kiernan added. "The bread and butter of practitioner survival requires the ability to think critically and adapt to situations in a dynamic fashion. Technology is certainly an enabler as long as it does not create an untenable dependency which degrades the other skills."

Other concerns include bad actors using the devices for anything from counter-surveillance of law enforcement and surreptitiously recording copyrighted material.

Even before its public release, Google Glass had grabbed the attention of law enforcement and other first responders. The Byron, Ga., Police Department partnered with a private company last fall to test the device's capability. In February, New York City media outlets reported that city's police department was testing two sets of the glasses.

Otherwise, testing by homeland security professionals has been challenging as only a select number of people have been accepted for Google's Explorer Program, reportedly 1000 worldwide. One of them was Kiernan, who is using CHDS classrooms to garner feedback on wearable technology from an academic and practitioner's perspective.

Other forms of wearable technology are also pending or on the market. Samsung has released a smart-watch and Apple is said to have a prototype as well which students will have a chance to investigate.

The whole purpose of working with practitioners is having them explore perceived boundaries," Kiernan said. "Good ideas come from exploring and in many cases, exploding those boundaries."

CHDS Expands Educational Portfolio with Radiological Emergency Preparedness Program

The Naval Postgraduate School Center for Homeland Defense and Security is at the forefront using education to better the preparedness and security at the nation's nuclear power plants within its Radiological Emergency Preparedness (REP) Executive Education program.

The REP Executive Education second session was held January 13-16 in Monterey, following up on a pilot session in February 2013. The course is sponsored by the FEMA Technical Hazards Division, which

was assigned to oversee domestic off-site nuclear power security following the Three Mile Island meltdown in 1979; the Nuclear Regulatory Commission oversees onsite security.

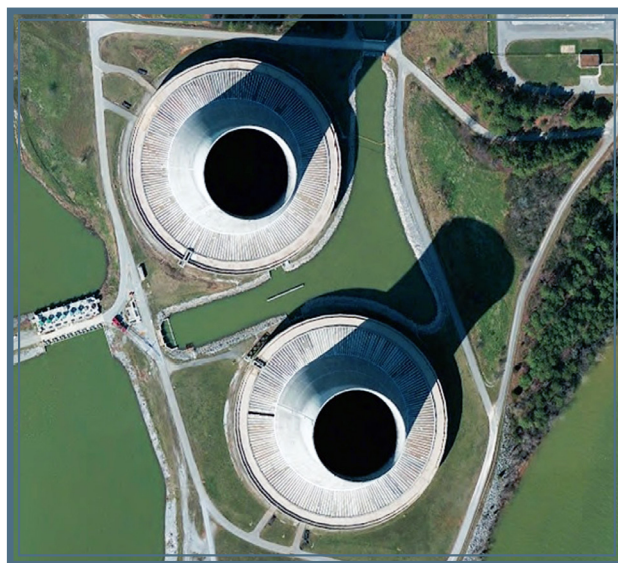
"What the REP does is ensure the health and safety for people living around nuclear power plants," said Andy Mitchell, Director of the Technical Hazards Division. "That's the mission focus."

Attendees ranged from federal regulators to local police chiefs and emergency managers as well as the industry representatives whose area of responsibilities encompasses nuclear power plants. Topics ranged from those specific to the industry to broader homeland security topics taught in other CHDS programs. The same kind of critical thinking and planning fostered in the CHDS Executive Leaders Program is finely tuned into the REP Executive Education.

"The program at CHDS opened my eyes to new possibilities in the REP program and forced me to think more critically about how and why we do what we do," said Tom Murray, Deputy Director of Operations for the Will County (Ill.) Emergency Management Agency. "The interaction between students, facilitators and instructors was extremely useful. It helped to see how other organizations deal with issues that I face on a daily basis. Although change comes slowly, I am already challenging the 'conventional' wisdom in our programs. I'm excited about the possibilities as the REP program continues to grow and mature."

The area Murray oversees epitomizes what the REP seeks to address. With two power plants in the vicinity, Will County's EMA has a full web page devoted to nuclear power and safety tips for residents in case of an accident.

CHDS Master's degree alumnus Michael Biasotti, Chief of the New Windsor (N.Y.) Police Department, found the executive education beneficial to thinking about the security of a plant near his town.



U.S. Geological Survey/photo by Eric Evenson

"What the REP does is ensure the health and safety for people living around nuclear power plants. That's the mission focus."

*Andy Mitchell
Director of FEMA Technical Hazards Division*

"Besides the opportunity to think in a strategic and conceptual way with professionals from such a diverse group, many exchanges occurred between myself and facility management which exponentially increased my understanding of the needs of the facility," Biasotti said. "I also believe that many conversations provided insight to facility representatives as to the needs of emergency services surrounding their facility during events. A huge benefit to me is that it has expanded my personal professional network to a group with whom I had had no prior contact."

While nuclear safety was studied afresh following the 9/11 attacks, it behooves the nation to view those concerns through the new lens of Fukushima, said Charles Castro, former regional administrator with the Nuclear Regulatory Commission who attended the first session. The Fukushima accident, triggered by an earthquake and accompanying tsunami, added greater concern to the fear management aspect of nuclear disaster response, he said.

As agencies in proximity to nuclear power plants exercise their response plans, Mitchell said the new security realities necessitate flexibility. Agencies are graded by the NRC on an array of areas in these plans, but Mitchell said non-graded sections, which free decision makers from the distaste of scoring poorly, have been added to reviews to spur innovation.

"What we're looking for in this group is their willingness to try new things and look at how to push the envelope forward in safety planning while maintaining accountability," Mitchell said. "We want to discuss things that help people view their job in a different way."

Fusion Centers Critical to Nation's Intelligence Network

Fusion Centers could be the critical ingredient to maximizing and melding intelligence collected at the state and local levels into the federal homeland security enterprise, the Commanding Officer of the Los Angeles Police Department's Counter-Terrorism and Criminal Intelligence Bureau says.

Los Angeles Deputy Chief Michael Downing, a Center for Homeland Defense and Security Executive Leaders Program alumnus, spoke to 29 members of the CHDS Fusion Center Leaders Program (FCLP). The FCLP was held Feb. 17-21.

The FCLP brings together leaders from the national network of fusion centers to discuss topics such as strategy, policy and

organizational design, covering intelligence analysis, leadership, production and dissemination of information. Modules are taught by experts in their fields and aimed at real-world issues fusion centers face.

San Diego Sheriff's Department Lt. Anthony Ray, Deputy Director of the San Diego Law Enforcement Coordination Center (SD-LECC), said modules on fusion center relevance, collection processes, SAR processes, defining and managing intelligence production expectations and risk management were the most valuable segments, but each session included applicable lessons.

"The SD-LECC is in the process of revising its SAR process, and the module on Intelligence Analysis with a focus on Suspicious Activity Reporting hit the mark," Ray said. "This module provided the framework for implementing a SAR process with a vetting structure to support quality control. Our analysts have met with the facilitator of this module, and we are currently working on integrating the process into the SD-LECC's operation."

Downing offered FCLP students his insight into intelligence collection in the Los Angeles area and discussed how to improve upon the dispersed structure of intelligence and law enforcement agencies.

"How do we take advantage of de-centralized law enforcement structure and decentralized fusion center structure to complement domestic criminal intelligence efforts?" said Downing. "I think fusion centers are perfectly positioned to leverage the decentralized law enforcement structure and be the legitimate platform that can ultimately feed the federal information-sharing environment with needed criminal intelligence based on fact."

Fusion Centers provide authoritative, street-level intelligence and have positive reputations for building alliances with peer agencies, he added. For intelligence collectors, providing relevant information begins with a periodic threat domain assessment and then forming collection plans tailored to those priorities.

"The emphasis this FCLP 1401 cohort placed on collection is an example of how serious our fusion center leaders are about understanding and implementing the intelligence process," said Robert Simeral, FCLP program director and NPS faculty member. "The level of discussions and sharing of smart practices in the classroom is impressive; and that's the real value of the FCLP, facilitated by expert faculty and speakers who are distinguished in their professions."

Gauging threats in Los Angeles is no small task with its massive critical infrastructure networks and blend of ethnicities and nationalities. Approximately 200 languages are regularly spoken among residents and the city is home to a large diaspora of Iranians, Pakistanis and Afghans, among others.

"We have diaspora in our area with families living in countries that are becoming failed states," Downing said. "What happens in Pakistan in the morning affects the United States that afternoon, especially in the multi-ethnic melting pot of Los Angeles."

Downing shared a 2011 priority list outlining the LAPD's Counter



Michael Downing, Los Angeles Deputy Chief and ELP 802 alum speaks to FCLP participants

Terrorism and Special Operations Bureau's information needs. They included identifying organizational structures of al-Shabab based in Somalia. The aim was to track the organization's goals down to potential members in Los Angeles while identifying characteristics of local members, preferred modes of communication and recruiting methods.

Local intelligence collection is key to filling the missing pieces. The LAPD has adapted an approach used in its fight against the city's infamous gangs, using a community policing approach that mixes law enforcement and community outreach to communities that may feel oppressed and more likely to resort to some form of extremism.

"We're trying to engage our people to be collectors of intelligence with an eye toward dismantling terrorist groups or operations," Downing said. "We combine ideas of community policing and synthesize with the principles of counter-insurgency. You can't win this fighting in the street."

The depth and breadth of intelligence gathering of the Los Angeles area may be a financial and planning challenge for many state and local governments, but Downing cited a blueprint developed by the Major Cities Chiefs Criminal Intelligence Enterprise, comprising the departments from the nation's 63 largest cities. In addition to providing a methodology for establishing threat assessments and collection modes, the document calls for increased connectivity among state and local intelligence operations, the national network of fusion centers and the federal intelligence enterprise.

His experience in completing the CHDS Executive Leaders Program has been invaluable, he said, as has teaching at the Center.

"The ELP gives you the framework to think outside your discipline," he said. "It creates a network that I've often used the past four years since I completed the program. When I teach this FCLP class, I always leave with more than I came with. The reputation of CHDS is worldwide. The stature it has brings legitimacy. It helps keep us engaged."

FCLP is sponsored by the U.S. Department of Homeland Security (DHS) and was developed based on input from interagency

partners, including the Office of the Director of National Intelligence (ODNI), Federal Bureau of Investigation (FBI), and Department of Justice (DOJ), and state and local partners through the Criminal Intelligence Coordinating Council (CICC) and National Fusion Center Association (NFCA).

"The FCLP reinforced what we all so tragically learned from 9/11 and from terrorist plots since," Maryland State Police Superintendent Marcus Brown said. "The threat against our country is real and we will succeed or fail based on the communication and coordination between all levels of law enforcement. It is obvious that the FCLP instructors participate in this program for one reason; they know that continually improving our intelligence capacities is our best defense against terrorism."

Fusion Center Best Practices Collaboration Brings CHDS Students, Alumni Together

Story by Sharon Watson, Master's Alumnae, Cohort 1005/1006

A collaborative effort among homeland security officials to share best practices from the Kansas Intelligence Fusion Center brought together numerous students and alumni from the Naval Postgraduate School Center for Homeland Defense and Security earlier this year.

At first glance, the meeting March 20 in Topeka, Kansas, appeared to be a small CHDS student reunion. Keith Squires, Utah Dept. of Public Safety Commissioner, a 2008 CHDS Alum; Jamison Moody, DHS Intelligence Officer, currently in CHDS Cohort 1302; and members of Utah's National Guard and the Salt Lake City FBI Field Office met with their respective counterparts in Kansas. Their goal was to learn more about the uniqueness of the Kansas Intelligence Fusion Center (KIFC) and specifically about its cybersecurity and bio threat programs.

Jay Emler, Kansas Corporation Commissioner and former Kansas Senator, a 2008 CHDS alum, who helped secure the funding to develop the KIFC, reunited with his CHDS classmate, Squires, as part of the one-day information exchange. Moody assisted in planning the meeting for Utah officials and coordinated with KIFC's leadership on the event.

The briefings focused on the unique aspects of the KIFC. The KIFC has a multidisciplinary team of homeland security analysts from local, state and federal government, supporting not only government agencies and nongovernmental organizations, but also critical infrastructure operated by the private sector.

Because the KIFC is located in a Sensitive Compartmented Information Facility, or SCIF, its analysts are allowed to handle both classified and unclassified information and, therefore, meet the needs of more organizations. The center utilizes multi-agency funding sources, and shares information to local organizations at no cost. The KIFC has become the nexus for homeland security intelligence-sharing in Kansas.

Criswell Leads FEMA IMAT East



Deanne Criswell points out an area of flooding while working in Colorado last October

Photo courtesy of Patsy Lynch, FEMA

Please understand if Deanne Criswell keeps a suitcase packed nearby.

Since the end of December 2013, the Center for Homeland Defense and Security master's degree and Executive Leaders Program alumnae has held the job of Team Leader with the Federal Emergency Management Agency's National Incident Management Assistance Team (IMAT) East.

It is a job that will at times require quick deployment to the next big disaster as she and her IMAT team must be ready to deploy on short notice.

"When we are on call, we have a two-hour response time to be in the office," Criswell said during a recent interview. "In those two hours I am working with headquarters to understand the scope of the situation. We hold an initial team meeting to give leader's intent, where we are going and the initial priorities. We have 12 hours to be at the impacted areas or to meet up with state officials."

IMAT's were established under the Post-Katrina Emergency Management Reform Act of 2006. Each FEMA region has a

"When we are on call, we have a two-hour response time to be in the office. In those two hours I am working with headquarters to understand the scope of the situation. We hold an initial team meeting to give leader's intent, where we are going and the initial priorities. We have 12 hours to be at the impacted areas or to meet up with state officials."

*Deanne Criswell
Team Leader*

FEMA's National Incident Management Assistance Team

regional team leader in addition to two national IMAT teams, East and West. The teams are intended to quickly establish unified command, coordinate federal resources in support of the impacted state, as well as provide situational awareness to state and federal decision-makers.

The national IMAT teams have 32 dedicated members, compared with Federal Coordinating Officer (FCO) cadre members who are assigned to regions and assemble their teams from available regional employees once they arrive at the affected area. During their downtime, the team analyzes and reviews past disasters and discusses policy on how to continually improve the various response capabilities FEMA brings to an incident.

"I get to lead a team and develop a group of individuals who have a passion for public service," Criswell said. "They are there truly for the mission of FEMA."

Criswell has an uncommon understanding of disaster planning and response, having worked at the local and federal levels. She began her career in Aurora, Colo., and has served as a FEMA Federal Coordinating Officer as well as, most recently, heading up the agency's FEMA Corps Program.

"It's actually been quite an evolution," she said. "I was a local emergency manager and understand the impacts of federal policy. As an FCO I was able to deploy to several types of disasters which helped build my awareness on how we can effectively help states recover."

Her recent stint overseeing FEMA Corps, a program that trains 18- to 24-year-olds in emergency response practice, enabled her to gain insight into operations at FEMA headquarters.

In addition, Criswell has taken advantage of education. She had already earned a Master's of Public Administration from the University of Colorado-Denver prior to enrolling in the CHDS ELP. And, after experiencing the ELP she enrolled in the CHDS master's Degree Program, where she wrote her thesis titled "Homeland Security: Developing National Doctrine to Guide State Strategy Development."

The ELP course was beneficial in addressing the leadership aspect of her position.

"The ELP wasn't just leadership education, it was about bringing leaders together to move the field of homeland security forward," she noted. "That's the concept I am trying to do with my team."

The master's degree complemented the ELP by reinforcing critical and strategic thinking in homeland security planning.

As her team analyzes and crunches numbers, Criswell said her CHDS education helps her look for the relevance of information and statistics generated by her staff.

"I have elaborated on the Chris (Bellavita) piece of 'why do I care?'" she said. "I have lectured (my team) that I want the 'so what and the now what.' I got that directly from Chris."

CHDS Grad Steers L.A.'s Unique Cyber Intrusion Command Center

Los Angeles Police Department Detective John Zambri is the first to admit he is not a techie.

But the 2012 Naval Postgraduate School Center for Homeland Defense and Security graduate has spearheaded establishment of a first-of-its-kind Cyber Intrusion Command Center (CICC) in the nation's second most populous city.

"The CHDS education and embracing the importance, the critical nature, of the homeland security enterprise and my part in it gave me a keener understanding of how I can affect my little area in a positive way," Zambri said "Without the education at CHDS and getting that unique mindset I would not have been able to get this accomplished."

Mayor Eric Garcetti signed an executive directive in late 2013 creating the Cyber Intrusion Command Center that would partner with the FBI and the U.S. Secret Service to mitigate cyber intrusions. The order capped off eight months research, collaboration and footwork on Zambri's part and a team he assembled examined such a facility's feasibility and potential.

Last spring, Director of National Intelligence James Clapper testified before a House Intelligence Committee that cyber threats were the top danger to U.S. security.

As more and more state and non-state actors gain cyber expertise, its importance and reach as a global threat cannot be overstated," Clapper said.

Los Angeles took note.

Deputy Chief Michael Downing, a CHDS Executive Leaders Program alumnus, assigned Zambri the mission. The idea stemmed from a Secret Service practice of reviewing municipalities' cyber-related operations in advance of a presidential visit and providing a loose model on how to monitor and combat intrusions. Zambri subsequently assemble a three-person team with Secret Service Agent Jack Furlay and LAPD Senior Systems Analyst Sanjoy Dutta.

The team began the laborious process of researching and writing a white paper outlining how to monitor and mitigate intrusion

"Because of the disparate nature of the structure that existed nobody was talking to each other, departments weren't sharing information. It hardens the city's cyber infrastructure for all departments and unifies them under one security umbrella."

*John Zambri
Los Angeles Police Department
CHDS Master's Graduate Cohort 1101/1102*

into the city's vast, and disparate, networks. In addition to researching technology Zambri sought to enlist the executives of the city's various departments. Disparities of the systems used by the city's 42 departments was a major challenge, particularly those using Supervisory Control and Data Acquisition (SCADA) systems, which are highly restrictive and used to monitor and control a plant or equipment.



*John Zambri
LAPD Detective
MA 1101/1102*

"They didn't want to put out information about attacks, or their tactics to mitigate them, because that is sensitive information," Zambri said. "We had to build into this whole system a way of protecting that information."

As envisioned, individual departments would retain the responsibility of mitigating cyber intrusions. The CICC's role would be serving as a clearinghouse for sharing what types of threats are attacking a certain department so that others may heighten their vigilance. It would also be a central hub for information on strategies to counter a newly incoming intrusion.

"So if the Department of Water and Power has an attack they would deal with it, but would push information to the CICC, which would filter it to the remaining departments," Zambri noted. "This way everybody is on board. They are not waiting until they get attacked they can put in place safeguards."

With the operations sketched out, Zambri also scoured potential locations to house a facility, eventually choosing the city's Emergency Operations Center. The EOC had the infrastructure and the space. The CICC would be staffed with 12 representatives from what are classified as Tier 1 Departments, such as the Department of Water and Power or Los Angeles International Airport, where a cyber-disruption could cause loss of life or some kind of economic loss.

Realizing the Center is now in the hands of the Mayor's office, the city is in the process of securing vendors to install the needed hardware in the EOC. Zambri continues to participate in a working group guiding the center's development.

"It makes the city safer in that now we do not have the gaps, or are working toward closing them, that can be exploited by our cyber enemies," Zambri said. "Because of the disparate nature of the structure that existed nobody was talking to each other, departments weren't sharing information. It hardens the city's cyber infrastructure for all departments and unifies them under one security umbrella."

Carwile Talks Emergency Management and Response with PELP



Bill Carwile speaks to PELP cohort

Decisions made by homeland security professionals and emergency managers can make the difference in preventing disastrous events from becoming catastrophic, a longtime response professional told 25 students at the Center for Homeland Defense and Security Pacific Executive Leaders Program (PELP).

The fifth iteration of the PELP was held in Hilo, Hawaii, March 10-14. The course was established in 2011 and brings together homeland security and emergency management professionals from throughout the Pacific Rim region to discuss and debate emerging homeland security topics, focusing on those unique to Hawaii and the Pacific Islands. Topics at the weeklong course encompassed cyber-security, emerging threats, disaster response and legal issues.

One of those experts was Bill Carwile, a former FEMA Associate Administrator and Vietnam veteran who has responded to some of the most high-profile events of the past 20 years.

Carwile shared his expertise in the world of response, espousing the importance of forming professional relationships before a crisis and crafting emergency plans that are well-exercised. The discussion further addressed how the news media and elected officials can influence response and how communities should bolster emergency plans by enlisting, and planning for, the "whole community."

Decisions by elected officials have tangible impacts on survivors and the community's well-being. As examples, Carwile compared and contrasted management of Hurricane Katrina in Mississippi versus Louisiana and Superstorm Sandy in New Jersey versus New York. The most successful responses were in states with strong, hands-on governors, he said. Areas with less successful disaster response and recovery were those in which leadership at the state level conflicted with that of major cities.

The key is to keep executive decision-makers informed as much as possible about response policies and practices.

"It gets really tough when they get engaged and don't know what the plans are," Carwile said. "They do have a responsibility to answer to the public, so you have to be sensitive to their concerns, but you have a duty to inform them."

Carwile offered an array of tips for preventing events from evolving into catastrophes, among them:

- Focus on core issues.
- Achieve stability within the first 72 hours of the event.
- Take a disciplined approach to disaster management in order to establish "Unity of Effort."
- Place emphasis on survivors rather than following process.
- Know that decisions can't wait. "Waiting for perfect situational awareness before you dispatch oftentimes doesn't happen."
- Don't let costs drive decisions that affect saving lives.

The course was kicked off with remarks from Tim Manning, Deputy Administrator National Preparedness Directorate, FEMA. Two of the week's presentations were led by CHDS alumni. New York City Fire Department Deputy Chief Joe Pfeiffer, a master's degree graduate, led a discussion on crisis leadership while Executive Leaders Program alumnus John Wheeler, General Counsel for the New Mexico Department of Public Safety, led a session on legal issues in homeland security along with former California Assistant Attorney General John Gordnier.

The presentations from practitioners on current topics were one of the benefits of attending the PELP, said Roy Tsutsui, Defense Coordinating Officer Representative with the U.S. Navy in Guam.

"It's a person that has a connection to that information so their credibility gives you a stronger perspective," Tsutsui said. "It's coming from an expert who has been there rather than an academic expert. That type of learning hits home for me."

The course created a network of alumni as well as forcing students to consider issues from the vantage point of the varied professions in the class.

"It put many things into perspective and challenged every participant to think in and outside the box," said Michael Shibata, Business Continuity Manager with Central Pacific Bank in Honolulu. "The newly formed contacts I made and the breadth of experience by the presenters and fellow classmates made the whole experience worthwhile."

"The program has evolved in terms of content, both in terms of speakers and types of topics we discuss," said PELP Program Manager David Fukutomi. "Generally, we're talking about threats in the Pacific and they change daily. The key is that we have established a track record of collaboration and have developed the capacity to build on those relationships to solve complex issues in the future."



This guy to the left is Rudolph Zupanc. On his graduation day in March he joins his Master's cohort 1205/1206 to have the class picture taken, then sprints to King Hall where he plays music for the graduation ceremony before jumping into line to walk the stage to get his diploma. Whew.

CHDS Photo Album



Pacific ELP 1402 wonders when this guy in orange joined their cohort.

U.S. Customs and Border Protection was represented at the graduation of MA 1203/1204.



Current CHDS students and grads attended the Leadership in Counter Terrorism (LinCT) event in April. Pictured above L-R: Frank Forman MA 1305/1306, Mike Downing ELP 0802, Joel Justice MA 1105/1106, Doug Lee MA 1303/1304, Michel Moore ELP 1101. Also attending but not in the photo: Mike Grossman MA 0401/0402 and Blake Chow ELP 1301.



There's always one at every cohort. Eileen Decker, right, of MA 1205/1206 photobombs Cherie Penn and Max Geron at their cohort's graduation photo session in March.



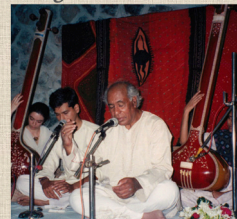
Left, L-R: Chad Gorman, Chas Eby and Steve Minarcine of MA 1105/1106 represent CHDS at the Center's booth at the Preparedness Summit, a public health preparedness conference.



Jay Bowen gave a tour of the Delaware Valley Intelligence Center regional fusion center in Philadelphia to several current MA 1303/1304 cohort classmates. A Philly style cheese steak lunch was enjoyed following the tour. L-R: William Pilkington, Jay Bowen, Vladimir Ibarra, Derrick Sawyer, and Mark MacDonnell.

This Issue's Wild Card

Homage to a Musical Genius



Live Dhrupad Recordings of Ustad Zia Fariduddin Dagar

Sunil Dutta, MA Cohort 1005/1006, is now a music producer. He has produced a 5-CD set of ancient classical Indian music titled "Homage to a Musical Genius." Check it out at: tinyurl.com/q2d8nsu



KUDOS AND CONNECTIONS



Pacific ELP 1402 poses for their class photo on the U.S. Coast Guard cutter KISKA in Hilo, Hawaii.

Congratulations to our newest CHDS graduates and welcome to the ranks of CHDS Alumni!

Master's Cohort 1203/1204
 Master's Cohort 1205/1206
 Pacific ELP 1402
 ELP 1301



National Capitol Region Master's Cohort 1203/1204 waits to line up for their graduation in December.



Two ELP 1301 alumni represent their class at their award ceremony in February. Pictured above left is Kim Thorsen, Deputy Assistant

Secretary - Public Safety, Resource Protection and Emergency Services, U.S. Department of the Interior, and above right, James Daly, Jr., Deputy Assistant Chief - Chief of Planning and Strategy from FDNY.



Master's Cohort 1205/1206 has their official class photo taken on the steps of Herrmann Hall on graduation day in March.

Educational Resources

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

Homeland Security Digital Library

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

Self-study Courses

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

Homeland Security Affairs Journal

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

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What Students Say About CHDS Programs

Jason Huerta, Deputy Inspector, New York City Police Department

"While browsing through my department's educational bulletins, I learned about the Naval Postgraduate School Center for Homeland Defense and Security Master's degree program. I was immediately intrigued by the subject matter, particularly because I was interested in pursuing an advanced degree but wanted to get the most out of my graduate education in a field that was relevant to my profession. I applied and was accepted into one of the nation's most coveted programs in the homeland security field, and best of all, I was able to attend while being sponsored by my agency. What followed during the course of the next year and a half was one of the most challenging and personally fulfilling experiences of my life. The professors are among the most accomplished and knowledgeable experts in the field. The curriculum is cutting edge. The other students are our nation's homeland security leaders representing many agencies across the country. All of this made for an overall educational experience that was nothing short of exceptional. I came away from this program with an understanding of today's homeland security issues that I never dreamed possible, critical thinking and writing skills that I never imagined I could possess, and memories and friendships that will last a lifetime."

Why is this magazine titled Watermark?

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

Watermark is produced by the staff of Center for Homeland Defense and Security with support from CHDS alumni, instructors and faculty. Feature articles are written by Brian Seals. Layout and cover photos by Deborah Rantz. Statistical information and graphs provided by Bill Coloe. Center for Homeland Defense and Security is supported through contracts with VRC Inc. and MAC Consulting Inc. Government status employment is not implied or denoted by inclusion in this publication.



The Big Sur coastline stretches north and includes a view of Bixby Bridge



Watermark
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