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Weekly Media Report – September 14-20, 2021
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AT&T CRADA FOR 5G RESEARCH:

5G at Sea: AT&T and Naval Postgraduate School to Jointly Research 5G and Edge Computing Solutions
(PR News Wire 16 Sept 21)
(Yahoo Finance 16 Sept 21)
(Johnson City Press 16 Sept 21)
(Telecompaper 17 Sept 21)

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AT&T detailed a move to install 5G and MEC equipment at the US Naval Postgraduate School (NPS), part of efforts to help the military explore ways to use the technologies to enhance national security.

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The three-year agreement, known as the Collaborative Research and Development Agreement (CRADA) which involves the **Naval Postgraduate School** (NPS), aims to support several 5G-focused experiments at facilities owned by the NPS. The NPS is U.S. Navy's university for applied research.

EDUCATION:

Military leaders learn fundamentals during wargaming course

(DVIDS 13 Sept 21) … Thomas Mort

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Approximately 20 Department of Defense leaders, allies and partners, came together for a Basic Analytic Wargaming Course taught by the **Naval Postgraduate School** Wargaming Mobile Education Team in Wiesbaden, Germany, Aug. 30 thru Sept. 10, 2021. The class provides access to the unique capabilities of the Naval Postgraduate School students and faculty.

RESEARCH:

Interagency "TEAMS" Effort to Tackle Federal Talent Management Challenges

(Navy.mil 14 Sept 21) … Rebecca Hoag

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The federal government has a problem. More than half of its defense acquisition employees are currently within 10 years of retirement age, according to a 2019 Navy report … This means there needs to be a massive knowledge shift to the rest of the workforce fast.

Responding to this need, the Naval Postgraduate School's (NPS) Associate Dean of Research for Technology Development Chris Manuel is collaborating with Veterans Affairs (VA) through Tony Boese, VA Interagency Program Manager, and Harvard University's Adam Wood to create and integrate a system of systems called the Talent Education and Assessment Management System (TEAMS), an effort of the National Artificial Intelligence Institute's Workforce Knowledge Certification program.

Navy's Upcoming Talent Management Initiatives

(DVIDS 14 Sept 21) … Petty Officer 2nd Class Lex Barlowe

Navy Personnel Command (NPC) is launching a series of Performance Evaluation Transformation and Talent Management (PET-TM) programs and initiatives designed to better train, develop, and retain top talent… While these changes in performance appraisal and Sailor development will be implemented in the near term, PET-TM is already addressing enhancements for the future. In partnership with the **Naval Postgraduate School**, two studies will begin in Fiscal Year 2022 exploring future performance evaluation system and policy enhancements. These future system enhancements will be key elements of eNavFit 3.0 and the Navy's future performance evaluation system.

FACULTY:

Cyberwar, Part Two: 'Flipping Switches'

(The Epoch Times 16 Sept 21) … Peter Schweizer

Discussing Russian hacking capabilities in a video discussion for the Heritage Foundation recently, Prof. Scott Jasper of the **Naval Postgraduate School** recalled a hack in 2018 in which the attackers succeeded in penetrating electrical power companies in the United States, as they did in Ukraine.

ALUMNI:

Beyond Biological Defense: Maintaining the U.S. Biotechnology Advantage

(War on the Rocks 12 Sept 21) … Rob Carlson, Chad Sbragia, Kate Sixt

From 2007 to 2008, tainted supplies of Chinese-manufactured heparin, a common blood thinner, led to 81 deaths across the United States. This should have been a wake-up call to the Department of Defense. Over the last two decades, biotechnology has become a key component of American supply chains, perhaps accounting for 20 percent of the chemicals the U.S. military uses. Those supply chains now span the globe and contain a significant amount of material produced in China. Remarkably, the full extent of the military's dependence on Chinese biotechnology is unknown because the U.S. government is not assessing it. These dependencies extend beyond pharmaceuticals to fundamentals such as solvents and polymers. Just try and paint an aircraft without xylenes. If you've never thought about how difficult it would be, well that's exactly the problem… Chad Sbragia is a research staff member at the Institute for Defense Analyses, where he concentrates on U.S. national security and defense policy. Sbragia served as the inaugural deputy assistant secretary of defense for China within the Office of the

Secretary of Defense, as the director of the China Research Group for the U.S. Marine Corps, and in the U.S. Marine Corps from 1985 to 2012, including an assignment as the U.S. Marine attaché within the U.S. Embassy in Beijing. He holds an M.A. in national security affairs from the Naval Postgraduate School, a B.S. in political science from Arizona State University.

Red Five to Expand and Bring Best-In-Class Security Services to Naples, Florida
(PR Newswire 14 Sept 21)

Red Five Security, a leading provider of security and management consulting services for high-net-worth families and corporations, is opening a new office in Naples, Florida to service the rapid growth of families moving to Collier County… Thomas started his career as a US Navy pilot, flew out of Florida and was deployed globally for 12 years. He joined the FBI in 1998 and has worked in San Diego, California and Washington, DC as an Agent and Supervisor focusing on organized crime, drugs, and cyber-crime. Thomas was detailed to the CIA, and also served as a Unit Chief at FBI Headquarters in charge of Weapons of Mass Destruction, Counterterrorism, and National Preparedness. He holds a MS in International Relations and Negotiations from the **Naval Postgraduate School**, and a BA in Economics from California State University. Red Five is thrilled to bring his vast expertise to the families and businesses of Southwest Florida.

LOCAL NEWS:

Former Monterey city manager appointed to governor's military council
(Monterey Herald 15 Sept 21) … James Herrera

Former Monterey City Manager Fred Meurer has been appointed to serve on the Governor's Military Council, an organization tasked with retaining military installations and operations in the state necessary for the defense of the U.S., Governor Newsom announced last week… California is home to more than 30 federal military installations and the United States Department of Defense directly employs more than 236,000 people in California. Monterey County's installations include the Presidio of Monterey, home to the Defense Language Institute Foreign Language Center, Naval Support Activity, Monterey/**Naval Postgraduate School**, National Guard Post at Camp Roberts, and Fort Hunter Liggett, the largest installation in the Army Reserve.

UPCOMING NEWS & EVENTS:
September 20: WIC Workshop 2021: Hybrid Force 2045 (Registration Open)
September 24: Summer Quarter Graduation Ceremony
September 27-30: Center for Executive Education LCSS Workshop
October 12: SGL with Adm. James G. Stavridis, USN (Ret.): Weapons of Mass Disruption

AT&T CRADA FOR 5G RESEARCH:

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What's the news? AT&T* and the Naval Postgraduate School (NPS) have entered into an agreement to explore and develop 5G and edge computing-based maritime solutions aimed at benefitting national defense, homeland security, and industries such as shipping, oil and gas, recreational boating and more.

Why is this important? The NPS and AT&T experiments with 5G and edge computing are expected to result in the identification of advanced technology solutions such as a connected system of unmanned and autonomous vehicles that can improve critical elements of national defense, such as multi-domain situational awareness, command and control, training, logistics, predictive maintenance and data analytics.

The research includes the use of edge computing: where data is processed locally near a device to speed the completion of computing tasks.

What type of contract or agreement is there between AT&T and NPS? The parties entered into a three-year Collaborative Research and Development Agreement (CRADA)1. Under the agreement, super-fast, low latency AT&T 5G networking and edge computing capabilities will support a broad array of 5G-focused experiments on NPS facilities incorporating artificial intelligence, robotics, Internet of Things, machine learning, data analytics and smart base solutions.

Where will the research be conducted? As part of the CRADA, one initiative is the Naval Postgraduate School's Sea Land Air Military Research ("SLAMR") program. SLAMR conducts activity at Camp Roberts in South Monterey County and, to a lesser extent, on the NPS main campus and at SLAMR's beach lab north of the main campus in Monterey, California.

What is the focus of the program? The NPS SLAMR program will explore the development of 5G and edge computing-powered sea applications that connect crewed and non-crewed vessels and sensors. Experiments will be conducted within the SLAMR's multi-domain laboratory. The program is also focused on providing all-domain maritime solutions for a broad array of defense, industry and commercial applications.

What type of solution is being tested? The vision guiding the SLAMR program is to eventually have a command and aquatics operations facility with which to perform localized, unmanned aerial, surface, and underwater robotic vehicle activity. It is expected the facility and some of the experimental vehicles will be connected and powered by AT&T networking capabilities, including 5G and edge computing services.

How far along is the program? The placement of AT&T's 5G networking infrastructure is underway at NPS in accordance with a real estate license. It includes a tower and a short-range antenna on a pre-fabricated pad that is to be located at the SLAMR beach lab within walking distance from the main NPS campus. A key goal of the equipment placement is ease of access for faculty and students conducting autonomous vehicle research at a former waste-water treatment facility on the site. The equipment placement at the NPS main campus and SLAMR beach lab was reviewed and approved by applicable Department of Navy (DON) offices2.

Can you provide specific examples of other SLAMR experiments? Under the CRADA, an NPS Master's Degree student research project involves exploring the possibility of using virtual and augmented reality in combat medical care when medical evacuations are not possible. A separate student-led research project will study the application of 5G-powered waterborne autonomous systems for operations in the littoral environment. The projects have significant potential for military and non-military applications, and are a part of NPS' support to a Department of the Navy effort to help grow a 5G-ready workforce.

When will the AT&T 5G and edge computing capabilities be operational at the SLAMR site? We expect the first 5G and MEC nodes to be installed at the SLAMR site and available for use during the first quarter of fiscal year 2022.

Lance Spencer, Client Executive Vice President – Defense, AT&T Public Sector and FirstNet
"This is an important program to the future of our national security and defense. We're honored to explore and innovate new AT&T 5G and multi-access edge computing-based maritime applications with the Naval Postgraduate School."

Mike Galbraith, Department of the Navy (DON) Chief Digital & Innovation Officer
"5G and multi-access edge computing capabilities are increasingly important in our personal lives and even more important to our warfighters. The collaboration between the Naval Postgraduate School and AT&T will help us explore better, faster means of collecting, disseminating, and analyzing data at the tactical edge, which is vital to maintaining and exploiting battlespace awareness. Experiments conducted under the NPS-AT&T CRADA are expected to complement other DON efforts to apply 5G and Artificial Intelligence (AI) to enterprise and tactical uses."

Retired Vice Admiral Ann E. Rondeau, President, Naval Postgraduate School
"Innovation occurs at the seams and intersections of practice and expertise and NPS provides an innovation hub where this applied 5G research can occur. AT&T's experience with the existing 5G infrastructure on the Monterey Peninsula will facilitate our collaboration on the next generation of mobile networks. By working alongside experts from our faculty and industry partners, we can apply the operational experience of our graduate students to accelerate and enhance research into 5G-related naval maritime capabilities."

The Naval Postgraduate School is the Department of the Navy's applied research university that combines defense-focused interdisciplinary graduate education and solutions-focused research where experimentation and innovation activities can occur. Learn more about the SLAMR program here.

Go here for more information about AT&T's work in the public sector.

[5G at Sea: AT&T and Naval Postgraduate School to Jointly Research 5G and Edge Computing Solutions (prnewswire.com)](#)

[5G at Sea: AT&T and Naval Postgraduate School to Jointly Research 5G and Edge Computing Solutions (yahoo.com)](#)

[5G at Sea: AT&T and Naval Postgraduate School to Jointly Research 5G and Edge Computing Solutions || johnsoncitypress.com](#)

[AT&T to develop 5G, edge computing maritime service with Naval Postgraduate School - Telecompaper](#)

[Return to Index](#)

AT&T Enters Agreement With Naval Postgraduate School to Develop 5G Maritime Tech; Mike Galbraith, Lance Spencer Quoted

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The government/industry partnership will utilize AT&T 5G networking and edge computing capabilities to conduct experiments on NPS facilities that will incorporate artificial intelligence, robotics, machine learning, Internet of Things (IoT), smart base technologies and data analytics.

"The collaboration between the Naval Postgraduate School and AT&T will help us explore better, faster means of collecting, disseminating, and analyzing data at the tactical edge, which is vital to maintaining and exploiting battlespace awareness," said Mike Galbraith, chief digital and innovation officer of the Department of the Navy (DON).

Experiments and research are expected to result in the identification of advanced technologies for a connected system of unmanned and autonomous vehicles that will aim to improve multi-domain situational awareness, command and control, training, logistics, predictive maintenance and data analytics.

Lance Spencer, client executive vice president of defense with AT&T's public sector, highlighted the importance of the program to the future of national security and defense. "We're honored to explore and innovate new AT&T 5G and multi-access edge computing-based maritime applications with the Naval Postgraduate School."

The CRADA initiative includes and will utilize NPS's Sea Land Air Military Research (SLAMR) program, which conducts activity at Camp Roberts in South Monterey County, on the NPS main campus and at SLAMR's beach lab in Monterey, California.

AT&T's networking infrastructure includes a tower and a short-range antenna on a pre-fabricated pad which will be located at the SLAMR beach lab near NPS's main campus in order to facilitate ease of access for faculty and students conducting research and experimentation.

Equipment placement is underway and has been reviewed and approved by DON offices. 5G and edge computing capabilities are expected to be installed and operational in the first quarter of the fiscal year 2022.

Ann Rondeau, president of NPS and a retired vice admiral, said NPS provides an "innovation hub" to house 5G research, noting that the facility will enable the combination of faculty experts and industry partners to accelerate 5G naval capabilities.

[AT&T Enters Agreement With Naval Postgraduate School to Develop 5G Maritime Tech; Mike Galbraith, Lance Spencer Quoted - ExecutiveBiz](#)

[Return to Index](#)

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AT&T detailed a move to install 5G and MEC equipment at the US Naval Postgraduate School (NPS), part of efforts to help the military explore ways to use the technologies to enhance national security.

Chris Smith, VP of civilian and shared services at AT&T Public Sector and FirstNet, told Mobile World Live NPS wants to connect unmanned vehicles in the air, on the ground and subsea.

AT&T is deploying mmWave spectrum, citing research this can detect underwater sonar signals as they reach the surface.

Smith explained 5G could be a good connectivity option for submarines, providing a way to transmit information without surfacing the vessel.

It will also install a 4G- and 5G-compatible mobile tower at the naval facility.

Edge compute resources will be co-located with the tower, creating a way for NPS to process information on-site using a mix of hardware and operating systems, Smith explained, adding this will enable NPS to use AR and VR services.

The research is part of a three-year R&D agreement signed by AT&T and NPS in 2020.

[AT&T to use 5G and MEC for naval research - Mobile World Live](#)

[Return to Index](#)

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[AT&T and NPS to develop 5G and edge computing maritime tech | Rapid Mobile](#)

[Return to Index](#)

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Talking about 5G and edge computing, Mike Galbraith, Department of the Navy Chief Digital & Innovation Officer, said: "5G and multi-access edge computing capabilities are increasingly important in our personal lives and even more important to our warfighters.

"The collaboration between the Naval Postgraduate School and AT&T will help us explore better, faster means of collecting, disseminating, and analysing data at the tactical edge, which is vital to maintaining and exploiting battlespace awareness."

Where will AT&T's research be conducted?

In a statement, AT&T said: "As part of the CRADA, one initiative is the Naval Postgraduate School's Sea Land Air Military Research ("SLAMR") programme. SLAMR conducts activity at Camp Roberts in South Monterey County and, to a lesser extent, on the NPS main campus and at SLAMR's beach lab north of the main campus in Monterey, California."

According to the telecom, the focus of the programme is to explore the development of 5G and edge computing-powered sea applications that connect crewed and non-crewed vessels and sensors. Experiments will be conducted within the SLAMR's multi-domain laboratory. The program is also focused on providing all-domain maritime solutions for a broad array of defense, industry, and commercial applications.

When will the AT&T 5G and edge computing capabilities be operational at the SLAMR site?

"We expect the first 5G and MEC nodes to be installed at the SLAMR site and available for use during the first quarter of the fiscal year 2022," AT&T said in a statement. Lance Spencer, Client Executive Vice President, Defense, AT&T Public Sector, and FirstNet, said: "This is an important programme to the future of our national security and defense. We're honored to explore and innovate new AT&T 5G and multi-access edge computing-based maritime applications with the Naval Postgraduate School."

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[AT&T and NPS to develop 5G and edge computing maritime tech | Rapid Mobile](#)

[Return to Index](#)

EDUCATION:

Military leaders learn fundamentals during wargaming course
(DVIDS 13 Sept 21) … Thomas Mort
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Approximately 20 Department of Defense leaders, allies and partners, came together for a Basic Analytic Wargaming Course taught by the **Naval Postgraduate School** Wargaming Mobile Education Team in Wiesbaden, Germany, Aug. 30 thru Sept. 10, 2021. The class provides access to the unique capabilities of the Naval Postgraduate School students and faculty.

"We teach wargaming at the Naval Postgraduate School to Master's students, but we also teach wargaming around the world," explains retired U.S. Army Col. and Naval Postgraduate School Senior Lecturer, Jeff Appleget. "When a command or organization wants to stand up a wargaming capability, they contact me and we bring our MET team to teach the Basic Analytic Wargaming Course at their location. The typical course size is 16-20 students, and the only prerequisite is a willingness to learn."

The course is five days long and built around hands-on practical exercises that are focused on a topic coordinated with the sponsoring organization.

"About 70% of the course content consists of mentored practical exercises where the students roll up their sleeves and get their hands dirty building and conducting a wargame," added Appleget. "The whole idea is to learn by doing and we want them to create a wargame that's important to their command."

According to Appleget, the sponsoring organization can request to have the course extended another five days to further develop student skills.

"When they develop the game in one week, as you might expect, it's a prototype of a game," adds Appleget. "So if the command wants us for a second week then we create new course materials to further guide them, so they can now take that new information and build with better resolution."

The Basic Analytic Wargaming Course trains a cadre of the organization's personnel as analytic wargamers who can design, develop, conduct and analyze wargames for their command. The students are led through a workshop as they are learning the basic fundamentals. The workshop is focused on a wargame that the sponsoring organization conducts and by the end of the 40 hours, the students conduct that as a graduation exercise.

[DVIDS - News - Military leaders learn fundamentals during wargaming course (dvidshub.net)](#)
[Military leaders brush up on their wargaming tactics | Article | The United States Army](#)

[Return to Index](#)

RESEARCH:

Interagency "TEAMS" Effort to Tackle Federal Talent Management Challenges
(Navy.mil 14 Sept 21) … Rebecca Hoag
(NPS.edu 14 Sept 21) … Rebecca Hoag

The federal government has a problem. More than half of its defense acquisition employees are currently within 10 years of retirement age, according to a 2019 Navy report … This means there needs to be a massive knowledge shift to the rest of the workforce fast.

Responding to this need, the **Naval Postgraduate School's** (NPS) Associate Dean of Research for Technology Development Chris Manuel is collaborating with Veterans Affairs (VA) through Tony Boese, VA Interagency Program Manager, and Harvard University's Adam Wood to create and integrate a system of systems called the Talent Education and Assessment Management System (TEAMS), an effort of the National Artificial Intelligence Institute's Workforce Knowledge Certification program.

TEAMS will assess the current knowledge level of the workforce and provide meaningful feedback to leadership about the cabailities and gaps within their ranks. Pairing a Learning and Development System (LDS) will provide access to timely and efficient knowledge acquisition.

A key component of TEAMS is an adaptive assessment that determines what the user already knows and finds where their gaps in knowledge are and how large they are. This will help to determine if it is beneficial for an employee to fill in the knowledge gaps, or if the gaps are too large and someone new should be hired for the job. This can be particularly useful if an agency is determining whether to invest in higher security clearances for employess to fill in a gap or not.

If upskilling is preferred, the assessment will inform the placement of a learner on a personalized learning pathway. Additionally, to ensure timely and efficient knowledge acquisition, the personalized educational platform breaks down academic topics to the granular level. The TEAMS LDS is based on a personalized and adaptive learning platform, CHUNK Learning, which at NPS has been developed under the leadership of professor of Applied Mathematics, Dr. Ralucca Gera, retired U.S. Army Lt. Col. Michelle Isenhour, and faculty associate D'Marie Bartolf.

"We were seeking an environment that is respectful for every learner's time, that is personalized and individualized and supportive of every learner's individuality," Gera says.

CHUNK Learning is a prototype used to improve the individual education experience at NPS. It has been used in several classes with successful results. Expanding this technique to a broader naval purpose, TEAMS will use artificial intelligence (AI) as the first knowledge domain tested because it is an emerging and in-demand industry.

"The TEAMS pilot will provide the opportunitiy to build out an architecture for a learning platform that addresses the Navy's desire for relevant learning," Bartolf explains.

NPS provides an ideal backdrop to create this assessment and academic platform because there are so many subject matter experts on a university campus.

While the creation of this learning platform is in Gera and Bartolf's area of expertise, legal and acquisition blocks slowed down initial collaboration efforts. This is where Chris Manuel and the NavalX Central Coast (C2) Tech Bridge have been pivotal to the project. In fact, Gera said she was ready to turn her focus strictly to teaching until the Tech Bridge got involved.

"There's so much capability that doesn't get out of these gates around campus," Manuel says. "We're trying to identify those and create a path for developing the technology to where it actually gets out, so people can see the great work that goes on [here]."

Manuel advertised their project to the NavalX Tech Bridge Director Whitney Tallarico, who immediately saw its potential to help with training throughout Naval institutions.

"I see it as a sustainment factor for a lot of the learning we're trying to build into talent acquisition," Tallarico says. "If we do TEAMS right, it'll remove the reliance on people to be the connectors, which is very exciting."

The project became a NavalX strategic project, allowing the project to grow and the team to utilize other technologies and resources within the NavalX network. For example, the Central Florida Tech Bridge is helping with the systems approach for the network because they hold a focus on large virtual education systems.

TEAMS has gained a lot of support throughout the DOD with the help of Tallarico and Harvard University collaborator, Wood, who advertised the project to government stakeholders from Veteran Affairs (VA), Office of the Director of National Intelligence (ODNI) and the General Services Administration (GSA), among others.

The VA was particularly interested in the project for its National Artificial Intelligence Institute (NAII), headed by Dr. Gil Altervitz. The office will be able to provide a large pool of people to educate via the program once it's ready for the testing phase.

"We're the best way to get thousands of eyes on something to test the user interface," says Tony Boese, VA Interagency Programs Manager.

With many government agencies waiting excitedly on the sidelines, Gera, Bartolf, and others are hard at work developing the system requirements and expecting initial funding to arrive this month.

"I believe and hope that this will be a wonderful platform that provides this dynamic environment for assessing and then building on the assessment for the delivery of personalized knowledge that really engages the learner," Gera says.

Interested in staying informed about the development of AI in government? Join AI@VA, a community of professionals focused on critical AI challenges facing Veterans, their families and the nation. And for more information, or to get involved with NavalX, visit their website.

Interagency "TEAMS" Effort to Tackle Federal Talent Management Challenges > United States Navy > News-Stories

Interagency "TEAMS" Effort to Tackle Federal Talent Management Challenges - Naval Postgraduate School (nps.edu)

Return to Index

Navy's Upcoming Talent Management Initiatives
(DVIDS 14 Sept 21) … Petty Officer 2nd Class Lex Barlowe

Navy Personnel Command (NPC) is launching a series of Performance Evaluation Transformation and Talent Management (PET-TM) programs and initiatives designed to better train, develop, and retain top talent.

PET-TM is a suite of talent management enhancements that are designed for more frequent and meaningful Sailor development conversations, systematic mid-term counseling for recurring workplace performance feedback, and more efficient and effective Sailor performance evaluation tools and

processes. The new programs and initiatives include eNavFit 2.0 which upgrades NavFit98A to a fully web enabled system that also works with disconnected operations, a revision to the BUPERSINST 1610.10 instruction to refocus mid-term counseling, and a new development initiative called MyNavy Coaching to create the conditions for Sailors to develop and grow.

One significant development in performance management modernization is the introduction of eNavFit 2.0, a web-based interface accessible through BUPERS Online (BOL) and NPC Document Services for online EVAL and FITREP submission. eNavFit 2.0 just concluded the Reserve Forces pilot program and will open for full Reserve Force use in late Oct. 2021. The active duty pilot is scheduled to run through fall 2021 and open for full active duty use in Jan. 2022.

"eNavFit 2.0 is solid improvement over our existing system. If I can jump in and start using it, today's Sailors will learn to use this system pretty quickly," said Rear Adm. Alvin Holsey, commander, NPC. "This is the type of system that changes our Sailors' lives and improves outcomes by streamlining the evaluation process."

eNavFit 2.0 enables Sailors and commands with internet access to initiate, route, digitally sign, and submit performance evaluations online to the Sailor's Official Military Personnel File (OMPF). For those disconnected from the internet, eNavFit 2.0 allows performance evaluations to be completed and routed offline, digitally signed, and then uploaded for OMPF submission via a downloadable document manager or printed for a wet signature then mailed to NPC.

"The goal of eNavFit is to consolidate the functionality of the current NAVFIT98A, CPO EVALS, and Flag FITREP system, as well as the PERS-32 processing actions, into a uniform solution for all members of the Navy," said Capt. Michael Schwerin, Navy Personnel Command special assistant for Talent Management. "This new system takes an incremental approach to transformation. We're building an online system that allows for better data integration and disconnected operations while building the foundation for our next generation system."

Both the online and offline versions of eNavFit 2.0 include built-in quality control rules that reduce errors, result in fewer rejected reports, and reduce administrative burdens on commands. eNavFit 2.0 also lays the foundation for the incremental development of the next generation system, eNavFit 3.0, which is planned to integrate improved traits and values statements and expanded performance development options.

From a policy perspective, Performance Evaluation Transformation (PET) will begin in late 2021 with the release of BUPERSINST 1610.10F - a revised Navy Performance Evaluation System instruction. As part of this implementation, mid-term counseling is being refocused to ensure all personnel know that it is mandatory and that everyone will receive it. Additional resources will also be made available to facilitate the counseling session. These resources include: training material to ensure the supervisor and member know their roles in preparing for the performance counseling session; a checklist for ease to ensure supervisors are following the steps to conduct effective performance counseling; guidance on the five key steps for the supervisor to follow during the performance counseling session; information on the three core skills of coaching; and introducing the use of the Military Individual Development Plan to track and guide development after having performance conversations.

Several of the key policy changes include updates to Chapter 18 pertaining to mid-term counseling and coaching, introduction of eNavFit 2.0, and a change among the Reserve Component where the Unit Mobilization Unit Identification Code (UMUIC) reporting senior will be responsible for writing a Reservist's performance evaluations vice the Training Unit Identification Code (TRUIC) reporting senior.

The final PET-TM initiative that is scheduled to roll out to the Navy in late 2021 or early 2022 is MyNavy Coaching - a development initiative focused on the use of coach-like behaviors that serve as a communication tool designed to motivate Sailors to invest in their development and enhance their performance through personal and professional goal setting and constructive feedback.

"The MyNavy Coaching initiative is a CNP-led effort to build and sustain a coaching culture within the Navy with the goal not to make every Sailor a coach but to make our sailors more coach-like by using the core skills of active listening, empathy, and asking powerful questions," said Lt. Cmdr. Erica Harris, scientific research advisor, MyNavy Coaching team.. "Coaching is a communication skill that creates the conditions for growth for every member of the Navy to build relationships that requires not just learning

but practice that will empower our sailors to take accountability and ownership of their development, leading to better performance outcomes."

MyNavy Coaching utilizes a peer-to-peer coaching approach to build a coach-like developmental culture in the Navy where everyone is responsible for development, not just supervisors or leaders. The approach is being scaled for all sailors, regardless of rank and consists of implementing MyNavy Coaching content within leadership schools, accession points, support to commands, and existing customers and processes.

While these changes in performance appraisal and Sailor development will be implemented in the near term, PET-TM is already addressing enhancements for the future. In partnership with the **Naval Postgraduate School**, two studies will begin in Fiscal Year 2022 exploring future performance evaluation system and policy enhancements. These future system enhancements will be key elements of eNavFit 3.0 and the Navy's future performance evaluation system.

DVIDS - News - Navy's Upcoming Talent Management Initiatives (dvidshub.net)

Return to Index

FACULTY:

Cyberwar, Part Two: 'Flipping Switches'
(The Epoch Times 16 Sept 21) … Peter Schweizer

Discussing Russian hacking capabilities in a video discussion for the Heritage Foundation recently, Prof. Scott Jasper of the **Naval Postgraduate School** recalled a hack in 2018 in which the attackers succeeded in penetrating electrical power companies in the United States, as they did in Ukraine.

"We had evidence from CISA (Cybersecurity and Infrastructure Security Agency) that Russian actors had penetrated up to 20 to 24 utilities by compromising vendors that had trusted relationships," Jasper said. "They had taken control to the point where they could have thrown switches. They did this in Ukraine and flipped the switches of substations. So, this is a real threat."

Those are sobering words from an authority on Russian cybercrime, cyberespionage, and the financial threats caused by cyber-extortion. And the most recent large-scale ransomware hack shows the stakes of that problem.

It was a ransomware gang called REvil that recently targeted a Miami-based IT services provider called Kaseya. REvil demanded $70 million in ransom, the highest ever, but later reduced it to $50 million. This malicious Russia-based outfit also sought ransom payments from thousands of affected customer organizations and managed service providers. Like the SolarWinds attack mentioned in the Part One of this series, it was a classic "supply chain" attack, in which a trusted IT service provider for other companies instead becomes the unwitting source of an attack upon its own customers by cyber-predators that compromise their software maintenance updates.

While the term "Trojan Horse" is certainly appropriate to describe the malicious "Cobalt Strike" software that did the actual damage, another historical reference may better describe the situation where state-sponsored or state-condoned thieves prey on innocent businesses—the Barbary pirates.

In the early 19th Century, U.S. President Thomas Jefferson was confronted by the Barbary pirates of North Africa, who were known for capturing and ransoming sailors and vessels they attacked under the protection of the local pashas and the Ottoman Empire. In 1804, after "corsairs" seized the new U.S. frigate Philadelphia, which ran aground off Tripoli, U.S. Navy officers Edward Preble and Stephen Decatur led a daring raid on Tripoli's harbor and blew up the captured warship, while inflicting heavy damage on the city's defenses. Britain's Admiral Lord Nelson himself called the raid "the most bold and daring act of the age." Jefferson's decision to fight the Barbary pirates was not without its detractors. Many Americans, including John Adams, believed it was better policy to pay the tribute. It was cheaper than the loss of trade. As Adams put it, "We ought not to fight them at all unless we determine to fight them forever."

The internet is not the south coast of the Mediterranean, and today's digital corsairs can essentially operate from anywhere. But they are still the responsibility and, in many cases, the paid agents of Russian aggression against the United States and other sovereign nations. Sanctions and other punitive measures should address Russia's refusal to sign onto the so-called Budapest Convention, a pact that obliges signatories to prevent cybercrimes that are conducted within their borders. European Union nations and the United States are all signatories. Russia has resisted doing so, even as cybercrime traced to the Russian mafia and other "advanced persistent threat" actors is repeatedly traced to its soil. An article from the February 2015 issue of Brigham Young University Law Review argues persuasively that "Russia has an obligation to monitor and prevent trans-boundary cybercrime under the standard of due diligence." But Russia will not, because the cyber-hackers advance Vladimir Putin's goal of creating havoc and depressing the morale of the countries he targets.

Something encouraging did happen after REvil's attack: its website went off the air. By itself, this is not uncommon, since cybercriminals often "go dark" after a large-scale exploit like this one. In this case, though, an anonymous victim who paid a ransom demanded by REvil for the decryptor was unable to get a working code from REvil's "customer service" address. Days later, however, Kaseya announced to its customers that it had received a universal decryptor from a third party and offered it to its customers directly for free. Asked by a Reuters correspondent recently whether it would make sense to attack the Russian servers used in such intrusions, president Joe Biden paused, smiled, and said: "Yes."

Even two months later, no one in the security community will say for sure who might have taken the site down. In fact, the group's dark web site partially came back online as of Sept. 8, two months after disappearing. This leaves unanswered whether REvil was really punished or disabled, and who actually provided Kaseya with the decryption tool. Was it a chastened Russia? American intelligence operatives? Or was REvil paid by someone to go dark? No one is likely to say, for a variety of reasons. We can hope that a corner has been turned, but it's much too early to say. Unfortunately, there are plenty of other hacking groups capable of duplicating the feat.

Cybersecurity experts continue to stress resilience and recovery from attacks, rather than pinning hopes on offensive strikes at hacker groups, regardless of whether they are acting on behalf of a government. The world of cybercrime is more complicated and fast-moving today than in the days of 18th and 19th Century "Musselman" privateers. The cat-and-mouse games played every day between cyber-crooks and cyber-cops cannot be ended by one daring raid. But as the stakes of the crimes rise with the world's reliance on connected systems to operate more and more of its physical infrastructure, the urgent need to shove the pirates off the deck before they can burn the ship grows more pressing.

Cyberwar, Part Two: 'Flipping Switches' (theepochtimes.com)

Return to Index

ALUMNI:

Beyond Biological Defense: Maintaining the U.S. Biotechnology Advantage
(War on the Rocks 12 Sept 21) … Rob Carlson, Chad Sbragia, Kate Sixt

From 2007 to 2008, tainted supplies of Chinese-manufactured heparin, a common blood thinner, led to 81 deaths across the United States. This should have been a wake-up call to the Department of Defense. Over the last two decades, biotechnology has become a key component of American supply chains, perhaps accounting for 20 percent of the chemicals the U.S. military uses. Those supply chains now span the globe and contain a significant amount of material produced in China. Remarkably, the full extent of the military's dependence on Chinese biotechnology is unknown because the U.S. government is not assessing it. These dependencies extend beyond pharmaceuticals to fundamentals such as solvents and polymers. Just try and paint an aircraft without xylenes. If you've never thought about how difficult it would be, well that's exactly the problem.

The Department of Defense has historically viewed biotechnology narrowly in relation to military medicine and biodefense. As a result, the vital role of biotechnology in military readiness and national security remains poorly understood. Biowarfare and bioterrorism are real risks, but approaching the nation's biotechnology security needs only in these terms will leave the country ever more vulnerable.

China, by contrast, has been integrating biotechnology into its strategic development and elevating biotechnology to a key component of national security. China's military-civil fusion development strategy makes biotechnology a core priority for the People's Liberation Army. This strategy has one goal: to bring together China's civilian and military industrial bases in order to better project power. To that end, China has cornered supply chains in multiple sectors, including pharmaceuticals ingredients and other important chemicals.

Stephanie Rogers, the Defense Department's acting principal director for biotechnology, recently declared that "the nation that leads the world in biotechnology will accrue enduring economic, societal, and defense gains." Unfortunately, this awareness has yet to be reflected in government policy. Biotechnology security is national security — for the United States and for China. The Department of Defense should recognize biotechnology's role as a foundational technology and make biotechnology development and supply chain security a priority.

Maintaining America's Biotechnology Advantage

Biotechnology in the United States is a significant contributor to the economy. By one estimate, in 2017, U.S. biotechnology revenues exceeded $400 billion, or 2 percent of gross domestic product, substantially surpassing better-measured sectors such as mining. Bioeconomy revenues have grown at an average rate of 10 percent annually for two decades. Notably, U.S. biotechnology revenues alone were approximately equal to worldwide semiconductor revenues for 2017. Biotechnology now supplies critical medicines, and, as more than 90 percent of the corn and soy grown in the United States is genetically modified, biotechnology feeds the armed forces. Industrial biotechnology is responsible for upward of 20 percent of chemicals produced in the United States, suggesting a similar proportion of chemicals used in the military are also biologically derived. And these impressive figures may still be significant underestimates: Using a different methodology, the U.S. National Academy of Sciences recently concluded that the biotechnology industry contributes 5 to 7 percent of U.S. gross domestic product. Biotechnology, therefore, may already constitute an even larger share of the military supply chain.

As biotechnology continues to mature, its contribution to physical and economic security will become even more significant. Tools are now being deployed that enable the engineering and biomanufacturing of materials that will eventually not only displace petrochemicals but also surpass them in production scale and performance. Over the next ten to twenty years, biological production could soon supply up to 60 percent of physical inputs across the global economy, and biotechnology could have a "direct economic impact of up to $4 trillion a year."

While the United States is arguably still leading in biotechnology, it risks losing this lead to China. In China, biotechnology is a national development and a security matter. China's Innovation Driven Development Strategy emphasizes biotechnology's essential role in the country's economic development, while the Military-Civil Fusion Development Strategy seeks to ensure that biotechnology research is also oriented toward the country's military and broader security goals. Chinese biotechnology revenues are reported to be of a similar size to those in the United States, although they are subject to even lesser clarity in reporting.

While China continues its licit and illicit acquisition efforts targeting the U.S. biotechnology sector, it is also shifting its attention to domestic innovation. In time, this will provide the People's Liberation Army with new capabilities and increase both America's and the Pentagon's reliance on Chinese biotechnology products.

Recommendations

As early as 1958, the Department of Commerce was tracking the economic contribution of semiconductors, even though they made up less than 0.1 percent of the gross domestic product. Yet, today, the U.S. government has made no equivalent effort to track the much more significant role of biotechnology.

This illiteracy is a national security issue. American and Chinese bioeconomies are in competition, and Beijing asserts that it is investing with the intent to take, and to then maintain, the lead. To sustain America's advantage, the U.S. Department of Defense should better understand its reliance on biotechnology and increase investment in it accordingly. The Pentagon's recent investment in the BioIndustrial Manufacturing and Design Ecosystem is a notable step in the right direction. However, the seven-year budget for this project is approximately the cost of a single F-35A. For an investment that could impact the entire defense supply chain, this is inadequate.

We recommend the following plan of action for the Department of Defense to take its place alongside the Departments of Commerce and State in the broader interagency effort to secure America's biotechnology advantage.

First, in close coordination with the Department of Commerce, the Department of Defense should make a systematic effort to better understand the role of biotechnology in the economy, supply chains, and manufacturing. This, in turn, should inform additional oversight and regulatory controls.

The responsibility to understand, prepare for, and respond to biotechnology threats is balkanized, spread across at least nine departments and agencies. Vulnerabilities in the bioeconomy will affect the Department of Defense in terms of readiness, soldier health, and the ability to fulfill missions. Addressing those vulnerabilities begins with a sustained, comprehensive effort to understand the role of biotechnology in industry today, as well as how that industry contributes to defense supply chains, and how military acquisition policy shapes biotechnology. To that end, the Pentagon should work with the Department of Commerce to create domestic reporting codes for biotechnology revenues and employment for the quarterly and annual economic census, and further incorporate those codes into the North American Industrial Classification System. Institutionalizing the gathering of these data is the first step toward sustainable policymaking and rational spending.

The Department of Commerce should then consider adding import/export controls on biotechnology, while avoiding overly broad restrictions that suffocate innovation. Protecting foundational technologies using the Foreign Investment Risk Review Modernization Act and Export Control Reform Act will be critical for securing biotechnology. However, biotechnology competition is not exclusive to commercial activities. The Pentagon should assess critical vulnerabilities and dependencies to assist the other agencies in bringing China's foreign biotechnology access in line with standards in other major markets.

The Department of Defense has been asked to document and secure supply chains critical to defense applications and to the overall U.S. economy. This should also apply to biotechnology. Current Pentagon efforts to expand domestic biological manufacturing capabilities are an important start, but a broader effort is needed. An empowered deputy national security adviser could help oversee the relationship between the Pentagon and the National Economic Council to promote and secure the military's broader technology needs.

Second, the Department of Defense should better study the accomplishments and intent of China, especially the Chinese military, in developing biotechnology as a strategic technology.

Once the Department of Defense better understands critical U.S. biotechnology dependencies on China, it can begin the work of reducing them. This requires an interagency examination to identify cross-cutting resources, develop mitigation strategies, formulate best practices to bolster innovation, and expand outreach to allies and partners to reduce systemic gaps China could exploit. Partnership with industry and allies will allow the U.S. government to understand and counter Beijing's efforts to distort commercial activity in its favor.

To this end, the Department of Defense should mirror the National Security Council's effort by creating an emerging technology portfolio within Office of the Under Secretary of Defense-Policy. While other technology offices in the Department of Defense are internally focused, an entity in this office that concentrates externally on foundational technology competition is required. Such an office may be able to address uncertainties in assessments of Chinese biotechnology revenues and capabilities.

Finally, in coordination with the Department of State, the Department of Defense should identify opportunities for dialogue with the People's Liberation Army about biotechnology-related security issues.

It is time to include biotechnology in the dialogue mechanisms that compose bilateral U.S. defense relations with the People's Liberation Army. This dialogue should prioritize the ethics of biotechnology in the context of future conflicts, the escalatory risks this technology creates, and the possibility of cooperation where the interests of the two nations intersect. Both sides should work toward a common understanding related to ethics, policies, and standards when operationalizing biotechnology. This will help avoid miscalculation and promote strategic stability.

Unlike the U.S. government, Chinese leadership has a carefully considered position on the importance of biosafety and "biological problems" in national security. While these problems are understood to encompass traditional weapons concerns, they also extend to the health of the entire natural world in the context of ever-expanding applications of biotechnology. This position might provide an opportunity for constructive engagement at a time when tensions are rising.

Conclusion

The Pentagon needs to expand its approach to biotechnology beyond biodefense. If China maintains biological warfare aspirations, by all means address those. But defense planners should also address China's broader approach to biotechnology and its integrated approach to civil-military fusion.

Securing biotechnology secures the nation. Maintaining the U.S. lead in biotechnology is critical to the nation's economic and military resilience in war, peace, and the gray zone short of conflict. This requires better biotechnology collaboration — within the U.S. government, with allies and partners, and even, where possible, with competitors.

Chad Sbragia is a research staff member at the Institute for Defense Analyses, where he concentrates on U.S. national security and defense policy. Sbragia served as the inaugural deputy assistant secretary of defense for China within the Office of the Secretary of Defense, as the director of the China Research Group for the U.S. Marine Corps, and in the U.S. Marine Corps from 1985 to 2012, including an assignment as the U.S. Marine attaché within the U.S. Embassy in Beijing. He holds an M.A. in national security affairs from the **Naval Postgraduate School**, a B.S. in political science from Arizona State University.

[Beyond Biological Defense: Maintaining the U.S. Biotechnology Advantage - War on the Rocks](#)

Return to Index

Red Five to Expand and Bring Best-In-Class Security Services to Naples, Florida
(PR Newswire 14 Sept 21)

Red Five Security, a leading provider of security and management consulting services for high-net-worth families and corporations, is opening a new office in Naples, Florida to service the rapid growth of families moving to Collier County.

In addition to the corporate headquarters in McLean, Virginia and a satellite office in Palo Alto, California, the Naples' office supports the company's growth strategy. Red Five's existing partnerships with Naples' stalwarts William C. Huff, Safe and Sound, and Element Technologies is now further solidified to meet the increasing demand for professional risk mitigation services in the area.

"The decision to expand our presence into Naples, Florida is a logical step given our incredible relationships and an increase in requests for our services." said Kris Coleman, Owner and Founder. "We look forward to becoming a part of the community, and bringing our unique perspective on privacy, security, and resiliency to Southwest Florida."

As a corresponding move, Red Five is excited to announce the addition of Thomas Whalen to the Red Five roster. Mr. Whalen will be a Director of Red Five Security Consulting and will be based in Naples, Florida where he will deliver consulting offerings, work closely with Red Five's partners, and support the local Red Five clientele.

Thomas started his career as a US Navy pilot, flew out of Florida and was deployed globally for 12 years. He joined the FBI in 1998 and has worked in San Diego, California and Washington, DC as an Agent and Supervisor focusing on organized crime, drugs, and cyber-crime. Thomas was detailed to the

CIA, and also served as a Unit Chief at FBI Headquarters in charge of Weapons of Mass Destruction, Counterterrorism, and National Preparedness. He holds a MS in International Relations and Negotiations from the **Naval Postgraduate School**, and a BA in Economics from California State University. Red Five is thrilled to bring his vast expertise to the families and businesses of Southwest Florida.

Red Five to Expand and Bring Best-In-Class Security Services to Naples, Florida (prnewswire.com)

Return to Index

LOCAL NEWS:

Former Monterey city manager appointed to governor's military council
(Monterey Herald 15 Sept 21) … James Herrera

Former Monterey City Manager Fred Meurer has been appointed to serve on the Governor's Military Council, an organization tasked with retaining military installations and operations in the state necessary for the defense of the U.S., Governor Newsom announced last week.

"I hope to contribute to the effort to support and grow the military missions in the state," said Meurer. "It will also provide an opportunity to highlight changes that can be made to better support the service members and their families while they are assigned to California."

Meurer said that many of the military missions in California are absolutely essential to the nation's security.

"We need to be working to ensure the critical infrastructure such as water, power, communications, etc., needed to accomplish the missions are available and secure for the military and for the communities that support them," he said.

The council covers the whole state and while Meurer has an extensive background with local national security activities, he will have the opportunity to visit many of the other activities across the state including the council's next meeting in Twenty-Nine Palms that will look at the Marine Corps training capabilities there.

California is home to more than 30 federal military installations and the United States Department of Defense directly employs more than 236,000 people in California. Monterey County's installations include the Presidio of Monterey, home to the Defense Language Institute Foreign Language Center, Naval Support Activity, Monterey/**Naval Postgraduate School**, National Guard Post at Camp Roberts, and Fort Hunter Liggett, the largest installation in the Army Reserve.

Meurer, 77, of Salinas, brings a range of skill sets and experience to this appointment.

"My 20-plus years of active duty service in the Army to include time in combat with the 1st Infantry Division, installation management at Fort Ord, operational testing of tactics and equipment at Fort Hunter Liggett, and other management and leadership experiences provide me insights on military needs," said Meurer. "My 27-plus years as a department head and city manager of Monterey give me an understanding of how local government and local utilities can enhance or jeopardize the ability of the military in California to be successful."

Meurer said he has also been very active at the national level in both the Association of Defense Communities and the International City Managers Association working on issues common to communities and military installations and the support of the families that make up both.

"Many of the concepts that we put in place in Monterey over the last 30 years are now being adopted by military communities across the country," he said. "The partnerships created here are referred to as the Monterey Model. It is a model that all four services are trying to copy to decrease operating costs and increase mission effectiveness."

Meurer was involved in many rounds of Base Realignment and Closure, the Congressionally authorized process the Department of Defense has used to reorganize its base structure to more efficiently and effectively support U.S. forces, increase operational readiness and facilitate new ways of doing business.

"I have been involved in the 1988,1990,1991,1993,1995, and 2005 BRAC processes. In 1988, I was staff support to the effort to keep Fort Ord open," said Meurer. "In all the other rounds, I was the spokesman for the regional communities before the base closure commissions. I was also intimately involved in developing the technical arguments as to why our bases should not be closed. When we did lose Fort Ord in the 1991 BRAC, I was part of the initial recovery planning effort for the base reuse that was led by then-Congressman (Leon) Panetta."

Members of the Governor's Military Council serve at the pleasure of the governor. The position does not require Senate confirmation and there is no compensation.

Meurer currently works as an independent consultant to Booz Allen Hamilton, an American management and information technology consulting firm, headquartered in McLean, Virginia, on several defense-related issues. He is also an independent consultant to Norwich University working on a project for the Army addressing critical infrastructure resilience.

Meurer has also been involved as an independent consultant on community-military partnerships for the Travis Community Consortium, the Alamo Area Council of Governments, the city of Abilene, Texas, and the state of New Mexico.

He also serves on the Board of the Community Foundation for Monterey County and serves on committees of the Association of Defense Communities and the International City Managers Association. Meurer is a member of the Monterey Bay Defense Alliance, Military Officers Association of America, Society of American Military Engineers, International City and County Management Association, Association of the U.S. Army and the Association of the U.S. Air Force.

Meurer was city manager for Monterey from 1991 to 2013, and Director of Engineering and Maintenance from 1986 to 1991. He was an independent consultant at the Panetta Institute for Public Policy from 2013 to 2016.

Meurer graduated from West Point, served in the U.S. Army from 1966 to 1986, and reached the rank of Colonel. His last active duty assignment was as the Director of Engineering and Housing at Fort Ord. Meurer earned Master of Science degrees in Civil Engineering, Construction and Water Resources from Stanford University.

But Meurer said his "primary duty is to serve as grandpa to our three grandchildren."

Former Monterey city manager appointed to governor's military council – Monterey Herald