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Watermark: The Alumni Magazine of the Center for Homeland Defense

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2016

# Watermark: The Alumni Magazine of the Center for Homeland Defense. Summer 2016

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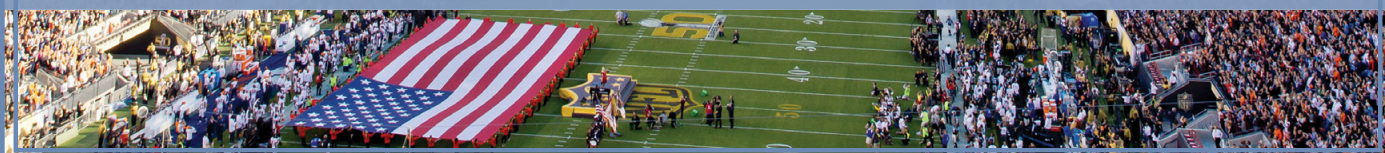
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# Watermark

The Alumni Magazine of the Center for Homeland Defense and Security



**Super Bowl a Collective Security Effort • APEX 2016 Strengthens Center's National Alumni Cadre • Muhr Using Education to Advance Interoperability • CHDS Grads Tackle Water Supply Crisis in Flint Michigan • CHDS Research Basis for Personnel Rescue Project at Nellis • Halladay Elicits the Inner Teacher in Us All • Paris Attacks Spark Interest in CHDS Thesis • Cable Instrumental in Center's Founding**



## Regional Alumni Chapters



Learn more about the nationwide network of CHDS Alumni Chapters. Contact chapter coordinators, listed above, or e-mail Heather Issvora at [hissvora@nps.edu](mailto:hissvora@nps.edu) for more information about starting a new chapter.

## ALUMNI CHAPTER ACTIVITIES



**JANUARY 27<sup>TH</sup>**: A Bay Area chapter meeting was held at Airbnb Headquarters in San Francisco. Hosted by CHDS Masters Alum and Bay Area Chapter Coordinator Sara Kay Fisher, the event was a meet and greet opportunity for CHDS instructors, students and alumni to discuss/propose 2016 Chapter events.



**FEBRUARY 25<sup>TH</sup>**: The Rocky Mountain Chapter had a behind the scenes tour of the Colorado Emergency Operations Center led by State Deputy Director of Homeland Security and Emergency Management and ELP Alum Dana Reynolds. CHDS Master's and ELP Alum, Aurora Police Department Lieutenant Sam McGhee spoke about the Aurora Police and Fire department experiences in response to the Century Theater Shooting in July 2012, a topic of ongoing relevance.



**MARCH 13<sup>TH</sup>**: The New England Chapter was invited to "When Terror Strikes: Maximizing Survival During Multi-Site Attacks" seminar, a discussion of lessons learned from the November 2015 Paris Attacks. An informal get together followed.



**APRIL 14<sup>TH</sup>**: The Northeast Chapter met at United Nations Headquarters in New York City where FDNY Assistant Chief Joseph Pfeifer, Director of the Center for Terrorism and Disaster Preparedness, presented a program and moderated a panel discussion with four NPS alumni who conducted "The Future Threat Environment is Vertical" study on how terrorists might attack today's mega high-rise buildings. The study was recently discussed with the Secretary of Homeland Security. A reception was also held.

**APRIL 20<sup>TH</sup>**: Northeast Alumni Chapter coordinators Rich Blatus and Tom Richardson conducted a CHDS networking event at the Fire Department Instructors Conference in Indianapolis Indiana.



**JUNE 15<sup>TH</sup>**: The Bay Area Regional Chapter met at the Facebook campus for a Super Bowl 50 Lessons Learned event and Regional Chapter meeting. Regional leaders in emergency management and EMS along with County Sheriffs discussed what worked and what didn't related to the planning and execution of one of the largest events ever hosted by a Bay Area city. An optional dinner/happy hour followed the event.

**JUNE 24<sup>TH</sup>**: The CHDS Rocky Mountain Alumni Chapter took a behind the scenes tour of Denver International Airport, including an Air Traffic Control tour.

MESSAGE FROM CHDS  
DIRECTOR GLEN WOODBURY

Dear Alumni and Friends,

CHDS educational programs have shared common goals from the first day of class. Among them is the critical need to develop organizational and interagency agreements to strengthen homeland security.

This issue highlights ways alumni and students are accomplishing that goals.

Last winter's Super Bowl 50 in Santa Clara, California, was exemplary in showcasing how varied disciplines and government agencies can coalesce around homeland security. We'll read how CHDS alumni from disparate agencies fulfilled their areas of responsibility and how their education at the Center aided the process.

For most of this year a media spotlight has been shining on Flint, Michigan, where a contaminated water supply resulted in an epic effort to ensure potable water and replace aging, corroded pipes. Alums Chris Kelenske and Michael McDaniel have been visible in the response and recovery effort.

Dr. Carolyn Halladay has been a welcomed addition to the CHDS instructional staff. Halladay was honored in March with the Lt. Cmdr. David L. Williams Outstanding Professor Award from the NPS Foundation. We'll learn more about Carolyn's background and how she brings out the inner writer in all of us.

Alumni and staff were treated to a plethora of stimulating discussions at this year's Alumni Professional and Educational Exchange (APEX) held May 4-5. Former Los Angeles Times and San Diego Union-Tribune publisher, and successful investment banker, Austin Beutner delivered a keynote address that discussed how homeland security professionals can get their message out in the mobile news age. Alumni such as Ryan Spack-Fields and other made compelling presentations based on CHDS research.

Finally, the whole of the CHDS community owes a debt of gratitude to the late Col. Vince Cable, who passed away last year and was buried at Arlington National Cemetery in December. Vince's familiarity with Beltway budgeting, his commitment to national security and love of country were pivotal in the establishment of the unique organization that is CHDS.

We hope you enjoy the Summer 2016 edition of Watermark. Stay safe.

Truly yours,

Glen Woodbury

CHDS Director

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**FEMA**

*On the Cover: U.S. Navy Flight Demonstration Squadron, the Blue Angels, Delta pilots fly in formation over the 2016 Super Bowl at Levi's Stadium in Santa Clara, California. The Super Bowl celebrates its 50th anniversary and the Blue Angels their 70th anniversary year, February 7. U.S. Navy photos by MCI Andrea Perez.*

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

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## Super Bowl Security: A Collective Effort

*Color coded vests used by security personnel to keep order and show that preparation is key during the Super Bowl 50 held in Santa Clara, Calif. Photo by Heather Issvoran*

Security planning was as much the name of the game as football when Super Bowl 50 kicked off February 7 in the San Francisco Bay Area, in the city of Santa Clara, California.

An estimated 1 million people traveled to the Bay Area for more than a week of special events that required security planning for both the game and the array of concerts, parties and other Super Bowl related activities.

As with most major public events in the United States during recent years, NPS Center for Homeland Defense and Security alumni and students were a “most valuable” team behind the stadium lights and television cameras where they worked on areas such as emergency management planning, transportation security and intelligence.

### Flamm quarterbacks emergency management planning

By the time kick-off came around David Flamm was already playing overtime.

A master’s degree alumna, Flamm is the Santa Clara County Deputy Director of Emergency Management and was the lead emergency manager assigned to the planning team. The tasks were to ensure local emergency management CONOPS were developed that coordinated efforts among the local, regional and state levels.

On game day, Flamm was the coordinator of the county’s

Emergency Operations Center and liaison to the city’s EOC and SB50 Operations Center, filled with NFL officials, military, as well as local and regional representatives.

As the big day approached a chief concern was the El Nino-fueled weather that had soaked Northern California the previous month or so. His team worked with water districts and public works departments to be prepared. To add to the suspense, a King Tide occurred on game day, which could have affected transportation between San Francisco and the city of Santa Clara had a storm happened in conjunction.

“It became a non-factor on game day but everything the National Weather Service was telling us pointed to it being the El Nino of all El Ninos,” Flamm said. “There was all this doom and gloom and it was a bluebird week the whole week, which we aren’t complaining about.”

Beyond that precipitous threat were the common challenges facing emergency and security planning for large public events such as crowd control. The presence of international media and tens of thousands of people are commonly a lure for activists, and the Bay Area is reputed for its civic engagement.

“On top of that, the game happened to fall during the presidential election cycle in an area that has historically been a stop on the campaign trail.” Flamm noted.

A tremendous concern was potential “lone wolf” terrorism as the game was played just weeks after the Paris attacks.

The Northern California Regional Intelligence Center (NCRIC) assisted in providing real-time intelligence to the various operations teams at the game site.

Flamm's work was complemented by the NPS-CHDS alumni network, many of whom were from his own cohort, as well as the relationships cemented over 18 months of graduate study.

"NPS showed the value of relationship building, and the value of equity in diplomacy" Flamm noted. "We walked away with strong new relationships all across the region. We knew how valuable it would be to build relationships like we did in the classroom with other professionals to be successful."

While emergency managers are often tasked with corralling outside agencies, they don't have much authority to do so. Studying with a diverse CHDS student body became helpful especially as plans were "hot washed" after exercises and differing perspectives needed to be represented.

"Having seen it in a classroom environment gave me an appreciation for what those other disciplines had to offer, not just in the emergency operations center but during the whole process," he said. "One of the things CHDS really reinforced was flexibility and dynamic evaluation, evaluating with a critical eye and being unafraid to say there was room for improvement."

### Karimi plans for SF Emergency Management

Bijan Karimi, Assistant Deputy Director of the San Francisco Department of Emergency Management, was responsible for citywide public safety planning for the events leading up to the big game. While his primary focus

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***"While the plans are important, it's the process of planning and getting to know the other responders that is essential. No one agency can successfully create the secure environment needed for the game - it is the coordination and collaboration among people, resources, and agencies that make this event possible."***

*Bijan Karimi  
Assistant Deputy Director,  
San Francisco Department of Emergency Management  
MA 1401/1402*

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may have been on emergency response, transportation and public information were also a huge component of ensuring that Super Bowl week was a positive experience. Karimi coordinated the 10-month planning process which included citywide coordination meetings and four exercises.

"In my role as an emergency manager I am responsible for the collective planning but I have no authority to make any agency do anything. My whole job is about creating partnerships and focusing different groups on a common goal," Karimi noted. "We have been planning locally and

also regionally. The primary week of Super Bowl activities are taking place in SF but the game is 50 miles away in Santa Clara. For some planning purposes it is like two events, but when regional assets are needed it is considered one so pre-positioned state and federal resources can be deployed to either location."

Karimi also used research from Chris Bellavita, CHDS Academic Programs Director, on large-scale events, threat hazard information from previous Super Bowls, and data specific to San Francisco in developing a list of 40 scenarios to test operational plans. He cited a string of relevant CHDS coursework that was beneficial to the planning: Introduction to HS, Unconventional Threats, Strategy, Intelligence for Homeland Security, and Framing Discourse.

"While the plans are important, it's the process of planning and getting to know the other responders that is essential," Karimi said. "No one agency can successfully create the secure environment needed for the game - it is the coordination and collaboration among people, resources, and agencies that make this event possible."

Alumni connections became especially helpful, he added.

"The alumni connections within the Bay Area already establish a common connection between other responders which helps move me up the relationship curve faster." Karimi noted. "Critical thinking developed during the master's program is essential."

### Sanford impacts future practice

Master's alumna Abby Sanford, Special Assistant with U.S. Citizenship and Immigration Services, served as her agency's representative to the safety planning committee and also provided expertise to the work credentialing committee which coordinated safety clearances for the hundreds of workers employed as ushers, food vendors and other staff at the stadium.

"I had advised early on to begin collecting names as soon as possible because the vetting process takes time," Sanford said. "Unfortunately, it wasn't until the end that I was able to get that point across."

Sanford was able, however, to effect a change in future NFL policy for its vendors by persuading the League to require game vendors, beginning with Super Bowl 51, to use the federal government's E-Verify system to determine an employee's eligibility to work in the U.S.

"While it is not necessarily their obligation to ensure that contractors and subcontractors are authorized to work, it would certainly be a public affairs nightmare if it came out that people were working who were not authorized to work legally," she noted.

CHDS proved helpful in that its education model brings together diverse professions enabling graduates to view issues from differing perspectives as well as helping to sharpen communication skills.

"I don't know if I would have had the courage to speak up like I did (without CHDS)," Sanford said. I had my research

*Continues next page >>>*

and all the resources with me and I spoke up during conference calls that I did not expect to speak on. I really felt I was able to communicate fed government stuff with public safety colleagues in a way that was impactful to them.

### **Davies oversees EMS coordination**

After three years of planning at the Santa Clara County Emergency Medical Services CHDS master's degree graduate Josh Davies was ready.

"On game day, I was responsible for the operations of all emergency medical services operations within a Multiple Agency Coordination Center (MACC)," noted Davies, who serves as EMS Section Chief with his agency.

The planning effort involved preplanned mutual aid, development and implementation of Incident Action Plans, increased situational awareness, increased command and control presence, and increased deployment of specialized services, he added.

There was a planning advantage as during construction of Levi's Stadium county and regional officials were already planning general emergency response scenarios.

"Once the venue was selected for SB50 it was helpful to plan not only for the opening of the new stadium but for SB50 at the same time."

With the stadium solidly secured, another goal was planning that would address the influx of population while still promptly responding to ordinary calls for service.

"Our collective objective was to assure that every person accessing 911 received the same level of service, uncompromised by the Super Bowl activities. I believe that we accomplished that goal," Davies said.

As with most components of the homeland security enterprise, collaboration was essential to success as the EMS system in Santa Clara County comprises county EMS, hospitals, and ambulance services. The event was a Special Event Assessment Rating (SEAR) 1, which is the highest level of alert for National Special Security Events.

"In addition to dedicated planning meetings, we worked with our partners to review and exercise existing plans on a fairly rigorous schedule starting nine months before game day," Davies recalled. "This proved beneficial in advance of the game to confirm that systems were in working order, policies and procedures were correct, and to identify any unresolved gaps in our response planning."

A CHDS education was helpful in that the planning process required "critical thinking, precision in communication, and envisioning the unthinkable," as well as the opportunity to work with fellow alumni of varied professions and roles.

"Understanding the interconnections was helpful, knowing like-minded folks who share a common skill set that keeps us collectively vigilant in protecting the people we are charged with serving," Davies said.

### **Jennings lends expertise from private sector**

Master's degree alumna Elaine Jennings worked as a subject matter expert for about a year leading up to the game, but her expertise in large, special events pre-dates that.

During her years with the California Governor's Office of Homeland Security she was a leading architect of the state's Large Stadium Initiative (LSI) and worked on large events ranging from the Rose Bowl, Grammys and Oscars as well as venues such as the Staples Center and the Los Angeles Coliseum.

"LSI was an innovative multi-disciplinary program, which worked with private stadium and event venues to develop security plans, event action plans and response operations for major events," noted Jennings, who consulted as a subject matter expert with a Tetra Tech, Inc. team.

For Super Bowl 50 she assisted with security planning, developing Special Events CONOPS and attending the game to evaluate the security measures in place. A major concern was a coordinated, multiple site attack upon civilian populations.

"We just saw in Paris a long-standing suspicion that terrorists are interested in targeting major sporting events," Jennings said. "The visibility, national significance, large civilian population and economic impact to the region, all made Super Bowl 50 a target."

Multi-agency collaboration among state and federal players was crucial as multiple local jurisdictions had responsibilities over different aspects of various events. Developing a security strategy is important, Jennings added, because it provides a roadmap for solving complex problems involving organizations, technologies, and resource allocation within a challenging special event environment. The outcome relies more on consent than authority.

A CHDS education was helpful as it provided an opportunity for Jennings to more fully explore the security issues related to Special Events. In particular, her CHDS experience allowed Jennings to apply solutions in a complex real world environment.

"The world situation, the threat picture, is continually changing and is different for every event," Jennings noted. "Securing Super Bowl 50 has required learning from past events while at the same time looking forward to emerging threats and tactics taking shape. You must try to anticipate things that can happen from multiple different directions."

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*"The world situation, the threat picture, is continually changing and is different for every event. Securing Super Bowl 50 has required learning from past events while at the same time looking forward to emerging threats and tactics taking shape."*

*Elaine Jennings  
Homeland Security and Crisis Communication  
Consultant  
MA 1001/1002*

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### **Schoenthal plays at state, local level**

Master's degree alumna Lisa Schoenthal has the unique experience of assisting planning for two agencies, first

with the California Emergency Medical Services Authority and then with the city of Santa Clara after she accepted a position there in December 2015.

As Chief of Disaster Medical Services with the State, Schoenthal convened Emergency Medical Services partners at the state, regional and local levels to prepare for the potential large-scale movement of patients should a catastrophic event occur.

Her new position in Santa Clara as the Coordinator of the Office of Emergency Services, involved preparing the City's Emergency Operations Center (EOC) and conducting training on EOC operations for various department heads and City staff from finance to the city-owned electric utility. To achieve this, she condensed curriculum from the California Specialized Training Institute into three- and two-hour sessions and conducted Table Top Exercises prior to Game Day. The city's EOC was responsible for the stadium as well as for the rest of the city before, during and after the game.

"The preparations for game day were extraordinary," she recalled. "I wasn't worried about things going awry at the game. My biggest concern was the sports bars and other soft targets that did not have the same level of security."

On game day, Schoenthal led the city's bunker-style EOC, which included 25 other mostly city employees as well

Schoenthal said. "I think the overall experience of being in class with so many disciplines gives insight into the value of those disciplines and you gain the perspective of the other person's world. I know my comfort level was significantly increased, there was a level of trust very quickly, because of that CHDS background."

Schoenthal cited fellow alumni Dave Flamm and Vinny Mata as being especially helpful in making her role manageable since she started her job six weeks before Game Day.

### **Mata capitalized on organization, social media**

With the events related to the big game encompassing the better part of the region, cities dotting the San Francisco Peninsula were crucial to enhancing safety in security.

For Lt. Vinny Mata, Coordinator of the adjacent city of Sunnyvale Office of Emergency Services, that meant sharing his department's operation center practices with his neighbors.

"Levi's Stadium is less than a mile from our border, so from the beginning we were involved in the event because there are things that affect our city, traffic being one of the main ones," Mata said.

About two years ago, Mata's office organized a departmental



*Federal, state and local K-9 teams train for Super Bowl 50. Photo by Lt. J.G. Evan Wilcox*

*"We ended up having contact with about 70 different organizations ranging from public safety to transportation, to local, state and the military. We went operational for JIC eight days out. The goal was to, if we had a big incident, to craft messages that were vetted by all the organizations involved and that everybody was on the same page."*

*Lt. Vinny Mata  
Coordinator*

*Sunnyvale (Calif) Office of Emergency Management  
MA 0805/0806*

as a county representative. A nearby Super Bowl EOC, where Flamm was stationed, worked closely with the City's operation.

A CHDS education was helpful in collaborating with assorted agencies, levels of government and professionals, she noted, and the alumni network proved its value. She knew Mata as he worked for another agency in the county. And, CHDS Academic Programs Director Chris Bellavita made virtual introductions to alumni in the area, such as Karimi, before she began her city job. The introductions provided an instant imprint of CHDS brand credibility, which was reinforced by seeing a slew of other CHDS graduates.

"Having fellow alumni sitting across the table was also useful in establishing instant credibility with peers,"

emergency operations center that monitors police and fire calls as well as social media and news organizations. The goal was countering inaccurate rumors and crafting authoritative messaging.

"We've been able to correct conversations and rumors that are out there, and we've managed to keep our population and the media informed," Mata said.

His team put those social media skills to use weeks before the event, creating a Super Bowl Twitter account devoted to public safety that allowed messages and reminders to get pushed out to the public. The team also employed the Nixle public alert system for notifications.

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*On February 7 with more than 60 performances on the Fan Stage, including several Grammy winning performers. Super Bowl City reported over 1 million visitors to the fan village over the week it was open. Photo by Jay Huang via flickr.com*

So, Sunnyvale was well-positioned when the need arose for a Joint Information Center to host the operation. By game day, Mata was charged with co-managing the JIC while using the department's existing monitoring plan.

In preparation, his job was to contact as many jurisdictions and organizations imaginable that may play a role in any type of catastrophic event to enlist them in the JIC or at least have their contact on standby.

"We ended up having contact with about 70 different organizations ranging from public safety to transportation, to local, state and the military," Mata recalled. "We went operational for the JIC eight days out. The goal was to, if we had a big incident, to craft messages that were vetted by all the organizations involved and to have everybody on the same page."

The center conducted conference calls twice daily and by game day about 35 people staffed the center.

The CHDS education was particularly useful for working in the interagency, multi-disciplined environment of the JIC as was the CHDS curriculum that encourages students to continually question and evaluate their policies.

"Before, I kind of knew those things but CHDS classes make you unafraid to ask 'why,'" Mata said. "That's important because when you couple that with the emphasis on multiple layers of government and that all play a part in this thing we call homeland security. None of them is more important than the others. It would have been very easy to think that this is a law enforcement event. No, it's everybody's event. It's everybody's incident to work through because at any point any of those supposed outlier organizations could be the one that gets us out of a bind."

### **Dombrowski anchors FEMA team**

Executive Leaders Program graduate Justin Dombrowski led the Federal Emergency Management Agency in coordinating with other local, state and federal counterparts in planning and preparing for crisis management should a natural or human-caused disaster occur.

As FEMA Region IX Director of Response, he was a member of the Executive Steering Committee for the game

and its related events that included a member deputized by DHS to develop crisis management.

"If there was a major disaster, FEMA would step up into a consequence management role to support the state and affected communities," Dombrowski said. "We developed a consequence management plan, participated in SB50 planning work groups and provided team members and equipment during the events to be better positioned and prepared to support survivors quickly after an event."

This westernmost FEMA region has experience with large events and had the benefit of working on the 2015 Super Bowl in Arizona. That allowed fostering relationships and pre-planning before tackling the 2016 game.

"We had the opportunity to have fact-to-face interaction while we were going through Super Bowl XLIX that played into lessons learned that were beneficial as we prepared for Super Bowl 50."

Moreover, the region's teams worked on planning for the 2011 Asian Pacific Economic Cooperation Summit in Honolulu, which was classified as a National Security Special Event. And, even while planning for this year's Super Bowl FEMA Region IX was charged with developing a consequence management plan and staff for the Rose Bowl Parade on New Year's Day in Southern California as it was also designated a security event.

During this year's big contest FEMA staff were at the coordination centers in two counties as well as the state operations center and FEMA's own 24-hour watch center while teams were on alert if needed to respond quickly.

While terrorist acts are always a concern, the El Niño—driven weather in the winter was a chief concern as was the ever-present threat of earthquakes in California.

"We are always in earthquake season so there is always concern about that risk," he said.

Similar to other CHDS education alumni, Dombrowski credited the ELP for cross-discipline learning with leaders in their respective fields.

"Learning and interaction at the ELP program crossed over into the kinds of discussions and relationship building that needs to occur for planning special events," he said.

### **Bout gleans best practice from SB planning**

If Danjel Bout felt unneeded on Super Bowl Sunday, that was a good thing.

The master's degree alumnus is the Assistant Director of Response with the California Governor's Office of Emergency Services and began his role about a year before the game by reaching out to local and federal partners.

"During the year we worked with subcommittees to ensure that Cal OES could broaden resources if we were needed," Bout said. "We had capacity set up for the region."

That meant monthly subcommittee meetings that increased in frequency to several per week as the day approached. From a state perspective, the primary concerns were the massive influx into the San Francisco area for the preliminary events and examining traffic to gauge how

emergency managers could be deployed if needed. Planners were concerned with acts of civil disobedience, which had occurred at events in the city, would affect plans at the event.

“The concern was deliberate blocking of a major transportation artery,” he said. “That would desynchronize what we were doing.”

Given the multiple jurisdictions and thousands of people working at varied times at multiple sites, radio interoperability concerned planners. Nevertheless a potential best practice emerged from that challenge in the form of a digital coordination system.

“It pairs critical data and passes it to the affected community,” Boujt said. “With some systems you look at information linearly and don’t account for the fact that individual agencies have different priorities. This presents information horizontally.”

Working with CHDS peers provides an advantage during the planning process, Bout added.

“It’s especially beneficial in California where we have a robust mutual aid system,” he said. “It’s not just the system that is robust; it’s the relationships with responders. CHDS people can explain their policy roles. CHDS people question why we are doing what we’re doing. That helps me understand the roles of my counterparts and the constraints they have.”

## Amtrak team rolls

With a station just across the street from Levi’s Stadium and hundreds of miles of tracks in Northern California, CHDS alumni who work for Amtrak optimized ongoing relationships with state and local peers as they prepared for the big day.

A trio of master’s degree graduates oversees Amtrak’s emergency management operations: Susan Reinertson, Chief, Emergency Management and Corporate Security; Jim Metzger, Deputy Chief, Emergency Management; Robert Giorgio, Emergency Operations Manager. They are joined by a fourth alumnus Captain Jim Cook of Amtrak’s Criminal Intelligence Unit.



*Coast Guard helicopter flies over San Francisco as part of Super Bowl 50 security. Photo by Petty Officer 3rd Class Ada Stanton*

Amtrak had a lot of ground to defend. Amtrak’s Capitol Corridor runs 168 miles from Auburn, California, in the foothills of the Sierra to downtown San Jose and has the second largest ridership for the company, behind its busy Northeast Corridor. With that many jurisdictions to cross, Amtrak has interagency agreements with regional, municipal and county public safety agencies along the corridor and capitalized on those existing relationships.

The goal was ensuring both efficient operations while also monitoring intelligence for any disruptions requiring special attention.

“Our major concern was how we move people in a safe manner and efficiently managing how they leave in a safe way,” Metzger said. “When the event opens and when it closes, we make sure we have trains to get people to and from there.”

Amtrak supplemented its emergency operations with its Amtrak Ambassadors, which are trained employees who work large events and help customers with routine questions about tickets and directions and even administer first aid if needed.

Leveraging employees and the assets of partner agencies was something Metzger addressed in his CHDS master’s degree thesis, “Preventing Terrorist Bombings on United States Subway Systems.”

“Amtrak Ambassadors are a force multiplier both for law enforcement and emergency services on the scene,” he said.

The emergency and security planning process began about six months in advance of the game, Metzger noted, and part of the task was identifying which planning committees were appropriate for Amtrak to join. Company personnel participated in the varied Emergency Operations Centers and were able to tailor information that would need to be relayed to train operators and others off site. Amtrak officers were also concerned about “lone wolf” type of threats along their lines.

“Rather than focusing all of our energy on a large scale attack we are also focusing on ‘lone wolf’ threats as well as other smaller attacks targeting crowds,” Metzger noted. “This event may be happening at Levi’s Stadium, but it’s not in a vacuum.”

On game day Metzger worked at the local Amtrak command post and worked with Giorgio who was in Amtrak’s Consolidated National Operations Center in Wilmington, Delaware. Amtrak’s operations center focuses on daily operations but can also function as a sort of EOC.

The key factor to success was experience in working with homeland security partners who have different priorities, but the same goal of safety, much like the classroom at CHDS.

“The big part for us is understanding what each department or group brings to a situation and to leverage that for the goal,” Reinertson said. “You see that at CHDS. You have different opinions but everybody has the same goal. We’re all in this together. We have to maintain situational awareness and operational posture at Amtrak but we also understand the greater good and how we dovetail with other agencies to keep people safe.”

# APEX 2016 Strengthens Center's National Alumni Cadre

The 2016 NPS Center for Homeland Defense and Security Alumni Education and Professional Exchange (APEX) drew more than 150 and continued its role as a continuing education event that keeps graduates abreast of emerging issues while renewing old bonds.

Over two days at the McNitt Ballroom on the Naval Postgraduate School campus alumni heard and discussed presentations on homeland security challenges such as the status of ISIS, the December 2015 San Bernardino terrorist

attack, tribal nation preparedness, cybersecurity, mobile media and how the aviation industry holds lessons for first responders.

"The bread and depth of the homeland security content of this APEX along with the quality of speakers was phenomenal," said Chris Pope, the treasurer of the CHDS Association who served as the master of ceremonies. "The content was what homeland security is all about."

APEX is also an annual opportunity to reinforce the national cadres of homeland security alumni who have attended the Center.

"When I attended in 2006, the Center was a small group of highly dedicated people focused on building a homeland security educational system at NPS," Pope observed. "In 10 short years what has evolved is a massive network of professionals."

Throughout the year the network is maintained through eleven regional alumni chapters in the San Francisco Bay Area, Pacific Northwest, greater New York City, New England, the Mid-Atlantic, National Capital, North and South Florida, Midwest and North Texas. The alumni chapter meetings have increasingly become continuing educational opportunities in and of themselves.

For the CHDS Association, the APEX is also a meeting opportunity to hear ideas from alumni about future events.

"I'm proud that during this conference, with the help of a lot of alumni, we were able to build support for future APEX events and the growth of these regional initiatives," Pope said.

As with previous conferences, presentations featured a blend of alumni and guest experts. Former Los Angeles Time and San Diego Union-Tribune publisher Austin Buetner delivered the keynote address. Harvard Chair of Immunology and Infectious Diseases Dyann Worth discussed global public health, and alumnus FBI Special Agent John Lenkart discussed cybersecurity and counterintelligence.

Other alumni who presented included San Bernardino Sheriff's Lt. David Green, who spoke on the San Bernardino shootings; Donald Reed of the U.S. Northern Command Civil Service Branch and Margaret Muhr who talked about tribal nation integration in national preparedness, and Ryan Spack-Fields who identified homeland security lessons from the aviation industry and the practice of mindfulness.

"Around the country we are building support and fostering the growth of this network," Pope said. "APEX becomes sort of a rallying point for our network. It's like an educational rendezvous."

*Stories highlighted in the agenda, left, are discussed in depth in the APEX feature that continues on the next page >>>*

## APEX 2016 AGENDA

### DAY ONE

- The Role of Media in Homeland Security – How to Separate the Signal from the Noise; Austin Beutner, Former First Deputy Mayor of Los Angeles and Former CEO of the Los Angeles Times and the San Diego Union Tribune
- San Bernardino Shootings – Intelligence, Security, and Response Coordination; Jarrod Burguan, Chief of Police, San Bernardino Police Department, CA, and David Green, Lieutenant, San Bernardino Police Department, CA
- Global Health Forecast: Implications for the American Public; Dyann Wirth, PhD., Chair, Immunology and Infectious Diseases, Harvard University T.H. Chan School of Public Health
- Tribal Nation Integration in National Preparedness; Donald Reed, PhD, Deputy Chief, Civil Support Branch, U.S. Northern Command/J35, Steve Golubic, Executive Director, National Tribal Emergency Management Council, and Margaret Muhr, Regional Tribal Government Liaison, Department of Commerce, FirstNet *(related story page 11)*

### DAY TWO

- Lessons from the Aviation Industry – Mindfulness and a New Framework for Emergency Response; Ryan Fields-Spack, Fire Lieutenant and Coordinator, Office of Emergency Management, Aurora, Colorado
- A Wider View of the Cyber Threat as a Counterintelligence and Continuity of Operations Problem; John Lenkart, Assistant Special Agent in Charge, National Security/Cyber/Intelligence, Federal Bureau of Investigation
- Homeland Security – Ten Year Perspective; CHDS Ten Year Anniversary Master's Degree Cohorts
- ISIS and Extremist Radicalization: An Update; Mohammed Hafez, PhD, Department Chair NSA, Naval Postgraduate School
- Center updates and alumni meeting

**SAVE THE DATE!**

APEX 2017

FEBRUARY 22 & 23, 2017

## Aviation Presents Lessons for Emergency Response

Emergency management and homeland security professionals can transform their organizations with time tested lessons from the aviation industry coupled with the emerging concepts of “mindfulness,” CHDS master’s degree alumnus Ryan Fields-Spack said during his presentation at the 2016 Alumni Professional and Educational Exchange (APEX).

Fields-Spack, Coordinator for the Office of Emergency Management and a lieutenant in the fire department in Aurora, Colorado, titled his presentation “Lessons from the Aviation Industry – Mindfulness and a New Framework for Emergency Response,” which was based on his master’s degree thesis.

Drawing lessons learned from historic aviation miscues as well as upon the 2012 Aurora theater shootings, his own personal experience and even the synchronized pre-game teamwork of New Zealand’s famed rugby team, Fields-Spack set forth traits flight crews embrace which he envisions improving the efficiency of the homeland security enterprise.



Ryan Fields-Spack

*“Paramedics do it, SWAT teams are great about it,” he said “So why do we in emergency management and other fields not do pre-shift briefings with the other agencies that we may respond with today?”*

Ryan Fields-Spack  
MA 1305/1306

Some of those measures are fairly simple and routine.

“The preflight briefing is something they do every single day before they go on a shift,” Fields-Spack observed. “Everybody is together from radio and ground crew to flight attendants so they all understand what to do if something goes wrong.”

Flight crews also display team traits:

- They have a shared team identity. Everybody in the aircraft knows the mission, the goal and what needs to be done.
- They accept input from everyone on the team.
- They know one’s role in relation to the overall objective.
- They help and support others in their tasks.

For first responders that may mean consulting with the paramedic on duty before the shift begins, or a fire captain

contacting the corresponding police captain on duty at the start of the day.

“Paramedics do it, SWAT teams are great about it,” he said “So why do we in emergency management and other fields not do pre-shift briefings with the other agencies that we may respond with today?”

A prominent example of this cohesive team success can be seen in what is called the “Miracle on the Hudson.” Captain Chesley “Sully” Sullenberger and First Mate Jeffrey Skiles had never met, much less flown together, when the pilot successfully landed in the Hudson River due to bird-induced engine failure back in January 2009.

While Sullenberger gets most of the headlines for his astute piloting, Skiles showed discipline, or what Fields-Spack calls “airmanship,” in attempting to re-fire the engines and then preparing the plane for its river landing – another useful lesson for public agencies.

A recently trending tool that could be helpful for homeland security professionals is the concept of mindfulness, or simply maintaining focus on the present situation or task rather than looking ahead or dwelling on the past. Also, basic every day exercises such as releasing tension from clenched fist, ones jaws, and taking a slow mindful breath, can lower hear rates and calm the mind, allowing one to proceed in a calm manner.

Sound a little too groovy for hardened first responders? Mindfulness and pre-catastrophe handshakes can go a long way in preventing a small annoyance at the fire house from cascading into a series of missteps – something Fields-Spack illustrated at the beginning of his presentation as “my nightmare.”

In opening his presentation Fields-Spack told the story of a fire call gone wrong “A captain gets off to a bad start with a vague address and something as simple as donning their bunker coat which alters the position of the radio, a wrong turn occurs, and a lack of communication and assessment leads to the firefighter’s demise.

“That’s all because I allowed every single situation to compound on itself and cause me to make poor decisions during an emergency,” he remarked. “That’s my nightmare.”

Conversely, he envisions a homeland security community that values input from a rising millennial work force, many with incredible military experiences to build upon, as well as experienced managers while capitalizing on team cohesiveness and preparedness seen in the airline profession.

“If we can bring all that together and approach every combined emergency with a combined appreciation for the situation, we are unstoppable,” Fields-Spack concluded. “If we can bring all this together and manage emergencies with such efficiency and such gusto, I would submit terrorists thinking about attacking my city are going to think twice about it.”

*APEX feature continues next page >>>*

# Shifting Media Landscape Challenge, Opportunity

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## for Homeland Security

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A news media landscape that is still transitioning into the mobile age will necessitate changes in how homeland security professionals communicate with their peers and the public.

During a keynote address at the 2016 CHDS Alumni Professional and Education Exchange May 4, former Los Angeles Times Publisher Austin Beutner urged leaders to adapt as more news consumers look to mobile devices and consume less traditional news products.

“That world is still transitioning,” Beutner told an audience of more than 150. “It’s going to be rocky. It’s going to be rough, but as you think about communicating about what you do and have conversations with the public at large you are going to have to change the way you do your work.”

Beutner was a successful investment banker and former First Deputy Mayor of Los Angeles who recently served as Publisher of the Los Angeles Times, and later the San Diego Union-Tribune, where he pushed for more locally-focused news and more news and information centered around what is referred to as “communities of interest.” A community of interest could be, for example, the City of Los Angeles or a global community of those interested in food and dining, the entertainment industry or homeland security.

Beutner urged leaders to take advantage of the technology that has democratized publishing. Long gone are the traditional gatekeepers of news that existed in the glory days of newspapering. Today people who can target messages aimed at the iPhone generation can muster the same kind of attention and relevance as Woodward and Bernstein.

To capitalize on this trend, public agencies will need to more actively assert messages. With news staffs dwindling, it’s up to the sources to ensure context.

“First lesson, and this is awkward, you are going to have to do their work (referring to the work of traditional news organizations),” Beutner said. “You have to think about giving them what they need to do their work. You are going to have to give them the research, give them the context; you are going to have to tell them about your trials and tribulations.”

The second lesson is more encouraging, he added, the same publishing tools recently harnessed by insurgent political candidates is available to anyone with a message. Beutner pointed to this year’s presidential primaries in which two generally insurgent candidates eschewed traditional messaging and focused on tailoring communications to a more distinctly targeted audience, speaking directly to them.

“The Millennial generation gets the majority of their news on social media. There’s no intermediation anymore. That can work for you. You can communicate your thoughts and ideas directly.”

Beutner pointed to organizations that have innovated new

methods of news delivery for the digital age such as former Washington Post columnist Mike Allen who writes a daily newsletter for the site Politico. Popular inside the D.C. Beltway, Allen’s column illustrates a new approach that almost esoterically targets its audience.

“Mike Allen is on to something, which is engagement,” Beutner said. “I think that’s where this room starts to connect with the world at large which is you have context, you have ideas, you can help explain the world around us. You can help it make sense and you can help move people to action.”

Fire and police chiefs, for example, could publish weekly newsletters discussing community issues, what is working and where a department is struggling. Agencies should resist the urge to only cover positive topics and instead discuss their challenges frankly.

“You can share the challenges and struggles you’re having,” he said. “You build credibility by doing that. If all you’re sharing is success, your open rate on those e-mails won’t be very high.”



*Beutner urged leaders to take advantage of the technology that has democratized publishing. Long gone are the traditional gatekeepers of news that existed in the glory days of newspapering. Today people who can target messages aimed at the iPhone generation can muster the same kind of attention and relevance as Woodward and Bernstein.* Photos by Javier Chagoya

## Muhr Using Education to Advance Interoperability

Naval Postgraduate School Center for Homeland Defense and Security master's degree graduate Margaret Muhr is playing a leading role in ensuring concerns and needs of Indian Country are met in deploying a nationwide project establishing communications interoperability among first responders.

Muhr, the first and only Native American to graduate from CHDS' master's degree program, has joined the First Responder Network Authority (FirstNet) as a Regional Tribal Government Liaison for FirstNet (FEMA) Regions I-VIII. FirstNet is tasked under a 2012 law with establishing and maintaining the "first high-speed, nationwide wireless broadband network dedicated to public safety," according to the group's website. "FirstNet will provide a single interoperable platform for emergency and daily public safety communications."

An enrolled member of the Potawatomi Nation, Muhr was formerly the director of emergency services for the Agua Caliente Band of Cahuilla Indians in Southern California.

"My job is to make sure conversations are taking place between everyone involved in FirstNet and to coordinate any tribal issues with all of those moving parts," Muhr said. "I spend a lot of time in the field talking to tribes, attending meetings, and listening to issues and concerns."

Her experience interacting with homeland security leaders in the CHDS classroom has proved invaluable.

"Probably the biggest benefit of CHDS was feeling confident when interacting with another agency," she said. "You are faced with such a diverse group of people and so many levels of government. It really makes you comfortable working with anybody and everybody."

Muhr's CHDS thesis, "What is the Problem to Which the Answer Was Public Law 83-280: How is it Working Out and What Should We Do Next?," explored that Act's shortcomings from a tribal perspective. Classroom activities, such as the three-minute thesis drill, honed her skills in quickly getting her point across and educating others. Part of her job now is educating state and federal officials on how to respectfully interact with tribal leaders.

Carl Rebstock, National Tribal Government Liaison and Muhr's team leader, said she is the ideal ambassador for FirstNet: a tribal government liaison capable of building alliances between local, state, tribal, and federal officials as they embark, together, on deploying a first-of-its-kind nationwide public safety broadband network.

"FirstNet hit the lottery when Margaret Muhr accepted our job offer," Rebstock said. "Beyond her professional credentials—which are sterling, as one might imagine of a CHDS alumna—she is respected by tribal public safety professionals across the nation."

With 567 federally recognized tribes in the country, the job also requires a suitcase and plane tickets as Muhr has traveled throughout Indian Country to explain the program and listen to what leaders need in terms of interoperability. She'll even travel by ATV since many tribes live in more

rural areas where these are the vehicle of choice.

"The tribe I met with yesterday said they have a significant amount of response to accidents in rural areas of the reservation, out there where they have no (cellular or radio) service," Muhr noted. "Coverage objectives in those rural areas are a high priority."

Diplomacy is a key asset as tribal governments sometimes chafe at interacting with state employees rather than federal peers. Sensitivity is of utmost importance as what some may see as a vast expanse of inadequate broadband coverage may also be revered spiritual land. Muhr's credibility as a Native American, coupled with her years of emergency management experience, is helpful.

"One of your goals is to diffuse politics, focus on benefits," she said. "There are a lot of tribes that don't talk at all to their state," Muhr observed. "I tell them fine, I can convey the information. They know I worked for a tribe for 10 years. We talk a lot about how disasters don't respect boundaries, radio waves don't either. We have to put politics aside and focus on our first responders."

The Middle Class Tax Relief and Job Creation Act created the First Responder Network Authority (FirstNet), an independent government authority undertaking what is described as a first-of-its-kind initiative. Building the broadband network will address a long-elusive recommendation from the 9/11 Commission to achieve interoperability among responding agencies at all levels of government and from near and far.

The effort leapt forward in mid-January 2016 when the organization issued a request for proposals (RFP) on the Federal Business Opportunities website seeking an industry partner to join with the federal government in deploying the network. Those proposals are due April 16 and the job should be awarded in late 2016.

*"We talk a lot about how disasters don't respect boundaries, radio waves don't either. We have to put politics aside and focus on our first responders."*

Margaret Muhr  
Regional Tribal  
Government Liaison,  
Department of Commerce  
- FirstNet  
MA 1201/1202



Margaret Muhr



*Something is in the water: plastic bottles containing water from Flint's drinking water pipes. Photo by Keoni Cabral via flickr.com*

## Michigan alumni using CHDS education in combating Flint water crisis

Naval Postgraduate School Center for Homeland Defense and Security alumni are using their education as they lead efforts to supply beleaguered Flint with potable water and resolve the water crisis.

Michigan State Police Captain Chris Kelenske, Deputy State Director of Emergency Management and Homeland Security and Deputy Homeland Security Advisor, was part of the Naval Postgraduate School Center for Homeland Defense and Security alumni trio playing high-profile roles. Joining him was Cooley Law Professor Mike McDaniel who was enlisted by the city to plan for and oversee service line and water main replacements and infrastructure repairs and to serve as a liaison for Flint. Linda Scott has worked to support the medical and public health policy and response (ESF #6 & 8) as the Director of the Division of Emergency Preparedness and Response within the Michigan Department of Health and Human Services.

The graduates all say concepts taught at the Center on topics such as critical infrastructure protection, networking, and framing “wicked problems” have been beneficial and along with the multi-disciplinary coursework.

“Because CHDS embraced so many different disciplines and taught the need for continuous networking, you become

very comfortable with working with individuals from other disciplines,” McDaniel said.

Kelenske’s job is to implement the orders and directives of the governor, manage the state emergency operations center and integrate the state with federal partners per the Stafford Act. Perhaps more importantly for the city’s residents, he was charged with ensuring they had potable water.

“The mission has shifted to a commodities driven mission,” Kelenske said. “It falls into the category of a “wicked event” which is very complex, and with complex events we have to apply creative ways to respond. If we don’t identify them quickly and apply the right response framework we are going to have issues.”

By April, the key task had shifted to providing commodities at points of distribution supplied with water sampling kits, water filters and bottled water to residents. The National Guard was activated to assist with door to door operations to ensure all residents on the water system received water filters, he said.

“The fact that 94.2 percent of active water system customers have filters is good but, due to how the event transpired and the lack of trust in government a lot of people are still using bottled water,” Kelenske noted.

Lessons learned while studying at CHDS have been constructive, especially the course on critical infrastructure protection. He cited the textbook, "Bak's Sandpile," authored by former CHDS Executive Director Ted Lewis, and how a small event can cascade to a larger problem. In this case, he said, ensuring the right chemicals were added could have prevented damage to the water system and negative health impacts to the citizens.

Another helpful take-away from the CHDS program is forming relationships with diverse groups, professions and levels of governance.

"The one thing, overarching, is the diverse group involved with the CHDS courses, the diversity of local, state, federal, private and all the different entities provides different aspects of how people frame something or how they are seeing an event," Kelenske observed. "We all know this problem is bigger than one agency. You don't necessarily have all the good ideas yourself and others can make contributions that lead to pivotal points."

The situation prompted McDaniel to recall his early days at CHDS when instructor Chris Bellavita asked what constituted homeland security.



*At the end of June water provided by Flint Water Plant in Michigan was tested for lead, iron, and Legionella, a bacteria that causes Legionnaire's disease and responsible for the deaths of ten Flint citizens. Photo by George Thomas via flickr.com*

"One thing that Bellavita said that stuck with me is that a recurring characteristic of homeland security is interagency relationships," he said. "With the City of Flint we had a situation where, due to past events, the relationship between the city and the state was fully broken and there were no partnerships, no relationships."

That meant starting from scratch, but he used his experience: his time as the state's homeland security advisor had required the same kind of bonding with diverse disciplines and levels of government.

"I was doing the exact same thing in January to April of this year as I did when we first stood up homeland security in Michigan," he noted.

Like Kelenske, he also pointed to the CHDS critical

infrastructure course and book authored by former Center Executive Director Ted Lewis, "Bak's Sandpile." Lewis argues in "Bak's Sand Pile: Strategies for a Catastrophic World" that the systems on which society is most dependent – from the electric grid to the internet to water supply

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*"One thing that Bellavita said that stuck with me is that a recurring characteristic of homeland security is interagency relationships. With the City of Flint we had a situation where, due to past events, the relationship between the city and the state was fully broken and there were no partnerships, no relationships."*

*Mike McDaniel  
Cooley Law Professor*

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distribution – are susceptible to breakdown not so much because of external forces but because their optimized designs don't allow for minor disruptions.

"It has been pointed out since the book was published that water is sort of first among equals among CI," McDaniel noted. "Everything else is dependent on water, so you focus on that first."

The water crisis in Flint dates from spring 2013 when the city changed the source of its water from the Detroit Water Authority to the Flint River. Residents began complaining about the quality of the water. It is believed the failure to add anti-corrosive chemicals to the new source resulted in lead leaching from the aging pipes and infrastructure.

It was not until January 2015 that the first public meeting was held. A local doctor named Dr. Mona Hanna-Attisha issued a report in August 2015 stating lead in blood levels of children sampled in the city were elevated. That September a team from Virginia Tech University found the water supply contained high lead levels.

While replacing the water infrastructure the city is moving to refurbish other aging, underground piping and cabling while the ground is turned.

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*"Water stress affects 44 percent of the world's population. The United Nations Environment Programme (1999) projects that by 2025, global freshwater stress owing to increase population on water use will increase significantly, especially in northern Africa, Eurasia, the Middle East, and even the United States, and by 2050, nearly 5 billion people will be affected by freshwater scarcity."*

*USGS - science for a changing world  
National Research Program  
Water Security—National and Global Issues  
Fact Sheet 2010-3106 November 2010*

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# CLASS NOTES

## CA 0302/0303

**Mark Dolan** has accepted a new role in the homeland security enterprise with his recent appointment to the DHS Joint Requirements Council (JRC).

Independence Missouri Chief of Police **Tom Dailey** retired July 21st.

## MA 0401/0402

Brigadier General **Jeffrey Burkett** has served as Deputy Commander, Joint Task Force Guantanamo, USSOUTHCOM, Guantanamo, Cuba, since October 2015.

**Susan Reinertson** was appointed to the District of Columbia Office of Mayor Bowers Homeland Security Commission. Reinertson is also an alumnae of ELP 1502.

## MA 0403/0404

Master's degree alumnus **Don Reed** was awarded Walden University's 2016 School of Public Policy and Administration Dissertation Award for the scientific and intellectual merits of his doctoral dissertation, "An Examination of Tribal Nation Integration in Homeland Security National Preparedness."

## MA 0501/0502

**Rick Braziel** was named Inspector General for Sacramento County. Braziel was formerly Police Chief with the city of Sacramento, California.

## MA 0503/0504

**Annemarie Conroy**, Assistant U.S. Attorney for Northern California, was given the Modern Day Abolitionist Award from the San Francisco Coalition Against Human Trafficking.

## ELP 0601

Seattle Fire Department Celebrated Chief **Alan Vickery's** 50 years of service on August 3.

## MA 0603/0604

**Scott Winegar** has joined the administration of Concordia-Portland University as Vice President of Campus Security and Public Safety.

## MA 0701/0702

Master's degree alumnus **William Crosbie** has rejoined Parsons Corp. as Senior Vice President and Product Development Director.

**Jay Emler** has been elected Chairman of the Kansas Corporation Commission.

## ELP 0702

**David Maxwell** earned the Lacey Suiter Lifetime Achievement Award from the National Emergency Management Association at the group's conference in Miami in September 2015. Maxwell is Director and Homeland Security Advisor with the Arkansas Department of Emergency Management. The award is named in honor of the late Lacy Suiter, a founder of CHDS.

## MA 0703/0704

**Joseph Fernandez** was promoted to Fire Chief of Broward (Florida) Sheriff's Office Department of Fire Rescue.

## MA 0705/0706

**Jeff Dulin** is now Assistant Director of the International Association of Fire Chiefs Research Center.

## MA 0801/0802

**Patrick Burke**, right, was nominated by President Obama and confirmed by the Senate to be U.S. Marshal for the District of Columbia. Since 2011, Burke served as Assistant Chief for the Strategic Services Bureau in the Metropolitan Police Department.



Virginia State Police Captain **Kirk Marlowe** was appointed to the position of BASS Deputy Director. Marlowe was previously division commander for the High Tech Crimes Division (HTCD) within the Bureau of Criminal Investigation (BCI).

**Reba Gonzales** of the Seattle Fire Department was promoted to Deputy Chief June 3 and assigned to Battalion 3 which is responsible for the Medic One Program.

## ELP 0802

**Patrick Sullivan**, Assistant Inspector General for Investigations, EPA Office of Inspector General, testified on March 4 before the House Committee on Oversight and Government Reform on misconduct within the Chemical Safety and Hazards Board.

## MA 0805/0806

St. Paul (Minnesota) Fire Department Captain **Dennis**

It is with great sadness we mark the passing of a member of our CHDS community

In Memorium

**DAVID MATTHEW  
NIELSON LONGSHORE**  
MA 0302/0303

REMEMBERED BY YOUR CHDS FAMILY

LISTEN TO HIS 9/11 STORY:  
[WWW.CHDS.US/C/ITEM/458](http://WWW.CHDS.US/C/ITEM/458)

Jones earned Executive Fire Officer designation and received a Meritorious Fire Service Award.

#### MA 0903/0904

Montclair, New Jersey, Police Lt. **Tracy Frazzano** has been named acting Deputy Chief of the department.

#### MA 0905/0906

**Michael Brown** has completed his DHS fellowship with RAND.

**Gus Rodriguez** has been promoted from Lieutenant to Lieutenant Special Assignment within the New York Police Department.

**Robert Cannon** was promoted to Lieutenant Colonel with the U.S. Air Force October 2015. Cannon is Chief of Intelligence, Surveillance and Reconnaissance, Operations Division, Director of Intelligence, U.S. Air Forces Northern, Tyndall AFB, Florida.

#### MA 1001/1002

**Brad Halsey** was named Chief of the Independence (Missouri) Police Department. He will be replace the retiring Tom Dailey, who is also a master's degree alumnus, MA 0302/0303.

#### MA 1001/1002



**Tracy Russillo**, left, of the Virginia State Police was promoted to Lieutenant Colonel and appointed Director of the agency's Bureau of Administrative Support Services. Russillo's promotion to Lieutenant Colonel makes her the highest-ranking female and the first woman in the Department's 83-year history to assume command of a Bureau.

**Judson Freed** was elected President of IAEM-USA Region 5 and reappointed to a fourth term as Vice Chair of the Homeland Security and Emergency Management subcommittee of the National Association of Counties. Freed is the Director of the Ramsey County, Minnesota, Division of Emergency Management and Homeland Security.

#### ELP 1001

**Jim Scott**, Secret Service Deputy Assistant Director, retired February 28 after 30 years of government service.

**James Gallagher** has been appointed Deputy Director for the Office of Law Enforcement and Security, Department of the Interior

#### ELP 1002

**Terry Wade** has been named Special in Charge for the FBI's Albuquerque, NM division.

#### MA 1003/1004

**Jorge Gonzalez** has been named Deputy Unit Chief in the counterterrorism unit of DOJ's National Security Division's Office of Intelligence.

**Michael Brody** was named a 2015 Rising Star by Federal Computing World magazine. Brody is Director for Policy, Architecture, and Governance, Information Sharing Office, Department of Homeland Security.

#### MA 1005/1006

**Nancy Dragani**, also an alumna of ELP 0601, has joined FEMA as Deputy Region VIII Administrator. She was formerly with the Ohio Emergency Management Agency.

#### MA 1101/1102

Master's degree graduate **Al Poirier**, right, has been named interim Director of the city of Los Angeles Emergency Management Department.



**Michael Steinbach** has been appointed Executive Assistant Director for the National Security Branch, FBI Headquarters. He testified July 6 before the Permanent Subcommittee on Investigations of the Senate Committee on Homeland Security and Governance.

#### ELP 1002

**Terry Wade** was named Special Agent in Charge for the FBI's Albuquerque, NM division in December 2015.

#### ELP 1101

**Dr. Carol Cunningham** was recently appointed to two boards. On May 23rd she was appointed to the Board of Directors of the Committee on Tactical Emergency Casualty Care, the first woman appointee to their Board, and on June 16th, the Board of Trustees of Cleveland Rock and Roll, Inc. of the Rock and Roll Hall of Fame and Museum. (See related photo on CHDS Photo Album page 23).

#### ELP 1102

**Nick Crossley** was elected the next 2nd Vice President of the International Association of Emergency Managers, U.S.A. Council, in September of 2015. Crossley is the Director of Emergency Management and Homeland Security with the government of Hamilton County, Ohio.

#### MA 1106/1106

**Tony Parker** was named Commissioner of the Tennessee Department of Corrections effective June 19. Parker had served as Assistant Commissioner since 2012.

#### MA 1201/1202

**Margaret Muhr** has joined FirstNet as Tribal Government Liaison. Muhr is a member of the Citizen Potawatomi Nation (Oklahoma) and was formerly the Director of

Emergency Services for the Agua Caliente Band of Cahuilla Indians (California). (See story page 19.)

Los Angeles Fire Department Captain **Stacy Gerlich** was assigned to the LAFD Community Risk Reduction Unit after completing an 18-month detail to Los Angeles International Airport where she was lead instructor for Emergency Preparedness Teams.

#### ELP 1201

**Adam Thiel** was appointed Fire Commissioner in Philadelphia by Mayor Jim Kenney.

#### FCLP 1201

**Michael Edmonson** has been named Superintendent of the Louisiana State Police.

#### ELP 1202

**Melanie Bevan** has been named Police Chief in Bradenton, Florida.

The part of Boston Police Commissioner **Billy Evans** will be played by James Colby in the film about the Boston Marathon bombings.

#### CA 1205/1206

**Serge Potapov** has been promoted to Assistant Special Agent in Charge and runs the TSA's Insider Threat Program.

#### CA 1301/1302

**Sylvia Moir** has been appointed Police Chief in Tempe, Arizona.

#### ELP 1302

**Rick Bartee** has been named Fire Chief in Roseville, California.

#### MA 1303/1304

Director of Military Support JFH-Mississippi National Guard Colonel **Lee Smithson** was appointed Executive Director of the Mississippi Emergency Management Agency (MEMA).

#### MA 1305/1306

**Andrew Natoli** has been promoted to Regional Director with the New York State Office of Emergency Management.

**Frank Forman** has been promoted to Battalion Chief with the Los Angeles County Fire Department.



**Jesse Cooper** was promoted to Police Administrator with the Phoenix Police Department.

#### MA 1401/1402

**Doug Lyons**, left, is the new Deputy Commander of the California State

Threat Assessment Center. Lyons was formerly with the California Highway Patrol.

#### ELP 1402

**Ryan Rockabrand** has joined FEMA Region VIII as a Federal Disaster Recovery Coordinator.

#### MA 1403/1404

**Gloria I. Chavez** has been promoted to the Senior Executive Service position of Deputy Chief, Law Enforcement Operations Division, at U.S. Border Patrol (USBP) Headquarters, in Washington, D.C.

#### MA 1405/1406

**Ray Bisogno** is now Senior Policy Advisor, Office of the Deputy Superintendent of Homeland Security.

#### MA 1501/1502

Master's degree participant **Thomas Lakamp** was promoted to Assistant Chief with the Cincinnati Fire Department.

#### ELP 1502

**David Coatney** was named Chief of Dallas Fire Department.

**James Ferraris** was named Chief of Police in Woodburn, Oregon.

### CURRENT STUDENTS

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#### ELP 1502

**Michael Harryman** was appointed to the newly created position of State Resilience Officer by Oregon Governor Kate Brown.

**Jim Ferraris** was named Chief of the Woodburn, Oregon, Police Department.

#### MA 1505/1506

**D. Jeremy DeMar** has been appointed to the DHS Science and Technology Directorate's Support to the Homeland Security Enterprise and First Responders Group (FRG). DeMar is Supervisor at the Emergency Communications Department(ECD)/Monroe County 9-1-1 Center in Rochester, New York.

**Thomas Landry** of the Secret Service was promoted to Deputy Special Agent in Charge with the George W. Bush Protective Division.

### FACULTY FOOTNOTES

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University and Agency Partnership Initiative (UAPI) Co-Director **Stan Supinsky** departed UAPI in June after 10 years of developing and running the program.

**David Fukutomi** is now working with the California Governor's Office of Emergency Services (Cal OES)

CHDS University and Agency Partnership Co-Director **Richard Suttie** has been appointed to the Maritime Administration's National Advisory Committee.

# CHDS Research Basis for Personnel Rescue Project at Nellis

At first glance, fighting wildfires in California and rescuing soldiers in hostile combat areas may not appear to have much in common.

Center for Homeland Defense and Security alumnus Lt. Col. Mathew Wenthe is bringing those seemingly disparate types of events together with a testing project labeled Joint Personnel Recovery Information Digital Exchange (J-PRIDE). Wenthe is leading a year-long Quick Reaction test funded by the Office of the Secretary of Defense (OSD) and to be conducted at Nellis Air Force Base in Nevada with the Air Force Joint Test Program Office leading the effort as the Operational Test Agency.

The goal is to establish Tactics, Techniques and Procedures (TTP) that will allow each of the armed forces to better share real-time information during personnel rescues. The test stems from a course paper Wenthe wrote while a student at the Center and it also follows on previous CHDS research on interoperability by CHDS alumnus Jeffrey Magram of the California Air National Guard (ANG).

For Wenthe, the problem is that each arm of the military uses different systems that in rescue situations are not compatible for information sharing; the systems cannot talk to one another.

“Historically, the amount of data available in an analog environment is fairly manageable,” said Wenthe, who is currently Branch Chief, Personnel Recovery and Special Missions, with the Air National Guard at Andrews Air Force Base. “What we find now is, because of all the tech and different networks in place, there are all these disparate pieces of information that are being sourced through different networks. It’s hard to verify which information is correct. Pulling all the data together is, ironically, harder than it was before we had the technology.”

The project has an indelible CHDS footprint. Wenthe wrote on the issue as part of CHDS instructor Rodrigo Nieto-Gomez’s course, Strategic Planning and Budgeting for Homeland Security.

Wenthe based his work on previous CHDS research conducted by alumnus Jeffrey Magram of the California Air National Guard, a 2011 graduate who wrote course papers on a technology developed at the Naval Postgraduate School known as Global Information Network Architecture (GINA). GINA allows users of various computer-based devices to access strands of information from enterprise systems and networks to gain precise situational awareness, rather than accessing huge chunks of intelligence and manually analyzing it. Moreover, the architecture can allow for interoperable communications when commercial networks are down following a disastrous event.

Magram researched how this could help his agency meet its civil assistance mission. Wenthe, who was with the California ANG while a CHDS student, continued to explore the technology and applied it to personnel rescues, known in the military as “PR.” For the warfighter, timely and accurate information can make the difference between life and death.

“You want to recover a person as fast as possible. It is critical for mission and for risk mitigation to gather data as quickly as

possible, have it correlated and have it delivered to command and control,” said Wenthe, who spent 20 years as a helicopter pilot doing search and rescue missions. “You start with zero information and there is no pre-planning in that you don’t know when and where this event is going to happen.”

While applying for the test project, Wenthe modified his proposal to fit the call for a non-technical, non-material solution under the OSD grant requirements.

“This started with GINA,” Wenthe said. “I applied a lot of the lessons from NPS to scope it and get the funding.”

For the purposes of the testing program, Wenthe de-emphasized the technical aspect GINA necessitates in order to provide a solution based on TTP, and that would meet the cost and timing constraints of the funding program that calls for projects within the \$1 million range that can be tested in one year or less. That leaves the option of pursuing a more technological, GINA-style solution in the future.

The TTPs will be tested in the Air Force’s upcoming annual Red Flag exercise and will be tested in a multiple-service operation later this year at Fort Irwin, said Major David Gottlieb.

Coursework amply prepared him well as he competed with about a dozen or so other applicants. First, the concept of rebranding an idea was critical as he modified and reshaped his plan to address voiced concerns. Also, he was able to build a community of interest around the concept for support. And, he utilized a Naval Postgraduate School red team, which wasn’t affiliated with CHDS, to critique his work while also convening a working group in which he ultimately made three presentations. That led to the re-branding and renaming of the concept and pursuing a policy based solution rather than the original technology-based approach.

“It’s part of what we learned at CHDS – understanding what you have to give up in some cases to gain your objective later on,” he said. “Before CHDS I would have kind of really stuck to my guns and said no, we need to apply this to technology. I wouldn’t have been able to see forest from the trees.”

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***“You want to recover a person as fast as possible. It is critical for mission and for risk mitigation to gather data as quickly as possible, have it correlated and have it delivered to command and control.”***

*Mathew Wenthe  
Division Chief, Personnel  
Recovery, Special Ops, and  
Battlefield Airmen,  
Air National Guard,  
Andrews Air Force Base, MD.*

*MA 1205/1206 Mathew Wenthe*



## Halladay Elicits the Inner Teacher in Us All

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Dr. Carolyn Halladay cites the caliber and professionalism of students among the reasons she enjoys teaching at the Naval Postgraduate School Center for Homeland Defense and Security, but a particular characteristic is exceptionally dear to her.

CHDS students are commonly at the top of their professions upon enrolling, but many arrive on campus intimidated by the sometimes daunting research and writing expectations.

“I enjoy accompanying the self-doubters on their journey,” she noted. “When they discover that they, too, have important and interesting things to say—and that they can say it in their own voices rather than in the turgid prose that they read so often—it’s a great moment. It’s not that I don’t love the ones who show up on Day One with a clear idea of their thesis and how to write it, but they require less teaching.”

Peers and students alike have taken note of her approach. Halladay was honored this past March with the Lt. Cmdr. David L. Williams Outstanding Professor Award from the NPS Foundation. Williams was a 1996 NPS alumnus who died in the 9/11 attack on the Pentagon. In addition to her teaching, Halladay became the CHDS Academic Associate in January, a role that involves coordinating the Center’s curriculum with NPS.

Halladay earned her doctoral degree at UC Santa Cruz and a law degree at Stanford University. Her emphasis is on contemporary Central Europe and the study of fascist dictators of the 20th century which shares a thread with modern terrorism.

“I study Nazis and communists—as well as illiberal movements in Central European society today—so I have a couple of examples of governments turning the national security apparatus against their own citizens or an over-securitized state bankrupting itself first morally and then financially,” she said. “I like to think of myself as the curator of wrong answers—though I really can’t say that any CHDS student has ever come up with something that activates my democracy alarm.”

Halladay honed her teaching approach while at Penn State-Behrend in Erie, Pennsylvania, and though the student body was more traditional college age and behavior than that of the Center, she employs much of what she learned in her craft at CHDS. Instilling the skills to find, analyze and communicate information is as important as distilling knowledge on the subject.

“I can teach you the methods of my craft so that you can go on to do great things,” Halladay noted. “I don’t teach you the limits; I provide you with the basis and ensure that you are working with and to the highest standards. Now add your own brilliance and—ta-dah!”

In addition to life in academia, Halladay has also worked as a lawyer at the federal departments of Justice, Defense and Transportation. Along the way she had already developed contacts before arriving at NPS in 2010 and teaching in the Center for Civil-Military Relations. She was subsequently enlisted to teach a law-related course in the National



Dr. Carolyn Halladay is honored with the Lt. Cmdr. David L. Williams Outstanding Professor Award from the NPS Foundation.

*“I enjoy accompanying the self-doubters on their journey. When they discover that they, too, have important and interesting things to say—and that they can say it in their own voices rather than in the turgid prose that they read so often—it’s a great moment”*

*“I can teach you the methods of my craft so that you can go on to do great things. I don’t teach you the limits; I provide you with the basis and ensure that you are working with and to the highest standards.”*

Dr. Carolyn Halladay  
CHDS Instructor

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Security Affairs department.

Soon she found herself on the path from the military side of NSA in Glasgow Hall to the CHDS master’s degree program in Watkins Hall, following in the steps of peers such as Erik Dahl and Rodrigo Nieto-Gomez who also serve as NPS professors and CHDS instructors.

While her academic specialty is 20th Century Eastern Europe, her role at the Center is focused on research and writing of students while also instilling a feel for methods and approaches. That’s important, she says, because CHDS graduates are still building a base for a still burgeoning academic field – homeland security.

“I guess I want everyone to come away from the research and writing sequence knowing that there are any number of questions out there that want researching and that a whole wide range of tools exist that will let our graduates do the research and present it effectively,” Halladay said. “We really haven’t invented the analytical framework yet, and our students are contributing to this task while solving urgent problems in their fields.”

CHDS plays an important role in that it provides a medium

to develop that academic framework from the real-world, practitioner perspective, she added. That means it's critical for participants to grow their writing ability to reinforce the great ideas resulting from their research.

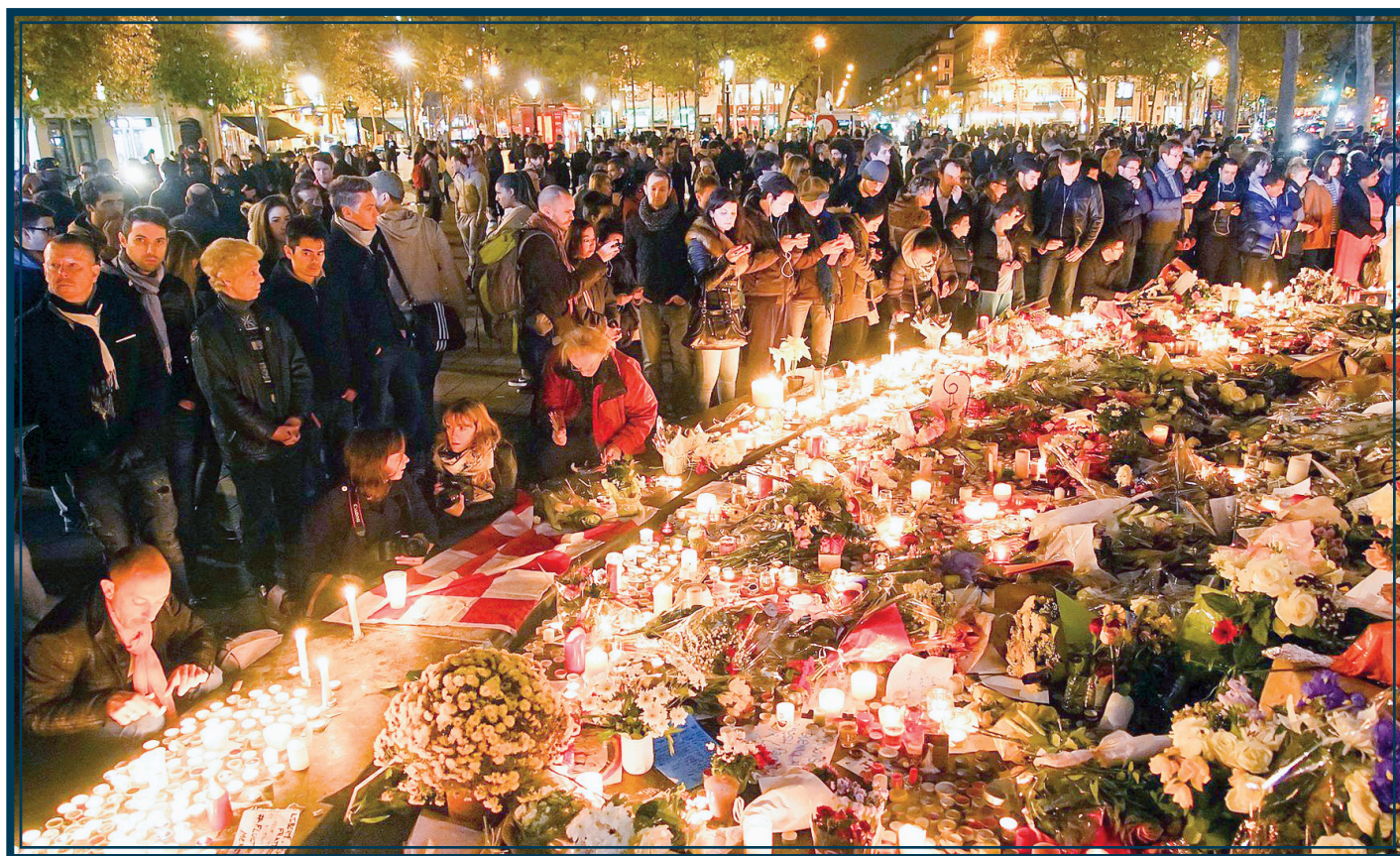
"Sound research is the heart and soul of the whole academic endeavor," she said. "As far as writing goes, I think the causality runs more the other way—namely good writing aids good research. As I tell students—particularly the ones who get a little itchy when I insist on the Oxford comma or some other nicety of the Chicago Manual of Style—you may wake up one day with the cure for the common cold and it

is on your tongue, but if you can't communicate it clearly, it's lost to the world. Form and content are fundamentally connected in this regard."

Like other instructors at the Center, Halladay appreciates the quality of CHDS participants, noting that the "learning goes both ways."

"They're bright in absolute terms, and they come with a lot of their own expertise, so the learning goes both ways. They also have a pretty low tolerance for poor teaching—and they will let us know if we're not coming across clearly or if some approach isn't working. So you're on your toes up there."

## Paris Attacks Spark Interest in CHDS Thesis



A street memorial, one of many, in Paris after the attacks of November 2015 Photo by Mstyslav Chernov via Wikimedia Commons

Even before the November Paris attacks, Center for Homeland Defense and Security master's degree graduate Todd Bensman believed a conversation was long overdue about the potential links between terrorist travel and so-called extreme distance human smuggling.

Bensman's prescient award-winning master's degree thesis on the topic is titled, "The Ultra-Marathoners of Human Smuggling: Defending Forward Against Dark Networks that Can Transport Terrorists across Land Borders." It analyzed a rare form of human smuggling network that clandestinely transports residents of far-flung countries such as Syria and Iraq to U.S. land borders – and which could carry terrorist

actors as well. The recent events in France, where some of the attackers reportedly crossed European borders hidden in refugee flows, have raised questions similar to those Bensman addressed in his thesis.

Bensman's thesis tackles how "special interest aliens" (SIA) from 35 countries in the Middle East, South Asia, and North Africa, where terrorist groups operate and pose a potentially exportable product, are able to make it to the American land border despite law enforcement efforts to stop them.

*Continues next page >>>*

Seeing the potential for an attack like Paris in which terrorists moved with refugee immigrants, Bensman produced a paper for his CHDS comparative policy class, seven months before the attacks, "Protecting Schengen Borders from Terrorist Infiltration: Lessons for the United States." He ultimately incorporated research from that paper into his final thesis.

"It's completely unstudied territory," Bensman said during a recent phone interview, regarding the ongoing long-distance smuggling of such migrants to the American border. "I was hoping to put down a foundational starting point ... for people to think about questions like how much (SIA migration) is enough? Is anybody tracking how many are coming, and how many are prosecuted."

The research traced the human smuggling organizations that transport migrants from the Islamic world over oceans and continents to places such as South America, the Caribbean, Central America, and Mexico, from which their smugglers routinely move them to the U.S. southern border. Legislation crafted after 9/11 established the groundwork for the SIA designation and a secretive American effort to counter such smugglers from dozens of U.S. embassies. But during intervening years, the American effort has fallen short as political emphasis shifted to concerns about illegal Hispanic immigration, according to the research.

"These human smuggling operations move people across continents and oceans and countries and border after border. That's why I call them 'ultra-marathoners'" Bensman said. "If you were ISIS and wanted to get here these are the organizations that enable it. This is the terror travel highway."

The thesis deconstructed SIA smuggling networks as systems and identified the variables that made them successful in a search for clues as to how law enforcement stationed abroad could become more successful against them. To do so, he analyzed thousands of court records from the 19 federal court prosecutions he could find of SIA smugglers between September 2001 and September 2015. He employed qualitative analysis software to drive his conclusions about how SIA smuggling is organized and functions. The thesis identified seven of the networks' fail points where law enforcement pressure might work well. It recommends 15 specific strategies to leverage those fail points.

A national debate has been underway since the Paris attacks about the resettlement in the United States of Syrian refugees, and it is true that screening vetting processes for them are layered and lengthy, if still inadequate, Bensman said. But he said the migrants at the heart of his ultra-marathoners thesis are not those kind of refugees but, rather, asylum seekers who show up, smuggled and uninvited, at the border and receive little systematic vetting. Bensman found numerous cases in which migrants associated with terrorism arrived unannounced at the southern land border and later navigated the bureaucratic process to win asylum through trickery and deceit.

Among those cases, for instance, was a Somali couple who crossed from Mexico into Texas in 2008. The wife was able to lie to pass screening and settle in Wisconsin with asylum status. The husband, while in detention at the border,



Todd Bensman

*"These human smuggling operations move people across continents and oceans and countries and border after border. That's why I call them 'ultra-marathoners. If you were ISIS and wanted to get here these are the organizations that enable it. This is the terror travel highway."*

Todd Bensman  
MA 1401/1402

serendipitously found himself confiding to undercover FBI informants that he was actually planning attacks in the U.S., which unraveled his spouse's story and landed both in prison.

That case and others illustrate the challenge about vetting SIA migrants smuggled to the border. Just how many of these wolves in refugee's clothing is a big unknown that homeland security authorities must start sorting out.

Bensman offers a wealth of recommendations generally centered on targeted foreign intelligence operations and more staffing for federal agencies working in America's foreign embassies, all of which will have to be enabled by ramped up foreign security aid and a diplomatic influence campaign in six named Latin American countries.

His CHDS thesis research showed how academic research on SIAs and their smugglers is lacking and how, at least until the Paris attacks, elected officials had lost focus on that issue over the years, despite a variety of national legislation requiring attention to it after 9/11.

"I believe the original effort has been neglected," Bensman said.

Since graduation, Bensman has been seeking to remedy that by writing and briefing the right audiences.

In November, for instance, he briefed staffers from an array of congressional senators and representatives, including Sen. Ted Cruz of Bensman's home state of Texas. Later this month, he is scheduled to personally brief U.S. Rep. Beto O'Rourke, who represents the El Paso area, and also an audience at the El Paso Intelligence Center.

In addition, the former award winning journalist with The Dallas Morning News is penning a series of columns for the new website PJ Media in which he expounds on his thesis work, and he has been invited to write the January 2016 cover story for Homeland Security Today magazine. He hopes elected officials and policy makers from all ends of the political spectrum will take notice of his policy recommendations.

"The day we have an attack like Paris you can guarantee the American public is going to demand swift, decisive action to fix it," he said. "I've created, with this thesis, a blueprint for the day that happens."

## Cable Instrumental in Center's Founding

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If you treasure your education at the Naval Postgraduate School Center for Homeland Defense and Security you can thank the late Col. Vince Cable.

Cable, part of a group who envisioned the formation of the Center and who served as the first Program Manager for the CHDS Mobile Education Team (MET), died March 15, 2015, in Navarre, Florida, at age 72. He was buried at Arlington National Cemetery in December with full military honors.

"I can't emphasize enough the important role he played in helping build an idea into the Center," reflects CHDS Senior Consultant Mike Walker. "His imprint is not only the programs, but the genesis of the Center itself."

The Center's establishment fused several of his strengths – his vision for education and his hands-on skill with the seemingly Byzantine federal budgeting process.

"Vince Cable was a remarkable leader who worked both ends of the spectrum of innovation in helping to stand up the Center for Homeland Defense and Security," said former Naval Postgraduate School Associate Provost Paul Stockton, and a founder of the Center. "At one end of the spectrum, the strategic end, he had a vision for what CHDS needed to do for the nation and how the program's student input and the faculty of CHDS ought to be structured to meet the needs of our nation. At the other end of the spectrum, Vincent was able to advance the budget process and do the detail work that ensured the funds were available to implement our strategic vision."

Cable began his military career in the Virginia National Guard. He would go on to numerous jobs at the National Guard Bureau (NGB), the Army Staff and the Army Secretariat during a decades-long career. For five years, Cable was the Chief of Congressional and Foreign Liaison for the NGB. He retired as the Senior Military Executive to the Assistant Secretary of the Army for Installations, Logistics and Environment.

After retiring from the National Guard, he served as Chief of Staff for Walker who was then an Under Secretary for Veterans Affairs.

In early 2001, well before 9/11, both had left government and were doing consulting work on their own when then Stockton, who had worked with them in D.C., floated an idea that would develop into a master's degree program for WMD response, Walker recalled. They dined with James Morhard, who worked on the Senate Appropriations staff, as well as Andy Mitchell and the late Butch Straub who were at the Department of Justice. By June 2001, about \$2 million was put towards the burgeoning WMD program.

"The result of that in the early months of 2001 was that by June or July Paul had \$2 million to initiate a program for WMD," Walker recalled. "Paul, Vince and others were in the process of building that program on paper. That's when 9/11 happened."

The vision quickly expanded to a program that would educate

local, state and federal professionals in the fledgling and multi-faceted field of homeland security, and to share the leading edge curriculum with schools and elected officials.

The immediate steps were crafting the master's program and building the Homeland Security Digital Library. Part of the Center's goal was to create a multiplier effect for its curriculum and Cable was uniquely qualified to serve as the Program Manager for the MET program.

"It's always a challenge to bring an academic program to bear in support of very busy elected officials," Stockton said. "Vince knew exactly how to pull that off and provide the glue to bring together the academics and the targets of the program in a way that was outstanding."

The MET program remains a valuable tool in spreading CHDS homeland security education, with more than 300 seminars conducted around the country since its inception.

While known as a soldier's advocate whose name will forever be synonymous with the Center for Homeland Security, friends and peers say his friendship and integrity is what they may remember most.

"Vince was a man of total integrity," Stockton said. "He was also extraordinarily kind. I made plenty of mistakes in helping Vince and others stand up CHDS. He was always up for gentle ribbing, but always a generous spirit who found ways to help. It's important to know his contributions live on both in CHDS and also in the many leaders in homeland security that have been educated and can serve more effectively thanks to the leadership Vince provided."

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***"I can't emphasize enough the important role he played in helping build an idea into the Center. His imprint is not only the programs, but the genesis of the Center itself."***

*Mike Walker  
CHDS Senior Consultant*

***"It's important to know his contributions live on both in CHDS but also in the many leaders in homeland security that have been educated and can serve more effectively thanks to the leadership Vince provided."***

*Paul Stockton  
Former Naval Postgraduate School Associate Provost  
and a founder of the Center*

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*Looks like a good time, but how did the Rocky Mountain Chapter Alumni get outside the Denver Airport control tower?*



*Michael Brown of MA 0905/0906 with RAND Director and CHDS Professor Seth Jones, Brown recently completed a DHS Fellowship with RAND.*



*Chds grad Mike Aspland gets interviewed by local news on Superbowl security*

## CHDS PHOTO ALBUM



*Where's PELP 1601? Pacific Education Leadership Program Cohort 1601 took their class photo using a drone.*



**NJ3 DIRECTORATE SECOND QUARTER 2016 AWARD WINNERS**

*Randall DeGering GS-13, DAF Deputy Chief, Radar Interference Branch HQ NORAD/J36R was selected as the NORAD Operations Civilian of the Quarter.*



*Charley English speaks to the ELP. Ellen Gordon brings in the nation's best speakers to inspire CHDS graduates from 0301.*



*Bijan Karim and Randy Brawley gather to help with recruitment in San Francisco.*



*University and Agency Partnership Initiative (UAPI) Co-Director Stan Supinsky departed UAPI in June after 10 years. One of Stan's favorite statements, "Altruism is alive and well in academia," applied to his dedication to build the UAPI program and the discipline of homeland security education across the nation. UAPI currently includes 369 partners and more than 1500 academics and practitioners. Thank you, Stan.*



*Michael Biasotti, left, stands next to Tracy L. Frazzano who was promoted to Deputy Chief of Montclair New Jersey Police Department.*

# Wild Card



Actor James Colby (left) will play Boston Police Commissioner William Evans (right) in Patriots' Day.



Time to spin your Supremes records! Yes, that is Ms. Mary Wilson of Supremes fame with ELP alum Dr. Carol Cunningham who was recently appointed to the Rock and Roll hall of Fame Board of Directors. Ms. Wilson was in Cleveland at the Rock and Roll Hall of Fame's Annual Music Masters event, this year honoring Smokey Robinson. Ms. Wilson is a 1988 Hall of Fame Inductee.



St. Louis Fire Department Captain Gregg Favre, 34, has been recognized as one of St. Louis's "Top 40 Under 40", by the St. Louis Business Journal. The annual showcase highlights the powerful and influential young leaders who are shaping our region. A list normally reserved for business and industry leaders, Capt. Favre is the first government employee in the list's 22 year history.



Seattle Fire Department celebrated Chief Alan Vickery's 50 years of service, August 3.



Fire Chief Scott Goldstein leading Silver Springs Incident (CHDS 1403)



Northern CA. Alumni meeting at Facebook HQ, left.



CHDS grads Ted Berger and Greg Favre take a moment to exercise their artistic side.

Our alumni and students, bottom, attend executive briefs to help with the recruitment effort while at the South Florida Contingent.



NYC/NJ alumni chapter meeting at the UN, Special thanks to Noel Heffernan, Rich Blatus and Thomas Richardson for making it happen!



# KUDOS AND CONNECTIONS

Congratulations to our most recently completed CHDS cohorts. Welcome to the ranks of CHDS Alumni!



*Master's Cohorts 1403/1404.*

Master's Degree Program: MA 1403/1404  
MA 1405/1406

Executive Leaders Program: ELP 1501

Pacific Executive  
Leaders Program: PELP 1601  
PELP 1602

Fusion Center  
Leaders Program: FCLP 1503  
FCLP 1601

Radiological Executive  
Program REP 1601  
REP 1602



*Master's Cohorts 1405/1406.*

*Kelly H. Nadeau,  
Healthcare Preparedness  
Program Director,  
Georgia Department of  
Public Health, Atlanta,  
GA, represents ELP 1501  
at the Cohort's certificate  
presentation. With her is  
CHDS Executive Director  
Glen Woodbury.*



*Radiological Executive Program REP 1602.*



*Pacific Executive Leaders Program participants pose for their class photos for PELP 1601, above, and PELP 1602, left.*

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

### **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.

### **What Students Say About CHDS' Master's Program**

Matthew D. Hanley, MA 1401/1402  
Captain - Training Division Commander  
Virginia State Police  
Richmond, VA

"CHDS has changed the way I think about the world and my place in it. However, this life altering accomplishment did not come easy. Success at CHDS requires two things. First, a willingness to work harder than you thought possible. Second, a genuine commitment to being a positive disruptive force in your organization, community, and country. At CHDS you earn the knowledge and skills needed to keep pace with an ever changing and increasingly complex world."



## CHDS Alumni Directory:

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Meet others in your region.  
Contact classmates.  
Start a Regional Alumni Chapter.

### Contact CHDS:

### **Your Latest News, Feedback and Story Ideas:**

Heather Issvoran  
Director, Strategic Communications  
Contract Support for Center for  
Homeland Defense and Security  
[hissvora@nps.edu](mailto:hissvora@nps.edu)  
(831) 402-4672 (c)

### **Technical Support/Webmaster/Login Issues:**

E-mail: [techsupport@chds.us](mailto:techsupport@chds.us)  
Phone: 831-272-2437 (PST)

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The Alumni Magazine of the Center for Homeland  
Defense and Security

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