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Naval Postgraduate School, Monterey, California

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Lt. Ray Guidetti has been at the forefront of intelligence led policing while working with the New Jersey State Police and as a former student at the Naval Postgraduate School Center for Homeland Defense and Security.

During the coming year, he will lend that expertise to the federal government as a fellow with the Department of Homeland Security's Intelligence and Analysis division.

Guidetti began his one-year stint in Washington, D.C., in September.

As a fellow, he will work with DHS and FBI officials as part of an Inter-Agency Policy Team drafting guidelines on best practices fusion centers.

"My role is ensuring that state and local positions are understood when the federal government is drafting policy involving fusion centers," Guidetti said.

These policies will guide a national network of fusion centers and how interaction between the federal government and the 72 such centers operating across the United States. The goal is to develop best practices and ensure they are implemented and sustained, he added.

Issues at the forefront of his assignment will include analytical capabilities, resources available to fusion center and how to sustain these operations once they are established. DHS and the FBI want to ensure that state and local fusion centers can share information in a consistent format as well as have the ability to properly analyze and aggregate intelligence they gather and share with federal partners.

And, while sustaining these fusion center operations has always been a goal, the down economic times now impacting state and local budgets have heightened that concern.

"The policy work at DHS in conjunction with FBI is squarely addressing those issues," Guidetti said.

These are the same issues discussed at the DHS-funded Fusion Center Leaders Program at CHDS, Guidetti noted.

Guidetti joined the New Jersey State Police in 1993 and worked a string of assignments with the department. His career path took a turn following the Sept. 11 attacks when he was assigned to a Joint Terrorism Task Force. That, in turn, motivated him to further his academic study in homeland security.

Guidetti, a 2006 CHDS graduate, wrote his thesis on "Policing the Homeland: Choosing the Intelligent Option."

With master's degree in hand, he helped craft the protocols for the New Jersey's Regional Operations Intelligence Center, also known as the ROIC (pronounced ROCK), where he serves as Intelligence Manager of the Analysis Element of New Jersey's Regional Operations Intelligence Center, also known as the ROIC.

He credits his CHDS education as a boost to his career trajectory with the New Jersey State Police, and with his current fellowship. As well as nurturing critical and strategic thinking skills, CHDS coursework offered the opportunity



to work with professionals from varied disciplines, a useful skill when working at a fusion center.

"I feel like I have achieved what the program ambitions are in terms of molding operators into strategic thinkers," he said. "There's not much at work I touch that does not have some kind of connection to the education, experience and relationships I formed at CHDS. I find myself advancing many of the concepts and ideas from the program."

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