



NAVAL POSTGRADUATE SCHOOL  

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CENTER FOR HOMELAND  
DEFENSE AND SECURITY

# APPLIED RESEARCH EXEMPLARS

VOLUMES ONE THROUGH FIVE

IMPLEMENTING THE EDUCATION MODEL OF THE  
CENTER FOR HOMELAND DEFENSE AND SECURITY



FEMA

## ABOUT APPLIED RESEARCH

The Center for Homeland Defense and Security's unique academic environment brings together mid- and senior-level government officials with world-renowned faculty and experts in the diverse disciplines that comprise homeland security. The CHDS classroom is a place where participants think critically about homeland security issues and work collaboratively to develop strategic solutions. Master's degree participants research and write course papers along with a final thesis. These original works concentrate on proposing creative policies, strategies and approaches to the public safety challenges facing their agencies and the broader homeland security community.

Much of the research and ideas generated from the coursework and classroom collaboration have been implemented across agencies, regions and the nation. The purpose of this report is to highlight examples of the CHDS education model that nurtures critical thinking and intellectual exploration and transforms it into homeland security practices that solve problems at the local, state, and federal levels. The research is pushed out to more than 300 agencies and universities to broaden the CHDS impact and facilitate replication of smart practices and policies. Since 2003, the Center has continuously delivered forward thinking curriculum and academic resources and served as a forum for government officials from all levels of government and across all public safety disciplines to collaborate on preventing, protecting against, mitigating, responding to and recovering from natural and man-made threats to our country and local communities.

This report contains several volumes of exemplars. The most recent volume is presented first with previous volumes following by date of compilation.



NAVAL POSTGRADUATE SCHOOL  
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DEFENSE AND SECURITY

APPLIED RESEARCH EXEMPLARS  
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APPLIED RESEARCH EXEMPLARS



VOLUME FIVE  
COMPILED MARCH 2015



## APPLIED RESEARCH BRIEF

### Maryland Public Health Graduate Examines Operational Continuity

Chas Eby, Chief Planner, Emergency Preparedness, Maryland Department of Health and Mental Hygiene, Baltimore, Md.

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

#### Background

- Contingency and business continuity planners oftentimes overlook a vital component of continuity of operations (COOP) and continuity of government (COG) planning for their organizations - ensuring their own staff are prepared for and safe from public health incidents.
- In May 2013, the Centers for Disease Control and Prevention (CDC) released the "Top 10 Influenza Pandemic Response Planning Tips" to health departments. The document is intended for a public health and healthcare audience and includes measures such as epidemiological surveillance, pandemic planning, laboratory testing, and mass vaccination programs. These are essential preparedness areas for health departments, however, they are too specific for other disciplines.
- A number of recent public health threats affirm the need for including health preparedness in contingency planning and normal operations across all types of organizations.

#### NPS/CHDS Catalyst

- Organizations develop COOP plans to ensure their essential functions can continue in the face of an emergency.
- Eby's article in Domestic Preparedness' DomPrep Journal, was written to identify how non-public organizations can include public health preparedness planning in their operations and contingency plans to ensure their employees can carry out their job duties.
- A secondary objective of the paper is that organizations who implement these steps will work alongside public health in ensuring the multidisciplinary response to a health emergency is comprehensive and effective.

**Chas Eby**  
Chief Planner, Emergency Preparedness, Maryland Department of Health and Mental Hygiene, Baltimore, Md.

Contingency and business continuity planners oftentimes overlook a vital component of continuity of operations (COOP) and continuity of government (COG) planning for their organizations- ensuring their own staff are prepared for and safe from public health incidents.

Eby wrote an article identifying an opportunity for non-public organizations to include public health preparedness planning in their operations and contingency plans to ensure their employees can carry out their job duties. Also, organizations who implement these steps will work alongside public health in ensuring a multidisciplinary response to a health emergency is comprehensive and effective.

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In May 2013, the Centers for Disease Control and Prevention (CDC) released the "Top 10 Influenza Pandemic Response Planning Tips" to health departments. These are essential preparedness areas for health departments, however, they were too specific for other disciplines.

"All emergencies affect people's health. And tenets of homeland security study such as resilience and strategic planning can be useful within the public health field," Eby noted.

#### Impact

- Eby's article includes the CDC's planning tips, ten public health preparedness recommendations that can be applied on the ground by agency contingency planners, and are easily implemented in any agency and/or discipline to benefit their COOP planning.
- He credits CHDS for incorporating public health into homeland security study, however believes more work is needed to broaden that link in the public's eye. Eby's CHDS award-winning thesis did just that. His thesis, "The Nation That Cried Lone Wolf: A Data-Driven Analysis of Individual Terrorists in the United States since 9/11" examined lone wolf terrorism, a homeland security topic, by applying a statistical approach used in public health.
- "I still think that sometimes both the public health and homeland security fields view themselves as separate disciplines when in reality they are usually intertwined," Eby said. "Any disaster is going to have an inherent public health component. All emergencies affect people's health, and tenets of homeland security study such as resilience and strategic planning can be useful within the public health field."
- In 2013 he was named an Emerging Leaders in Biosecurity Initiative Fellow with the University of Pittsburgh Medical Center's Center for Health Security. During his fellowship he intended to apply homeland security and emergency management models for intelligence, prevention and network building into a biosecurity topic.
- He continues to write extensively on issues related to his profession, emergency health preparedness.

Eby's article in DomPrep Journal is available at [tinyurl.com/lqzx7cq](http://tinyurl.com/lqzx7cq)





## APPLIED RESEARCH BRIEF

### CHDS Thesis Provides Base for Cooley Law School Program

Michael McDaniel, Professor & Director of Homeland Security Studies, Thomas M. Cooley Law School, Lansing, Mich.

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### Background

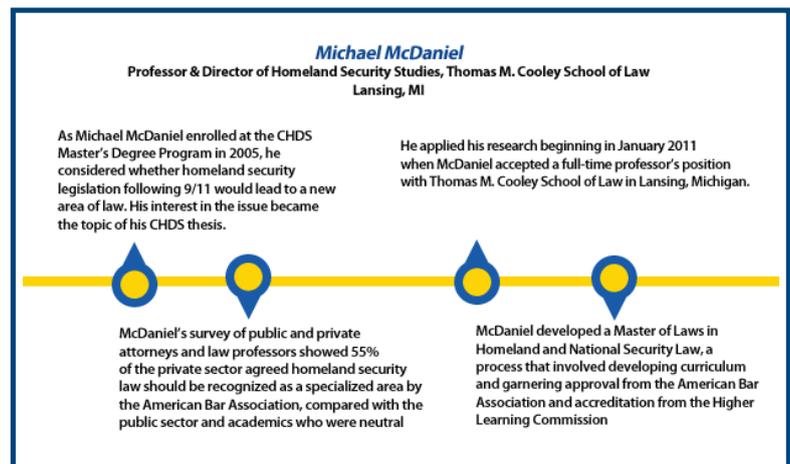
- Brigadier General Mike McDaniel was considering the ramifications of the plethora of homeland security legislation marshaled through Congress following the 9/11 attacks as he enrolled in the CHDS Master's Degree Program in 2005.
- The Patriot Act strengthening the nation's intelligence capabilities and the Homeland Security Act reorganizing 22 federal agencies under the Department of Homeland Security had passed, along with other statutes, related regulations and administrative rules.
- "I kept asking myself, how are the laws that Congress is passing or the Executive Orders from the President creating the discipline of homeland security?" McDaniel said. "At the same time, I asked myself, is this creating a new practice area of law?"

### NPS/CHDS Catalyst

- McDaniel parlayed his interest in the issue into his thesis, "The Development and Recognition of Homeland Security Law."
- The thesis outlines the varied responses to the 9/11 attacks including congressional legislation, executive orders and the associated regulations of those laws. A series of legislation had been passed as of the writing of his 2007 thesis.
- McDaniel surveyed public and private attorneys and law professors on 15 topics related to homeland security and whether they should be considered a distinctive aspect of homeland security law and recognized as such by the American Bar Association.
- At that time, 55 percent of the private sector agreed that homeland security law should be recognized as a specialized area, compared with public sector attorneys and academics who were neutral on the question.
- McDaniel found that there were very few law school curriculums teaching homeland security as a distinctive area of law, but he predicted that would change.

### Impact

- McDaniel applied his research beginning in January 2011 when he accepted a full-time professor's position with Thomas M. Cooley Law School in Lansing, Michigan.
- He was tasked with developing a homeland security law program of the type his thesis predicted would be needed.
- McDaniel developed a Master of Laws in Homeland and National Security Law, a process that involved developing curriculum and garnering approval from the American Bar Association and accreditation from the Higher Learning Commission.
- He credits CHDS programs and pioneering academic work in the field for setting a foundation for applying homeland security topics to legal education. "There is no question that the Cooley graduate program in homeland security law would never have been able to get started without the education and guidance I received from CHDS," McDaniel said.
- Additionally, Cooley Law School launched the Homeland & National Security Law Review, an online academic journal, in spring 2014, as a mechanism for academics and practitioners to write about homeland security law. "The purpose of the Homeland Security Law Review is to continue the same mission as my CHDS thesis: to recognize and support the creation of homeland security law as a separate field of study and a distinct practice area of law," McDaniel observed.





## APPLIED RESEARCH BRIEF

### *LAPD Detective Spearheads Los Angeles Cyber-Intrusion Center* *John Zambri, Detective, Los Angeles Police Department, Los Angeles, Calif.*

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#### Background

- In March 2013, U.S. Director of Intelligence James Clapper testified before the Senate Intelligence Committee that cyber-attacks are the nation's top threat.
- Deputy Chief Michael Downing, a CHDS Executive Leaders Program alumnus, assigned Los Angeles Police Department (LAPD) Detective John Zambri, a CHDS Master's Degree Program graduate, a unique project, establishing a Cyber Intrusion Command Center (CICC).
- The idea for a CICC stemmed from a Secret Service practice of surveying municipalities' cyber-related practices in advance of a presidential visit and then providing a loose model to those local governments on how to monitor and combat intrusions.
- Despite the cyber-protection trend, Zambri's research found no other municipality with a similar program.

#### NPS/CHDS Catalyst

- Zambri assembled a team to research the concept, selecting Secret Service Agent Jack Furlay and LAPD Senior Systems Analyst Sunil Dutta, a CHDS Master's Program graduate.
- The team began the laborious process of researching and writing a white paper outlining how to monitor and mitigate intrusion into the city's vast, disparate, network systems used by the city's 42 departments. A major challenge was posed by those using Supervisory Control and Data Acquisition (SCADA) systems, which are highly restrictive and used to monitor and/or control a plant or equipment.
- The CICC's role would be serving as a clearing house for sharing what types of threats are attacking a certain department so that others may heighten their vigilance. It would also be a central hub for information on strategies to counter any newly incoming intrusion, with individual departments retaining responsibility of mitigating cyber intrusions.
- "The CHDS education and embracing the importance and critical nature of the homeland security enterprise and my part in it gave me a keener understanding of how I can affect my little area in a positive way," said Zambri. "Without the education at CHDS and getting that unique mindset I would not have been able to get this accomplished."

**John Zambri**  
*Detective, Los Angeles Police Department, Los Angeles, Calif.*

Deputy Chief Michael Downing, a CHDS Executive Leaders Program alumnus, assigned Los Angeles Police Department (LAPD) Detective John Zambri, a CHDS Master's Degree Program graduate, a unique project, establishing a Cyber Intrusion Command Center (CICC).

Los Angeles Mayor Eric Garcetti signed an executive directive creating the Cyber Intrusion Command Center, and it was launched in November 2013, reflecting eight months of research, collaboration and footwork on the part of Zambri's team.

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The CICC would serve as a clearing house for sharing threats attacking a certain department so others may heighten their vigilance. It would also be a central hub for information on strategies to counter attacks, with individual departments retaining responsibility of mitigating cyber intrusions.

"It makes the city safer in that now we do not have the gaps, or are working toward closing them, that can be exploited by our cyber enemies," Zambri said. "It hardens the city's cyber infrastructure for all departments and unifies them under one security umbrella."

#### Impact

- Los Angeles Mayor Eric Garcetti signed an executive directive creating the Cyber Intrusion Command Center, and it was launched in November 2013, reflecting eight months of research, collaboration and footwork on the part of Zambri's team.
- Zambri chose the city's Emergency Operations Center to house the CCIC. The Center would be staffed with 12 representatives from Tier 1 Departments, such as the Department of Water and Power or Los Angeles International Airport, sectors where a cyber-disruption could cause loss of life or some kind of economic loss.
- "It makes the city safer in that now we do not have the gaps, or are working toward closing them, that can be exploited by our cyber enemies," Zambri said. "Because of the disparate nature of the structure that existed nobody was talking to each other, departments weren't sharing information. It hardens the city's cyber infrastructure for all departments and unifies them under one security umbrella."





## APPLIED RESEARCH BRIEF

### CHDS Thesis Laid Foundation for TSA Screening Policy

*Kenneth Fletcher, Chief Risk Officer, Transportation Security Administration, Gaithersburg, Md.*

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### Background

- Armed with his CHDS master's degree thesis and a supportive leader, Center for Homeland Defense and Security master's degree graduate Kenneth Fletcher is helping to change the way the Transportation Security Administration screens air travelers.
- Fletcher wrote his policy paper in the CHDS course Introduction to Homeland Security on adopting a risk-based security screening (RBS). As he began researching various alternatives he found that, despite frequent calls for TSA to adopt either the Israeli model or a risk-based approach, the arguments were entirely emotional and no analytical comparison existed.
- Simultaneously, the growing dissatisfaction of the public regarding what many viewed as overly intrusive screening procedures helped him see the idea of more aggressive physical security simply wasn't sustainable from a political, social acceptance, or economic point of view.
- The aim of RBS is to assess a passenger's risk before the traveler gets to the airport line, and then to apply the appropriate physical security measures when they get to the checkpoint based on that risk judgment.

### NPS/CHDS Catalyst

- After a successful class presentation, Fletcher decided to change his thesis topic to make a case for TSA to implement risk-based passenger screening (RBS). His thesis, titled "Aviation Security: A Case for Risk-Based Passenger Screening," challenged 10 years of policy that called for onsite screening of all passengers in the same way, and was a professional risk according to several colleagues.
- "Staying with the one-size-fits-all policy was the comfortable approach," he said. "I thought if challenging the status quo jeopardizes my career, then perhaps I don't want to work here."
- That risk was overcome when TSA Administrator John Pistole backed implementing the change.
- "TSA's ability to implement RBS was dependent upon Administrator Pistole's willingness to make bold change in our approach to aviation security," Fletcher said. "As the former FBI Deputy Director, Pistole came to TSA with a considerable background in intelligence and with deep relationships throughout the national security community. He had the credibility needed to move TSA away from the one-size-fits-all approach to passenger screening that dominated the decade following 9/11."

**Kenneth Fletcher**  
Chief Risk Officer, Transportation Security Administration, Gaithersburg, Md.

After a successful class presentation, Fletcher decided to change his thesis topic to make a case for TSA to implement risk-based passenger screening (RBS). His thesis challenged 10 years of policy that called for onsite screening of all passengers in the same way. It was a professional risk according to several colleagues.

"By focusing our resources on the greater threats we are able to get the biggest return on our security investment and create the greatest value for the American people. This approach has the added value of making the whole process more efficient for the low risk traveler," Fletcher said.

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That risk was overcome when TSA Administrator John Pistole backed implementing the change. "TSA's ability to implement RBS was dependent upon Administrator Pistole's willingness to make bold change in our approach to aviation security," Fletcher said.

Fletcher was named TSA Chief Risk Officer in February 2014. He is responsible for setting the long range strategic vision for risk management and for expanding TSA's Risk-based Security (RBS) philosophy across all areas of the agency by developing and implementing enterprise risk management.

### Impact

- "By focusing our resources on the greater threats we are able to get the biggest return on our security investment and create the greatest value for the American people. The people we know least about or have assessed as higher risk are getting the best technology focused on them which improves security. This approach has the added value of making the whole process more efficient for the low risk traveler," Fletcher said.
- Fletcher was named TSA Chief Risk Officer in February 2014, a position in which he is responsible for setting the long range strategic vision for risk management and for expanding TSA's risk-based security philosophy across all areas of the agency by developing and implementing enterprise risk management.





### APPLIED RESEARCH BRIEF

*Public Health Nurse's CHDS Thesis Became Communications Plan*  
*Tammy Chamblee, Chief Nurse, Mississippi Department of Health,*  
*Office of Emergency Preparedness and Response,*  
*Houston, Miss.*

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

#### Background

- Just as Tammy Chamblee was beginning the CHDS Master's Program, she was given an assignment by then Gov. Haley Barbour for a study on how levee failure along the Mississippi River would affect the at-large health care operations in the state.
- That task would evolve and shape her CHDS thesis topic, "Perfect Model for the Perfect Storm: Creating an Effective State to Grassroots Comprehensive Public Health and Medical Strategic Communication Model," research that became state policy.

#### NPS/CHDS Catalyst

- Chamblee saw the effectiveness of strategic planning in other disciplines. "Having a clear strategic communication plan understood by the first responder, whether law enforcement or fire, can mean the difference in an emergency situation. This plan can be applied to the public health and medical community as well," she wrote.
- She employed case studies related to the SARS outbreak in China and Singapore as well as from the fire service and law enforcement in rural and urban areas.

#### Impact

- Chamblee's work developed the Mississippi Emergency Support Function (ESF)-8 Healthcare Coalition (MEHC). ESF-8 is coordinated by U.S. Health and Human Services and is aimed at uniting efforts of public and private sector healthcare communication and response during times of emergency.
- In March 2014, her idea became a part of state policy that mandates the MEHC be activated whenever the state's Emergency Operations Center is opened. The coalition participates in daily reporting and sharing of information on ESF-8 to the MS Emergency Management Agency and the governor's office.
- The protocol paid off in April 2014 when a tornado struck the town of Louisville, Miss., killing 10 and leaving a path of devastation. The day before the tornado, Chamblee had activated the MS ESF-8 Healthcare Coalition (MEHC), which proved fortuitous in the days to follow.
- "The medical infrastructure was devastated in this community," Chamblee said. "The hospital and the nursing home were damaged beyond use. The town's only dialysis clinic was totally destroyed. Several medical clinics were impacted and the entire medical community of the small town was brought to a halt. Through the MEHC relationships developed, the ESF-8 partners worked together to communicate, share information and make decisions that could ensure the continuity of the health care needs of this Mississippi town."

**Tammy Chamblee**  
Chief Nurse, Mississippi Department of Health Office of Emergency Preparedness and Response,  
Mississippi Department of Health, Houston, Miss.

Chamblee was beginning the CHDS Master's Program, when she was given an assignment by then Gov. Haley Barbour as to how a large scale disaster would affect health care operations in the state.

Chamblee's thesis resulted in the Mississippi Emergency Support Function (ESF)-8 Healthcare Coalition (MEHC), uniting efforts of public and private sector healthcare communication and response during times of emergency.

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Chamblee saw the effectiveness of strategic planning in other homeland security disciplines, specifically researching fire service and law enforcement.

In March 2014, Chamblee's idea became part of state policy that mandates the MEHC be activated whenever the state's Emergency Operations Center is opened. The MEHC was implemented during a disaster just one month later when a tornado destroyed the medical facilities of a neighboring community.





## APPLIED RESEARCH BRIEF

### *Practitioner Applies 'Resilience' Concept to Training America's Responders*

*Jerry Monier, Louisiana State Preparedness Official,*

*Governor's Office of Homeland Security and Emergency Preparedness, Baton Rouge, La.*

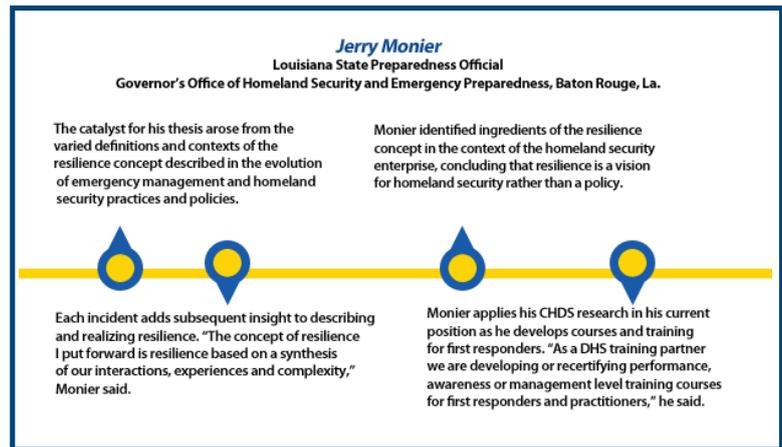
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### Background

- As a State Preparedness Official with the Governor's Office of Homeland Security and Emergency Preparedness in Louisiana, Jerry Monier found concepts and words used in the profession affect how agencies and people operate.
- Monier examined this concept in his CHDS thesis, "Clarifying Resilience in the Context of Homeland Security."
- "Clarifying the concept of resilience is necessary to develop recommendations to address the 'how to' of resilience in the homeland security enterprise," he said.

### NPS/CHDS Catalyst

- The catalyst for his thesis arose from the varied definitions and contexts of the resilience concept described in the evolution of emergency management and homeland security practices and policies.
- Monier observed "The concept of resilience I put forward is resilience based on a synthesis of our interactions, experiences and complexity." Each incident adds subsequent insight to describing and realizing resilience.
- "Either knowingly or unknowingly we continually build resilience cycles. These cycles have been influenced by the interactions, experiences and complexities of events occurring in Louisiana's recent history," Monier said. For example, Louisiana has weathered numerous hurricanes. Lessons learned from Hurricane Katrina in 2005 improved response/resilience when Hurricane Gustav battered the state in 2008 and influenced response to the Deepwater Horizon Oil Spill in 2010.
- With that base Monier identified ingredients of the resilience concept in the context of the homeland security enterprise, concluding that resilience is a vision for homeland security rather than a policy.
- Monier also devised a process he has termed the CIA principle "Clarify, Introduce and Apply." He proposes that to understand a public policy issue we must first clarify the issue; be able to introduce the issue to non-practitioners; and apply the results to enhance the capabilities of the practitioner. The approach helps train or educate practitioners on the concept.



### Impact

- Monier presently serves as the Associate Director of Research and Development at the Louisiana State University's National Center for Biomedical Research and Training (NCBRT), a Department of Homeland Security training partner. He applies his CHDS research as he develops courses and training for first responders. "As a DHS training partner we are developing or recertifying performance, awareness or management level training courses for first responders and practitioners," Monier said.
- "Strengthening resilience requires homeland security practitioners and academics clearly understand the concept," Monier wrote.
- In early 2014, Monier's thesis was added to the National Strategic Narrative, a website that provides academic backbone to policy decisions to enhance national strategy. He was also a featured panelist at Preventive Medicine 2014, a conference hosted by the American College for Preventative Medicine.





## APPLIED RESEARCH BRIEF

### *Information Sharing in Arizona Improved with CHDS Thesis* *Bill Kalaf, Director of Intelligence-Led Policing, Mesa Police Department, Mesa, Ariz.*

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#### Background

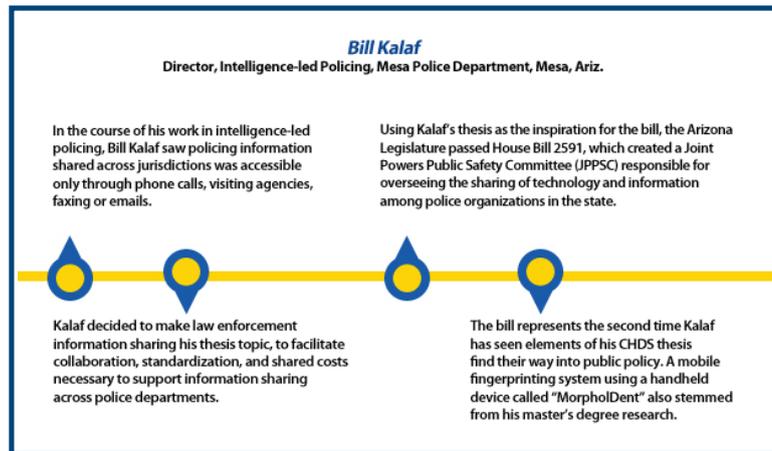
- In the course of his work in intelligence-led policing, Bill Kalaf saw information shared across jurisdictions was accessible only through phone calls, visiting agencies, faxing or emails.
- "Having this information at the right time to make the right decisions benefits the public in fighting crime faster and provides for improved officer safety," said Kalaf.

#### NPS/CHDS Catalyst

- Kalaf decided to take on law enforcement information sharing as his thesis topic.
- "The objective is to facilitate collaboration, standardization, and shared costs necessary to support information sharing across local, state and tribal police departments," said Kalaf, a 2010 CHDS graduate.
- He noted CHDS opened up a network of public safety contacts across the country he could call upon for feedback and research.
- His resulting thesis was titled "Arizona Law Enforcement Biometrics Identification and Information Sharing Technology Framework."

#### Impact

- Using a portion of Kalaf's thesis, the Arizona Legislature passed House Bill 2591, which created a Joint Powers Public Safety Committee (JPPSC) responsible for overseeing the sharing of technology and information among police organizations in the state.
- The new legislation provides for electronically sharing information, including information from states outside of Arizona. More than 43 million records are now available from over 172 different data sources.
- The next step is to expand legislation to look at the operational structure necessary to carry out the direction set by the JPPSC and the State.
- The bill represents the second time Kalaf has seen elements of his CHDS thesis, find their way into public policy. A mobile fingerprinting system using a handheld device called "MorpholDent" also stemmed from his master's degree research, enabling officers to better ascertain suspects' identities in the field rather than relying on traditional forms of identification that can be falsified.
- Now retired, Kalaf continues to address challenges in law enforcement. "I am still in contact with many of my resources and sharing new ideas for the future," he said. "In addition, my thesis is the foundation for what is being developed here in Arizona. Writing my thesis allowed me to evaluate the successes in other states and gave me the incentive to continue my work."
- He is currently working on a legislative measure aimed at reinforcing the JPPSC.





## APPLIED RESEARCH BRIEF

### *Fire Department Suspicious Activity Reporting: A Comparative Analysis of London Fire Brigade and FDNY Practices*

*Christopher Ward, Lieutenant, Intelligence Analyst, FDNY Center for Terrorism and Disaster Preparedness, New York City, N.Y.*

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

#### Background

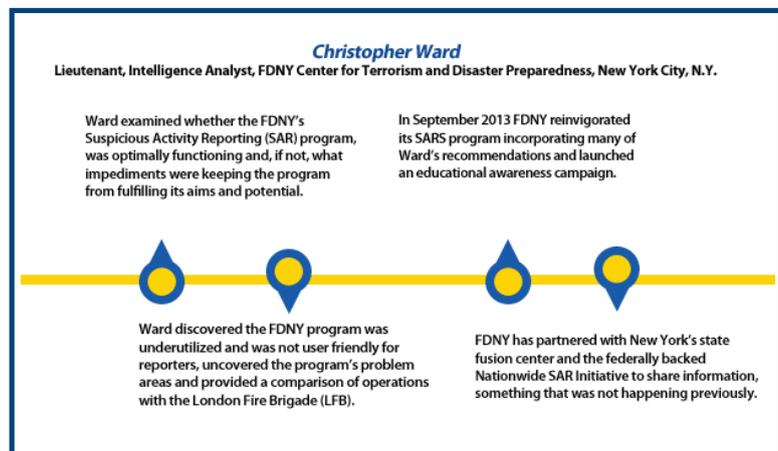
- The New York City Fire Department revised its Suspicious Activity Reporting (SAR) program under a framework explored during Center for Homeland Defense and Security coursework by Lt. Christopher Ward, an Intelligence Analyst with the department's Center for Terrorism and Disaster Preparedness (CTDP).
- As a student at the Center, Ward penned a paper in the Intelligence for Homeland Security: Organizational and Policy Challenges course that formed the basis of two memorandums that would push the policy revision forward.
- In initially developing the program the department established a hotline, among other steps such as assigning two fire marshals to the Joint Terrorism Task Force. Ward identified barriers to personnel reporting information – such as only one forum to do so, the hotline; psychological barriers such as discomfort regarding anonymity, cultural divides between frontline firefighters and investigators; a declining sense of urgency regarding terrorism; and a lack of feedback when information is reported.

#### NPS/CHDS Catalyst

- Ward examined whether the FDNY's program, developed shortly after the 9/11 attack, was optimally functioning and, if not, what impediments were keeping the program from fulfilling the program's aims and potential. He traced the FDNY's system and problem areas as well as provided a comparison of operations with the London Fire Brigade (LFB).
- Ward discovered the FDNY program was underutilized and was not user friendly for reporters.
- "LFB's inter-agency Liaison Officers program creates much more consistency between counterterrorism fire officers and front line members than does FDNY," Ward wrote. "LFB firefighters and fire officers see the same trained members in training, exercises, at emergency scenes, and in SAR exchanges. FDNY utilizes four different bureaus for these activities: Training, CTDP, Operations, and Fire Investigations."

#### Impact

- In September 2013 FDNY reinvigorated its SARS program incorporating many of Ward's recommendations and launched an educational awareness campaign. The idea was to make reporting activity easier and to keep it in the consciousness of the department's members while performing their regular duties.
- FDNY has partnered with New York's state fusion center and the federally backed Nationwide SAR Initiative to share information, something that was not happening previously.
- On the education front, FDNY is enlisting its intranet system, known as Diamondplate, to disseminate information about reporting suspicious activity. During September's Terrorism Awareness month, various divisions provided content on SAR and the CTDP plans to continue posting case studies and other useful SAR materials on a dedicated landing page.





## APPLIED RESEARCH BRIEF

### Acting TSA Administrator Commends CHDS Thesis

*Alan Black, Vice President and Director of Public Safety, Dallas/Fort Worth International Airport, Dallas, Texas*

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#### Background

- A gun smuggling ring operating out of Hartsfield-Jackson Atlanta International Airport has proved the importance of Alan Black's Center for Homeland Defense and Security's master's degree thesis, "Managing the Aviation Insider Threat".
- His work got the attention of interim Transportation Security Administration administrator Melvin Carroway. "Recent events within the aviation domain have caused TSA to take a closer look at threats posed by aviation insiders," he said.
- The Atlanta case exemplified a perfect example of insider threat – a current airline employee with identification and access to restricted areas would bring the guns to the airport. A former employee would purchase a passenger ticket to New York and the pair would meet in a restroom where a bag of guns would be exchanged.
- Though the Atlanta case was a criminal matter rather than a homeland security issue, the worry was that terrorists could use the same weaknesses to commit terrorist acts.

#### NPS/CHDS Catalyst

- Black wrote his thesis in 2010 based on his concerns that thousands of airport employees could exploit identification systems to commit crimes or attacks.
- His thesis recommends improvements to the employee screening process, including considering criminal convictions that occurred more than the 10 years prior to an application for a badge and, in some cases, considering a person's juvenile record.
- "The vast majority of perpetrators of terrorism are young men," he wrote. "While the regulation allows an aviation security professional to consider the last 10 years of criminal history, a 20 year old would only have two years of data available for consideration."
- "What we are trying to do is catch the terrorists," Black noted. "The thesis was about trying to shore up gaps in the current system to prevent employees in the aviation domain who have unrestricted access from doing nefarious things."
- While a student at CHDS, he also authored a paper focused on redesigning employee identification and access badges and coupling them with biometric verification, among other steps.

**Alan Black**  
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#### Impact

- "Black's thesis helped provide perspective from a subject matter expert within the aviation domain," said Carroway.
- Gaining an employee badge requires FBI fingerprinting and a criminal history check of 28 disqualifiable offenses. One of the defendants in the Atlanta case had a prohibited offense on his record, but it was outside the 10-year window for criminal checks.
- "We are trying to catch the terrorists," Black noted. "The thesis was about trying to shore up gaps in the current system to prevent employees in the aviation domain who have unrestricted access from doing nefarious things."
- The TSA's Aviation Security Advisory Committee is amid a review of employee access policies and the potential impacts of requiring 100 percent screening. Congressional hearings are expected to follow the release of its review.
- "100 percent screening sounds good, but it is a farce," said Black. "I go through checkpoints about 30 times a day. Imagine the 32,000 people who work at the Dallas/Fort Worth Airport doing that at already congested checkpoints. It would slow us down and at the end of the day there are still ways to get around screening."





### APPLIED RESEARCH BRIEF

#### *Executive Leaders Program Alumnus Part of Virginia Sea Rise Study, Policy* *James Redick, Director, Norfolk Emergency Preparedness and Response, Norfolk, Va.*

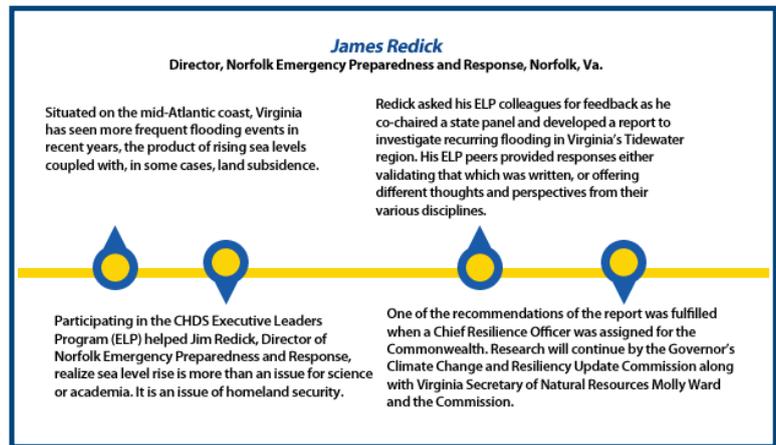
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#### Background

- Situated on the mid-Atlantic coast, Virginia has seen more frequent flooding events in recent years, the product of rising sea levels coupled with, in some cases, land subsidence.
- The Chesapeake Bay region is sinking, according to a January 2014 article in the New York Times. The region was hit by a meteor 35 million years ago which created a weakened sediment zone on which Norfolk is situated, which may be contributing to sinking land.
- The Tidewater region encompasses 28 percent of Virginia's land mass, but includes 60 percent of its residents. Norfolk is the population hub of the region which includes the world's largest naval-base and second-largest commercial port along with military and civilian infrastructure.
- Time is of the essence. Some scientists estimate a sea level rise of up to four feet by the end of the century. Land in the city is subsiding in places and neighborhoods there are already prone to floods.

#### NPS/CHDS Catalyst

- Participating in the CHDS Executive Leaders Program (ELP) helped Jim Redick, Director of Norfolk Emergency Preparedness and Response, realize sea level rise is more than an issue for science or academia. "It presents a significant impact to our critical infrastructure, our housing, our economy," he said. "In Norfolk, the location of the largest Naval Station in the world, the road networks can be inundated with flood waters. It is very much an issue of homeland security."
- Redick asked his ELP colleagues for feedback as he co-chaired a state panel and developed a report to investigate recurring flooding in Virginia's Tidewater region.
- His ELP peers provided responses either validating that which was written, or offering different thoughts and perspectives from their various disciplines. "This feedback was invaluable ensuring the report addressed the needs and concerns of a wide-ranging audience, not just the usual suspects," he said.



#### Impact

- The document, "Recommendations to the Secure Commonwealth Panel on the Issue of Sea Level Rise and Recurrent Flooding in Coastal Virginia," was forwarded to Secretary of Public Safety of the Commonwealth of Virginia, Brian Moran, who is an alumnus of the CHDS Fusion Center Leaders Program, and ELP alum Adam Thiel, Fire Chief of Alexandria (Va.) Fire Department.
- More than 20 recommendations are made in the report based on a study by the College of William and Mary Institute of Marine Sciences that warned recurrent flooding would worsen over the coming 20 to 50 years.
- One of the recommendations of the report was fulfilled when Moran was also assigned as the Commonwealth's Chief Resilience Officer. "As the Commonwealth's Chief Resilience Officer, I am charged with coordinating our collaborative efforts across secretariats, agencies, levels of government, and among our non-profit and private-sector partners. We work with other secretaries and agencies to develop strategies and responses to resilience-related issues," he noted.
- Further research will continue by the Governor's Climate Change and Resiliency Update Commission in concert with Virginia Secretary of Natural Resources Molly Ward and Commission members representing a broad range of stakeholders.





## APPLIED RESEARCH BRIEF

### *Oregon Preparedness Liaison Looks Beyond After Action Reports*

*Jeff Kaliner, Public Health Emergency Preparedness Liaison, Oregon State Public Health Department, Eugene, Ore.*

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### Background

- After Action Reports (AARs) have become almost obligatory components of homeland security and emergency management, almost on par with the actual policies and practices themselves.
- While the practice was firmly entrenched, Center for Homeland Defense and Security student Jeff Kaliner questioned whether such reports and "lessons learned" are actually changing behaviors in the field.

### NPS/CHDS Catalyst

- "I was interested if and how we are learning in the homeland security enterprise," said Kaliner. "It seems to me we repeat a lot of the same mistakes over and over. In other words, the lessons learned aren't being learned very well."
- Kaliner focused on a systems approach to learning. Planning and training are effective in simple occurrences or systems, but are less valuable when incidents move into the complex and chaotic realm. "Homeland security is basically a system of systems and what we do in one part of the system has repercussions in another," he said.
- He traced the history and effectiveness of After Action Reports, hot washes and lessons learned conducted after exercises or catastrophic events in his CHDS master's degree thesis, "When Will We Ever Learn? The After Action Review, Lessons Learned and the Next Steps in Training and Educating the Homeland Security Enterprise for the 21st Century."
- Kaliner's research identified five frames of learning that take place before, during and after an event or an emergency, what he calls the Emergency Learning Framework (ELF).
- He noted complex and chaotic types of events are naturally unpredictable. "Pre-established plans and procedures will probably not be helpful in these types of scenarios," he said. "We need to think about how we are going to learn on the fly."

**Jeff Kaliner**  
Public Health Emergency Preparedness Liaison, Oregon State Public Health Department, Eugene, Ore.

CHDS student Jeff Kaliner questioned whether the practice of After Action Reports and "lessons learned" are actually changing behaviors in the field.

After his 2013 CHDS graduation, Kaliner began applying his thesis as he helped state and local partners design exercises.

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Kaliner's research identified five frames of learning that take place before, during and after an event or an emergency, what he calls the Emergency Learning Framework (ELF).

"I encourage teams during exercises to stop after a major decision to see how this action might impact other players or systems. We then see the intended or unintended consequences that might occur down the line and get a real sense of how interdependent we all are in light of every action or decision we make," Kaliner said.

### Impact

- The paper sets forth methods and tools that could be incorporated during events and exercises that would allow introspection and learning as incidents proceed.
- After his 2013 CHDS graduation, Kaliner began applying his thesis as he helped state and local partners design exercises. He also presented his research at the May 2014 National Homeland Security Conference in Philadelphia.
- Kaliner said, "I encourage teams during exercises to stop after a major decision and identify the systemic feedback. We then see how this action might impact other players or systems and try and track the intended or unintended consequences that might occur down the line to get a real sense of how interdependent we all are in light of every action or decision we make."





## APPLIED RESEARCH BRIEF

### Social Media Thesis Turned Into Policy Memo

*Tamara Spicer, State Public Affairs Officer, Missouri National Guard, Jefferson City, Mo.*

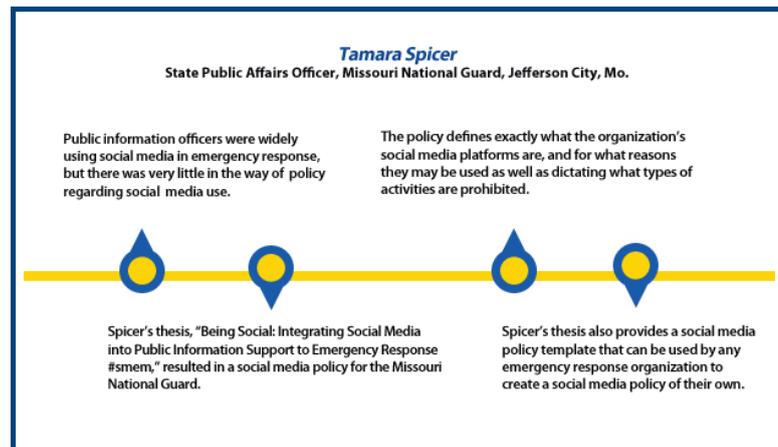
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#### Background

- As Tamara Spicer began pursuing her master's degree at the Center for Homeland Defense and Security, she already had a vision for her thesis. "I started my CHDS experience knowing that social media would be my thesis project," said Spicer, Public Affairs Officer with the Missouri National Guard (MONG). "But what I didn't know was how very broad and diverse social media was across the homeland security enterprise."
- "Social media are growing parts of the national conversation," Spicer wrote. "This conversation is happening on digital platforms that many leaders in emergency response agencies are uncomfortable with and do not use themselves."

#### NPS/CHDS Catalyst

- The expectation of social media use absent guiding policy can lead to miscommunications.
- "It became clear that public information officers were widely using social media in emergency response and there were a number of agencies that were adopting social media policies. However, the gap I identified through my research was that there was very little inclusion of social media use during emergency response included in any policies," Spicer noted.
- Among the factors Spicer analyzed in her research included 24-hour operations, rumor control, shortened approval process, and ensuring partner agencies support. She analyzed policies and events from 10 cities, six states and three nations.
- As she began studying the social media realm Spicer discovered it could be a daunting challenge even for an experienced communications practitioner. At times the results didn't seem worth the effort. She discovered social media needs to be managed with the latest information possible during times of emergency.



#### Impact

- Spicer's thesis, "Being Social: Integrating Social Media into Public Information Support to Emergency Response #smem," directly resulted in a social media policy for the Missouri National Guard, released May 5, 2014. The policy defines exactly what the organization's social media platforms are, and for what reasons they may be used as well as dictating what types of activities are prohibited.
- The thesis also provides a social media policy template that can be used by any emergency response organization.





### APPLIED RESEARCH BRIEF *Information Sharing from 911 Call Centers* Carl Simpson, Director, Denver 911, Denver, Colo.

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

#### Background

- Carl Simpson, Director of Denver 911, had a homeland security epiphany the day he visited an elementary school while working in Portland, Oregon. As part of a Principal for a Day program, he witnessed a school administrator facing a series of snap decisions, including whether to have the children recess outside or inside in the rain-prone Pacific Northwest.
- But what if the threat wasn't rain? What if the principal was informed about a strange car in the neighborhood? Or a chemical leak? The principal could then make decisions about students' safety in real-time as relevant 911 information was shared. "It dawned on me how valuable our 911 information could be to the school principal about making decisions to send children outside for recess," Simpson, explained. "That was the epiphany; that we need to do more with 911."
- "911 emergency call centers are the intake centers for 85 to 90 percent of public safety data, but data is popped into a silo, then the call-takers decide whether it's an emergency medical or fire call for service," Simpson said. "Most of the call volume is law enforcement related. That is the biggest chunk of information that needs to be shared."

#### NPS/CHDS Catalyst

- Simpson thought about broadening the scope of emergency call center information as he researched his thesis. He was able to link his pursuit of a different kind of information system for his profession with his CHDS master's degree research – writing as the research, experimentation and tweaking unfolded.
- His thesis, "Information Sharing From 9-1-1 Centers," analyzed a system designed to share emergency call data with trusted municipal partners but not to over-inundate users with information to the point they became desensitized to the alerts.
- Simpson engaged Portland-based Swan Island Networks Inc., a company offering a product it calls Trusted Information Exchange Services, or TIES, for Microsoft CityNext. TIES aggregates and manages potentially thousands of live information streams to provide actionable intelligence dashboards.
- A problem for many agencies is an over-abundance of data. "TIES was able to scroll down to a mile radius of an incident, so we could tailor our contact," he said. "When an alert went off it meant something, it was information the principal needed to know."

**Carl Simpson**  
Executive Director, Denver 911, Denver, Colo.

Simpson thought about broadening the scope of emergency call center information to share emergency call data with trusted municipal partners but not over-inundate users with information to the point they became desensitized to the alerts.

Simpson and Swan Island began collaborating with the Colorado Intelligence Analysis Center (CIAC). The solution to sharing information was in TIES and Computer Aided Dispatch (CAD) technology. Denver 911 would use TIES to distribute its data to partners that included the CIAC.

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Writing as the research, experimentation and tweaking unfolded, his resulting thesis, "Information Sharing From 9-1-1 Centers," analyzed systems designed to share emergency call data. Simpson engaged Swan Island Networks Inc., a company offering a product it calls Trusted Information Exchange Services, or TIES.

Using TIES, a principal can receive the alerts in real-time. Moreover, the TIES dashboard can overlay an array of information – weather, registered pedophiles in the neighborhood and more. "It just closed a gap," Simpson noted. "I was able to facilitate relationships and commitments."

#### Impact

- Simpson and Swan Island began collaborating with the Colorado Intelligence Analysis Center (CIAC). The solution to sharing information was in TIES and Computer Aided Dispatch (CAD) technology. Denver 911 would use TIES to distribute its data to partners that included the CIAC. Analysts at the center could verify and distribute the information to the appropriate localities.
- For schools that are trusted partners that means information coming in to Denver 911 from an adjacent suburb would still find its way to the site. Using TIES, a principal can receive the alerts in real-time. Moreover, the TIES dashboard can overlay an array of information – weather, registered pedophiles in the neighborhood and more.
- "It just closed a gap," Simpson noted. "It's probably one of the things I am most proud of about working in Denver. I was able to facilitate relationships and commitments. Every morning I would receive a text message from the Denver 911 CAD system that the CIAC interface was working."



APPLIED RESEARCH EXEMPLARS



VOLUME FOUR

COMPILED DECEMBER 2015



## APPLIED RESEARCH BRIEF

### CHDS Alum Proposes Resilience Options for Grant Program

Eric Taquechel, Lieutenant Commander, United States Coast Guard

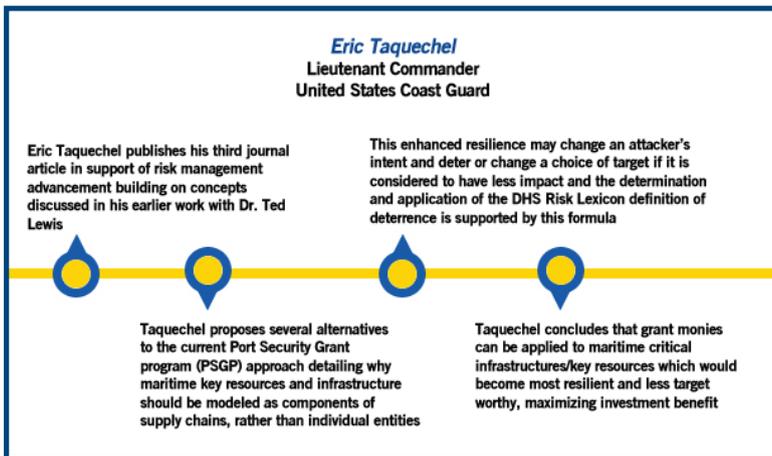
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#### Background

- Eric Taquechel recently published his third journal article supporting risk management advancement.
- In "Options and Challenges of a Resilience-Based, Network-Focused Port Security Grant Program" published in the Journal of Homeland Security and Emergency Management (JHSEM), he suggests new evaluative approaches and options for the Federal Emergency Management Agency's Port Security Grant program (PSGP).
- The paper builds on concepts from previous work that originated from Dr. Ted Lewis' CHDS Critical Infrastructure Protection course. "Applying this concept to analysis of supply chain network resilience in the PSGP paper required different mathematics than applying it to analysis of attacker decision-making processes in the 2010 paper," Taquechel said.

#### NPS/CHDS Catalyst

- Taquechel wanted to leverage ideas on resilience and risk from CHDS courses and additional studies to propose alternatives to the current PSGP approach.
- The paper explains why individual maritime critical infrastructures/key resources (MCIKR) should be modeled as components of supply chains or interdependent networks rather than stand-alone entities.
- Existing risk analysis tools often emphasized individual CIKR susceptibility to an attack once that attack occurred, which reflects vulnerability, and immediate effects of a successful attack, which reflects short term consequences. This paper proposes a methodology to analyze and quantifiably improve the resilience of supply chains that include MCIKR as their "starting points."
- This approach proposes different ways of addressing each of the three components on the right hand side of the traditional probabilistic risk equation: Risk=Threat \*Vulnerability \* Consequence. "Dr. Lewis and I realized we were exploring new ideas on all three of these components."
- It made sense to research the 'outlying' stages of attack sequence, threat, long term consequences and vulnerability from a systems perspective, given the ongoing emphasis by the Domestic Nuclear Detection Office and other agencies on supply chain exploitation and the radiological/nuclear attack threat.



#### Impact

- Using this formula, an analyst could determine how PSGP resilience investments would influence the MCIKR's ability to restore productivity after an attack or other disruption and how the downstream customers of that MCIKR would be affected.
- Because this paper compares "organic" supply chain resilience to "enhanced" resilience after hypothetical grant investments, this change in outcome may change an attacker's intent, influencing the relative probability of attacking one supply chain versus another.
- This change in intent is a proxy for measuring deterrence, but can also be applied to create what the paper calls "unconditional resilience", reflecting the supply chain's ability to restore productivity that accounts for its attractiveness from an adversarial perspective. This resonates with the DHS Risk Lexicon, which includes in its definition of deterrence:
- "Resilience...has a potential deterrent value achieved when terrorist groups perceive that the strategic impact they seek through a particular attack or type of attack will not be achieved." (DHS 2010, p. 12)

\* as of 11/13





## APPLIED RESEARCH BRIEF

### *Fire Service Professional Espouses Value of Collaboration*

*David Matthew, Consultant/Educator Fire Service Professional, San Francisco Bay Area*

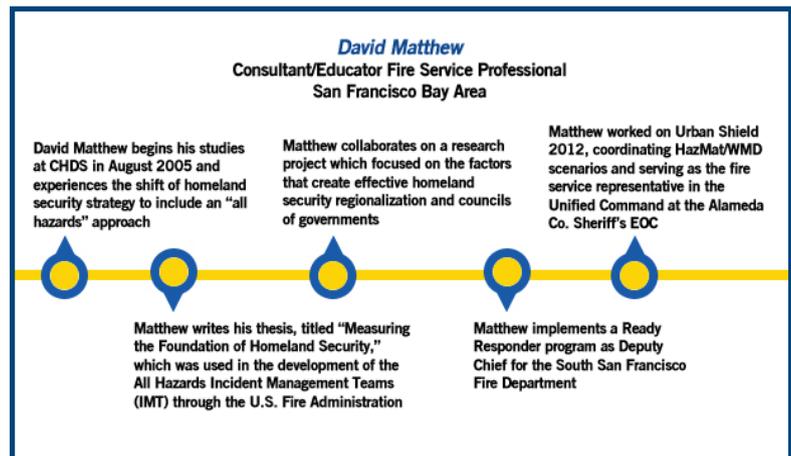
The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

#### Background

- As David Matthew entered the CHDS as a master's degree student he was well aware of the importance of interagency collaboration. He worked as the regional hazardous materials coordinator for the Sedgwick County (Kansas) Fire Department in Wichita
- While a student at CHDS, Matthew experienced the transition of homeland security from a terrorism centric focus to an all hazards approach.
- His early CHDS classroom experience led to his thesis on teamwork and collaboration titled "Measuring the Foundation of Homeland Security"

#### NPS/CHDS Catalyst

- CHDS classroom debates evolved Matthew's understanding of the importance of planning and preparedness and the need for multi-agency, multi-jurisdictional teamwork to achieve homeland security.
- Matthew's thesis defined and analyzed collaboration as concept and proclaimed "teamwork is the foundation on which Homeland Security capabilities must be built."
- His research identified the components of teamwork among organizations with a common homeland security mission, provided statements for each component, and entered the components into a metric to measure teamwork.
- The paper follows with a discussion on leadership that includes CHDS alumni, as well as sections on the psychology of leadership, the concepts of leaderless teams and traits for public safety heads.
- Matthew's thesis concludes that five traits are essential to sound leadership: a moral compass; emotional intelligence; intellectual curiosity; an ability to communicate complex terms; and empathy.



#### Impact

- Matthew's CHDS course work and thesis were used in the development of the All Hazards Incident Management Teams (IMT) through the United States Fire Administration. He also developed a metric to measure IMT effectiveness.
- His studies and experience led to a subsequent job as deputy chief of the South San Francisco (California) Fire Department where he continued to further interagency collaboration.
- While Division Chief at Sedgwick County Fire Department, he collaborated on a research project that focused on what factors create effective homeland security regionalization and councils of governments. The research was later presented in July 2012, and was then published in the International Fire Service Journal of Leadership and Management, a peer reviewed journal.
- Matthew was instrumental in Urban Shield 2012, coordinating the hazardous materials and weapons of mass destruction scenarios and serving as the fire service representative in Unified Command at the Alameda County Sheriff's Emergency Operating Center.
- As of April 2013, Matthew was involved in a collaborative research effort with seasoned fire chiefs to answer the question "What is the future of the fire service in the Bay Area?"

\* as of 05/13





## APPLIED RESEARCH BRIEF

### NORAD Advisor's Recommendations Take Flight

*Robert Hehemann, Colonel, Reserve Advisor to the NORAD Director of Operations and Deputy N-NC Command Center Director, North American Aerospace Defense Command (NORAD), Peterson AFB, Colo.*

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#### Background

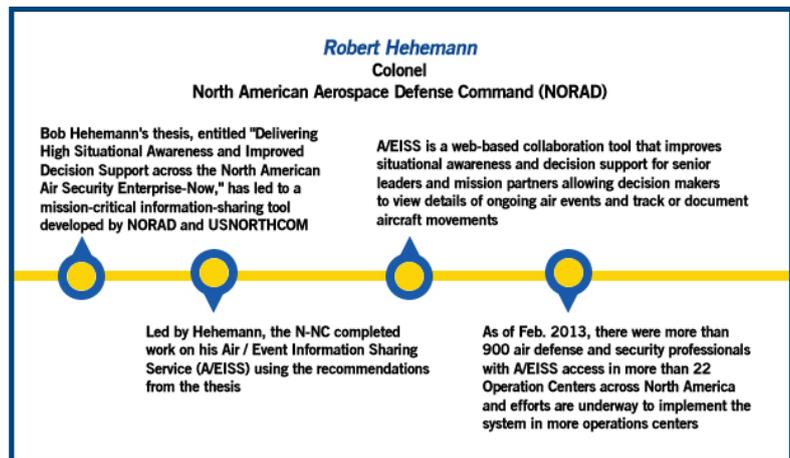
- Colonel Robert Henemann's project on situational awareness sharing dates from an initial concept in November 2008 and the N-NC commander's support for its development in March 2009. The need for this technology was rooted in today's complex air security environment and rapid pace of operations that have stretched the limits of existing technology.
- An intuitive interface enables decision makers to view details of ongoing air events, including potential 9/11-like hijackings and airborne bomb-threats, crew and passenger status, as well as information on NORAD interceptor response, while tracking and documenting aircraft movements.
- The application is capable of transmitting data up to a level of Unclassified//For Official Use Only (U//FOUO) and Law Enforcement Sensitive (LES), using AES 256 encryption technologies to users with access to the Internet.

#### NPS/CHDS Catalyst

- Hehemann's CHDS thesis research on situational awareness for air defense and security professionals resulted in a mission critical information-sharing tool developed by the North American Aerospace Defense Command (NORAD) and U.S. Northern Command (USNORTHCOM).
- His research was applied when N-NC completed development, testing, and implementation of his web-enabled collaboration tool, Air / Event Information Sharing Service (A/EISS).

#### Impact

- A/EISS significantly improves situational awareness and decision support for senior leaders and mission partners.
- Authorized joint, interagency, intergovernmental, and multinational (JIIM) mission partners across the CONUS, Alaska and Canada access the web tool with desktop computers and mobile devices, sharing critical track and decision support information in near-real time.
- Pulling authoritative data from legacy systems and enabling real-time data sharing and collaboration, A/EISS provides enhanced decision support through improved situational awareness, tailored Track of Interest (TOI) views, and user-defined displays, delivering "the same data, and the same picture, at the same time--whether fixed or mobile."
- As of February 2013, there were more than 900 air defense and security professionals with A/EISS access in more than 22 Operation Centers across North America. Coordination is now underway to implement A/EISS in the Pacific Command Joint Operations Center and numerous other classified and unclassified multinational operations centers.
- Additional efforts are underway to build and apply the technology to other domains, including maritime (M/EISS - now in development), land (L/EISS, which has been validated), as well as cyber. These efforts support four N-NC commander priorities, including "Expand and strengthen our trusted partnerships; Advance and sustain the bi-national US/Canadian military command; Gain and maintain all-domain situational awareness; and Advocate and develop capabilities in our core mission areas to outpace all threats."
- The N-NC team is also working on ensuring the family of Event Information Sharing Services will be modernized, sustained and funded on an ongoing basis.



\* as of 03/13





## APPLIED RESEARCH BRIEF

### *FDNY Captain's Memo Expanded Notifications*

*Stephen Marsar, Captain, Fire Department New York*

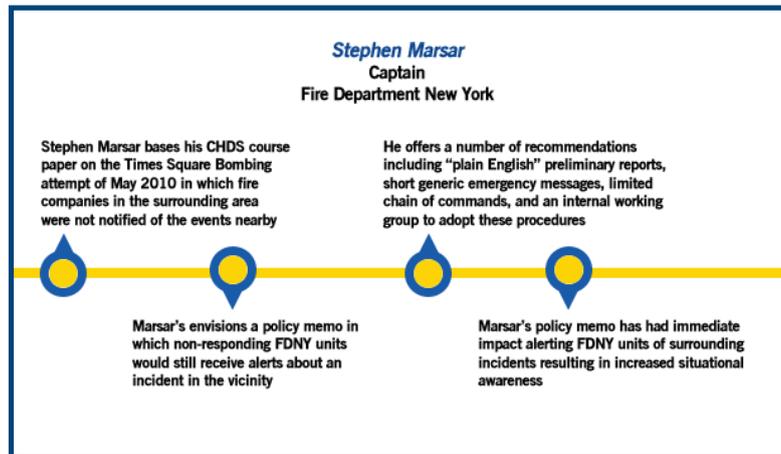
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#### Background

- A message in plain English was sent out on March 21, 2013, alerting New York City Fire Department units that a suspicious package was found in the Bronx borough of the city. The notice didn't go out just to the responding crews but also to outlying stations in the vicinity, a direct result of a policy memo written by FDNY Captain Stephen Marsar as a CHDS student for the "Comparative Government for Homeland Security" course.
- Marsar based his paper on the Times Square Bombing attempt of May 2010 in which a Nissan Pathfinder was found to contain several explosive devices. Fire, police and FBI units responded. "The problem is that, in the above incident the 16 surrounding fire companies in the immediate area and their approximately 110 on-duty firefighters were never made aware of the significant events occurring just blocks from their firehouses and well within their response areas had a detonation occurred," Marsar wrote.

#### NPS/CHDS Catalyst

- His research examined overseas departments, specifically the London Fire Brigade and the Israeli Fire Service, agencies with long standing histories and experience with handling such exigent circumstances.
- Marsar's research determined non-responding units would benefit from an alert in order to "size up" and enhance their situational awareness. "This informational void left those FDNY members strategically unprepared and at a significant and dangerous disadvantage had there been a detonation and/or escalation of the event," his memo read.
- He envisioned a policy memo in which non-responding units would still receive alerts about an incident in the vicinity and offered a series of recommendations:
  - Implement a radio ten-code signal and "plain-English" preliminary report for confirmed terrorist incidents and/or confirmed bombs/suspicious packages
  - Develop short, generic messages to be delivered to field units upon confirmation of terrorist emergencies
  - Develop a short and limited chain of command to allow immediate decision making on the usage and extent of the notification
  - Form an internal working group to expedite and adopt these procedures within a one-month time frame



#### Impact

- While the department is well-known for embracing technology and communications, his research helped fill an informational void.
- Ultimately, the department brass decided not to pursue the radio code instead opting for a "plain English bulletin," a term used under National Incident Management System (NIMS) guidelines.
- "The notification in real time and plain English will provide a measure of safety for firefighters and officers and it also enables means of performing strategies and tactics to help provide protection to the public," Marsar said.
- On April 15, 2013, just minutes after the twin bombings at the Boston Marathon, the policy was instituted to alert all FDNY members to the event and for all units to use due caution responding to, operating at, and returning from calls throughout the city and to maintain a heightened sense of awareness to similar potential events. In fact, the FDNY responded to two "suspicious package" emergencies in the first few hours after the Boston explosions.

\* as of 04/15





## APPLIED RESEARCH BRIEF

### Course Paper Provides Basis for Intelligence Curriculum

*John (Eric) Powell, Fire Science and Paramedic Program Director - Division of Public Safety  
East Tennessee Public Safety Center, Walters State Community College, Morristown, Tenn.*

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#### Background

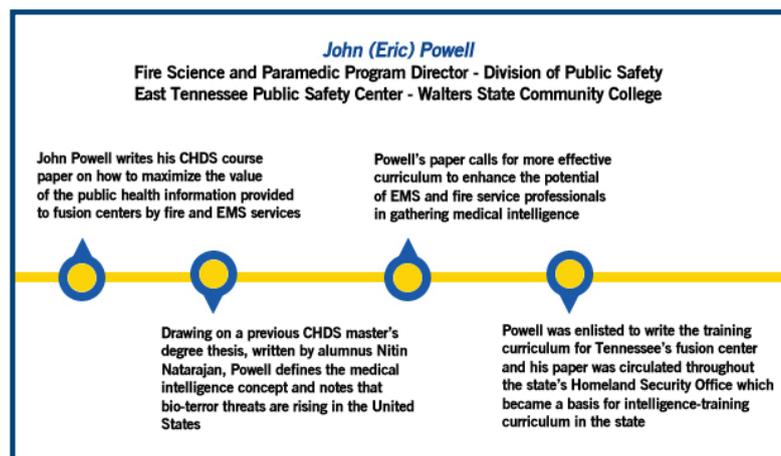
- Powell serves as the Fire Science and Paramedic Program Director at Walters State Community College in Morristown, Tenn., and has extensive experience as a police officer, firefighter and paramedic.
- While bio-terror is most associated with the concept, medical intelligence may also entail any type of disease and pandemic.
- Currently, the Tennessee fusion center operation includes a medical intelligence component.
- The topic of Powell's Intelligence for Homeland Security course paper was to show how to maximize the value of the public health information the fire service and emergency medical service (EMS) professionals are uniquely positioned to provide to fusion centers.

#### NPS/CHDS Catalyst

- He cites the master's degree thesis penned by CHDS alumnus Nitin Natarajan, who is now director on the White House National Security Staff: "... that category of intelligence resulting from collection, evaluation, analysis, and interpretation of foreign medical, bio-scientific, and environmental information that is of interest to strategic planning and to military medical planning and operations for the conservation of the fighting strength of friendly forces and the formation of assessments of foreign medical capabilities in both military and civilian sectors."
- Powell's CHDS paper defines the medical intelligence concept.
- The paper notes bio-terror threats to the United States are rising and little training is available in the collection of medical intelligence. Current National Curriculum Standards do not provide training in "surveillance methodology or epidemiological reasoning," he discovered, and while there is a National Medical Training Center for the military, there is a dearth of such programs for civilians working in fusion centers.
- His paper calls for an effective curriculum in order to maximize the potential of EMS and fire service professionals in gathering medical intelligence.

#### Impact

- Powell's paper was subsequently circulated to the Tennessee Homeland Security Office. It has provided a basis for an intelligence-gathering training curriculum for emergency medical and fire service professionals in Tennessee.
- Powell was enlisted by James Cotter, assistant director of the state's fusion center, to write the training curriculum and has since been directed to further investigate the value of EMS and fire service representation in fusion center intelligence gathering.
- The policy paper exemplifies CHDS' pragmatic curriculum as well as how research conducted by students builds upon preceding research at the Center - for example, Powell's paper cites the thesis of 2007 alumnus Nitin Natarajan.
- "I think it is something that has not been tapped into as much as it should," he said. "I think we have made a rudimentary case for its value. What I am doing is looking at how we can fully develop it."



\* as of 06/13





## APPLIED RESEARCH BRIEF

### Public Health Professional Espouses Food Protection

*Michele Samarya-Timm, Health Educator, Somerset County (NJ) Department of Health*

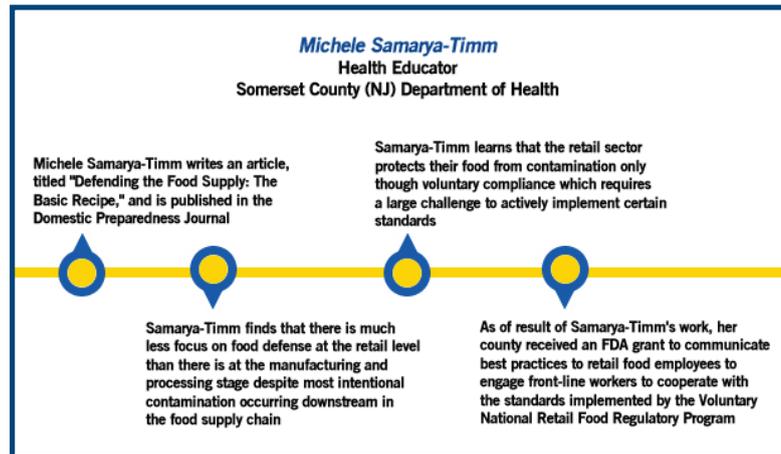
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#### Background

- Samarya-Timm's article "Defending the Food Supply: The Basic Recipe" was published in the Domestic Preparedness Journal in June 2013. She is finalizing her thesis on the same topic, an issue she identified while a CHDS student.
- Her article points to research suggesting that almost 98 percent of intentional food contamination occurs at the retail level, the workplace, and in homes.
- Unlike regulations related to agriculture and food processing, the retail sector safeguards its servings from intentional contamination through voluntary compliance. "There is nothing in the United States that requires these safeguards to be implemented; it's an unfunded mandate," Samarya-Timm said.
- Most intentional acts tend to be disgruntled employees and do not rise to the level of a terrorist act, but Samarya-Timm believes those cases are the examples that make food protection tangible to the public from a broader homeland security perspective.

#### NPS/CHDS Catalyst

- Cooperation is needed among local, state, federal and private-sector partners.
- The national security concern is evident because terrorists and others wishing to do harm are watching for vulnerabilities and opportunities.
- Vigilance remains important as naturally occurring or accidental contamination will look the same as an intentional act early on in any outbreak.
- The public health infrastructure is dwindling, reducing the government's ability to prevent, protect and respond. "There is an increased workload and fewer with oversight responsibilities. Most are burdened with handling the day-to-day outbreaks," she noted.
- While much of food defense is aimed at agricultural producers and food processors, Samarya-Timm finds less focus is on threat at the retail level.



#### Impact

- Food protection begins at the local level and the key to addressing the issue is actively implementing the Voluntary National Retail Food Regulatory Program Standards in a way that clearly communicates but is not overly onerous. The measures she calls for are simple, but in the realm of food protection the stakes are high. She uses a formula to illustrate her point: Food Safety + Food Defense = Food Protection.
- Samarya-Timm has been able to apply the suggestions in her journal article at her home agency. Somerset County received a Food and Drug Administration grant to communicate best practices to retail food employees, generally small businesses staffed by blue collar workers and students.
- The agency produced a series of roughly drawn comic strips illustrating food protection techniques and how to report concerns. The information was created specifically to engage front-line workers, and did not look like a government document.
- Samarya-Timm notes. "It's the food concept of the overarching homeland security concept of See Something, Say Something."

\* as of 08/13





**Assistant Police Chief Enlists Technology as Crime, Terror Fighting Tool**  
*John Bennett, Assistant Chief, Tampa (Fla.) Police Department*

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

**Background**

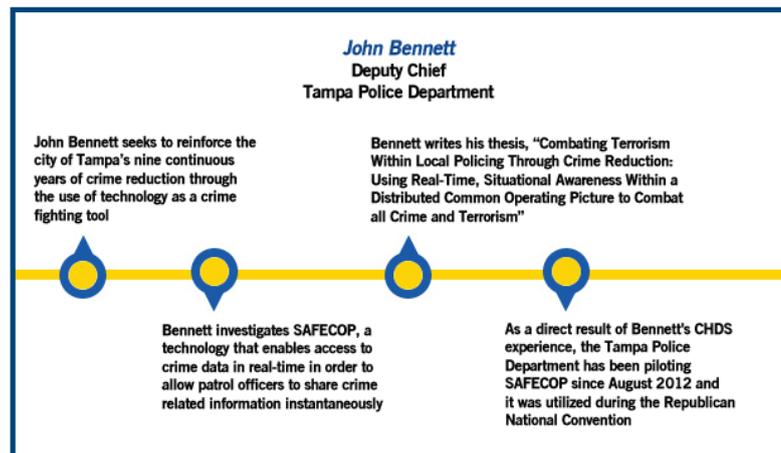
- Tampa Assistant Police Chief John Bennett wanted to reinforce the city's nine years of crime reduction. He discovered a new approach through technology and research while a Master's Degree Program student at the Naval Postgraduate School Center for Homeland Defense and Security.
- "That whole approach is trying to take big data and make sense of it," he observed. "When I dove into the sense-making process, it helped put academic parameters on my work. That is what law enforcement is. We want to make sense out of data to solve crimes faster. The faster you solve them, the more preventative you get."
- Bennett suggests speedy resolution of crimes based on explicative data can disrupt crimes that have been documented to be precursors to potential terrorist activity such as narcotics, robbery and theft, fraud, scams and cell phone activity, bribery, immigration and identity crimes.
- A technology called SAFECOP enables access to crime data in real-time. The SAFECOP application allows officers in the patrol car or in the office to map and blog about a crime incident, instantly making that information available to other police on duty. Anybody on a law enforcement team can view or enter case information. Types of crime by geography and time are immediately available. It provides a virtual fusion center in the patrol car, according to its manufacturer.

**NPS/CHDS Catalyst**

- CHDS was beneficial in facilitating Bennett's research on a topic important to his agency and to the whole of the homeland security enterprise. Bennett was able to channel class projects into his work, including researching SAFECOP technology, in his CHDS thesis and conducting a mock threat assessment related to the Republican National Convention.
- Bennett's thesis centers on crime-fighting as an approach in preventing and disrupting terrorism. To do that effectively, agencies need common operating pictures to create situational awareness and solve crimes quickly.
- The CHDS course also enabled what he called "sense-making" of complex, inter-related issues.

**Impact**

- The Tampa Police Department has been piloting SAFECOP since August 2012, and utilized it during the Republican National Convention. The application is a direct product of Bennett's CHDS experience.
- As of January 2013, the department and NC-4 had developed a revised version of the application and Bennett hopes to share the technology with other agencies.
- The technology is easily learned and the department's 1,000 officers have been trained on the system. The department spent less than \$400,000 on the technology, and the cost was funded through federal grants.
- Bennett's thesis, "Combating Terrorism Within Local Policing Through Crime Reduction: Using Real-Time, Situational Awareness Within a Distributed Common Operating Picture to Combat All Crime and Terrorism—V2I2SION Process and SAFECOP Pilot Project" is available at the Homeland Security Digital Library: [www.hsdl.org/?abstract&did=736320](http://www.hsdl.org/?abstract&did=736320).



\* as of 05/13





## APPLIED RESEARCH BRIEF

### Choosing IED Detection Method Calls for Objectivity

Rob McLellan, Commander, U.S. Coast Guard

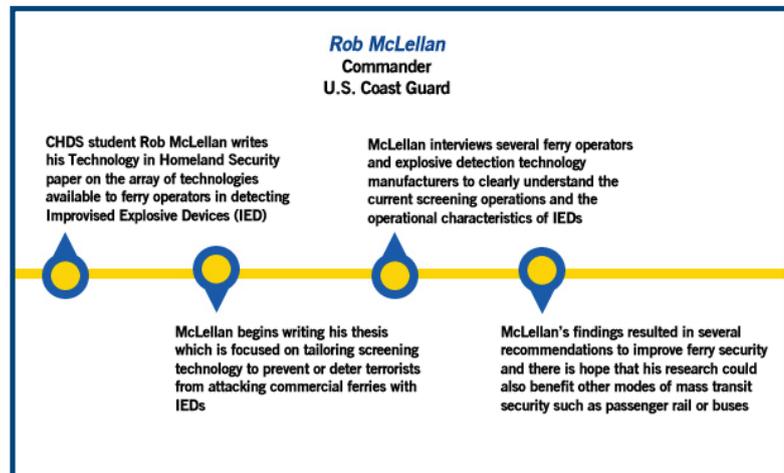
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#### Background

- One of the greatest threats to commercial passenger ferries is the introduction of an Improvised Explosive Device (IED) by a passenger or IED carried in a vehicle (VBIED).
- Physically searching all passengers, baggage, and vehicles for IEDs would require a significant workforce and result in unbearable delays to ferry operations. Consequently, ferry operators must rely on existing explosive technologies to screen passengers and/or vehicles for explosive materials.
- Choosing an appropriate detection method from the numerous available technologies is a daunting challenge.
- U.S. Coast Guard Commander Rob McLellan wrote his CHDS Technology for Homeland Security paper on the array of existing explosive detection technologies for detecting IEDs. "By identifying the common characteristics of modern commercial ferry operations and contrasting them with the operational capabilities of existing explosive detection technologies, the most suitable explosive detection technologies can be identified for use in screening passengers and vehicles for IEDs prior to embarkation onto commercial ferries," McLellan wrote.

#### NPS/CHDS Catalyst

- McLellan's CHDS technology course project was to research and evaluate the numerous technologies available to commercial ferry operators for screening passengers and vehicles for explosives prior to embarkation.
- In order to validate the findings and conclusions identified during his course project, McLellan interviewed several ferry operators and explosive detection technology manufacturers. Their input provided clarity to current passenger/vehicle screening operations as well as the actual operational characteristics of current explosive detection technologies.
- Research gathered from his technology course project provided the foundation for his CHDS master's thesis which focused on tailoring screening technology to prevent or deter terrorists from attacking commercial ferries with IEDs



#### Impact

- The goal of his research was to reduce the impact of federal security mandates on ferry operators while improving the security of ferry operations throughout the United States by incorporating value innovation into the security policy development process.
- Budget constraints must be considered prior to the imposition of security requirements. Developing cost effective security policies and systems coupled with additional federal grant programs for commercial ferry operators are essential to improving ferry security and deterring terrorists from targeting ferries.
- McLellan hopes his research will result in future security enhancements that will not only improve ferry security but also benefit other modes of mass transit security such as passenger rail or buses.

\* as of 06/10





## APPLIED RESEARCH BRIEF

### Marsh Seeks to Capitalize on Bio-Threat Technology

*Captain Bryon Marsh, Science Officer, Georgia National Guard, 4th Civil Support Team, Dobbins, GA*

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#### Background

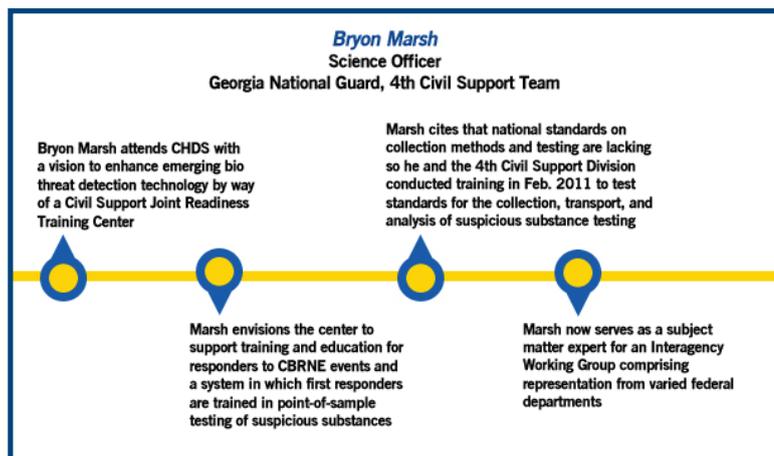
- In 2001, anthrax-laced mail targeting elected officials and television networks killed five people. Across the nation, false reports flooded emergency phone lines whenever a powdery substance was noticed out of place.
- Since then, a dedicated laboratory response network has been established to run genetic testing on potentially dangerous biological agents and the FBI has established a department focusing on chemical-biological-radiological-nuclear-explosive threats.

#### NPS/CHDS Catalyst

- Marsh was motivated to enroll at CHDS to craft his idea of a Civil Support Joint Readiness Training Center to support training and education for responders to chemical, biological, radiological, nuclear, and explosives (CBRNE) events.
- The center would train and certify users of mobile detection technology and also follow-up with proficiency tests to ensure equipment is used properly. With homeland security funding dwindling, continued training is crucial to maintaining the investment in equipment.
- The center would allow the military to train and exercise with a state's public health laboratory, their FBI Weapons of Mass Destruction Coordinator and local first responders.
- Marsh envisions a system in which first-responders are trained in point-of-sample analytical testing of suspicious substances. "This is a triage system," Marsh said. "The advances in technology allow first responders to collect and analyze on site. That helps determine whether the response should speed up or slow down."
- "One of the reasons I wanted to come here (CHDS) is that I wanted an opportunity to pull these concepts together in an academic environment so I would be better able to market the idea to policymakers," Marsh said.

#### Impact

- While field testing technology exists, national standards on collection methods and testing are lacking. Moves are afoot to standardize this work.
- Marsh and the 4th Civil Support Division conducted a weeklong training in February 2011 along with the Georgia Division of Public Health and Cobb-Douglas County Public Health as well as representatives from the National Institute of Standards and Technology (NIST), the American Standards for Technology and Materials (ASTM), the FBI, and the Army's Medical Research Institute of Infection Diseases (USAMRIID).
- Since then, Marsh has served as a subject-matter expert for an Interagency Working Group comprising representation from varied federal departments. The group issued a report titled "A Framework for a Biothreat Field Response Mission Capability" outlining the components of a system for field testing and training. Subsequently, DHS and the Commerce Department issued "A National Strategy for CBRNE Standards" in May 2011.
- The next step for Marsh is formulating a questionnaire and synthesizing the data regarding training and operations for first responders. "The advances in technology have allowed first responders to be equipped to do this," he said. "That changes the entire concept for everybody."



\* as of 09/12





## APPLIED RESEARCH BRIEF

### *Miami PD Modernizes Recruit Training, Tracking and Schedules*

*Jonathan Yavneh, Lieutenant, Miami (Fla.) Police Department*

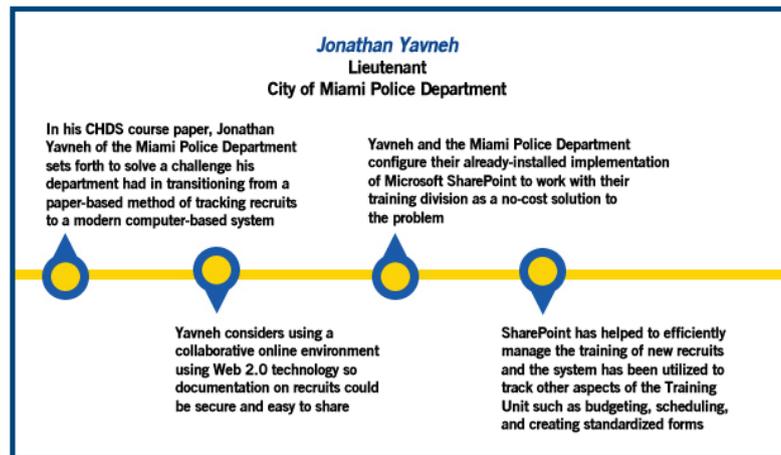
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#### Background

- Training Advisors at the Miami Police Department oversee about 30 recruits per academy class and the advisors are often required to be at different places at different times or even work different schedules than their colleagues. Maintaining documentation about the activities of each recruit had formerly been done the old-fashioned way – through a “legacy based paper system.”
- That paper system left important notes on recruits in a file cabinet, rarely accessed unless a situation arose at a later date when the information might be reviewed. The documentation did not carry forward to other entities within the department, according to Jonathan Yavneh, a Lieutenant at the Miami Police Department and 2008 graduate of the Center for Homeland Defense and Security.

#### NPS/CHDS Catalyst

- Recognizing the critical importance of documentation during the recruits' orientation and training phases, Yavneh decided to tackle the challenge of the Miami Police Department's paper-based system by writing a case study on the topic in his Technology for Homeland Security course.
- “I wanted to look at creating a collaborative online environment using Web. 2.0 technology that the teachers (training advisors) could use,” Yavneh said.
- Yavneh discovered the department already had a no-cost solution to the problem, Microsoft SharePoint, but it wasn't being utilized by the Training Division.
- In addition to being a cost-effective option, the SharePoint system is fairly easy to use without a great deal of tech support.
- “All the SharePoint configurations are done within the Training Unit,” Yavneh said. “It's very easy to use.”



#### Impact

- The Miami Police Department has now adopted the collaborative file sharing system to track management of its recruits which is a direct result of the Yavneh's project.
- Training advisors can now easily track recruits' activities and can communicate with each other in a virtual environment regardless of their work schedules.
- “It helped in managing the training of new recruits,” Yavneh said. “It helped to share information in a data warehouse in a more efficient and productive manner.”
- Yavneh's colleague, Sgt. Dennis Jacobson, calls the system a “one-stop shop” for storing information. Notes can be shared on recruits and comments added and tracked in a thread. Information on various forms of training, say firearms, can be found in one place.
- The system has also been utilized to track other aspects of the Training Unit, such as budgeting, scheduling and creating standardized forms. Additionally, other divisions, such as Internal Affairs, can access the information.

\* as of 04/10





## APPLIED RESEARCH BRIEF

### 2013 New York State Gun Law Includes Police Chief's Recommendations

Michael Biasotti, Police Chief, New Windsor, N.Y.

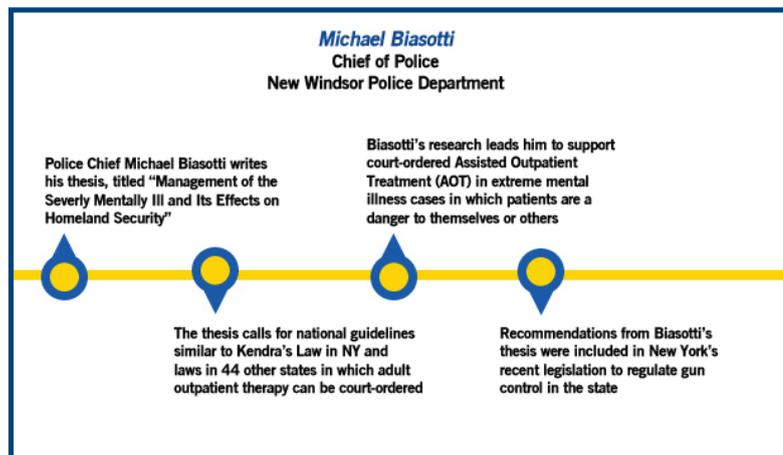
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#### Background

- Michael Biasotti's award winning master's degree thesis from the Naval Postgraduate School Center for Homeland Defense and Security (CHDS), "Management of the Severely Mentally Ill and Its Effects on Homeland Security," calls for national guidelines, similar to Kendra's Law in New York. Under this law and 44 comparable state laws based on it, adult outpatient therapy can be court-ordered under precise conditions.
- Though some patients' rights advocates and mental health professionals say the requirement to report on patients who may harm themselves or others would erode the person's forthrightness and impede the time-honored tradition of doctor-patient confidentiality, Biasotti, says it doesn't make sense. It's the only law that requires violence rather than preempting it.
- The population Biasotti has studied isn't simply mentally ill, they are severely so. "And of those, we're talking about persons who have long histories of severe mental illness combined histories of violence and repeated involuntary hospitalizations attributed to noncompliance with treatment." Biasotti observed.
- As Biasotti noted, in the 1960s and 1970s states shuttered mental hospitals to cut costs and follow a treatment philosophy that favored integrating patients into their communities for care. As a result, the law enforcement and corrections systems became the front line of mental health treatment and are strained. "A 2003 comprehensive study indicated that one in five of the 2.1 million Americans in jail and prisons are seriously mentally ill, far more than the number of mentally ill who are in mental hospitals."

#### NPS/CHDS Catalyst

- The prevention of terrorism and terrorist acts within communities has become a point of patrol activities for state and local police agencies. The thesis notes untreated severe mental illness has resulted in many successful attacks upon political leaders and governmental locations, attacks that compromise homeland security and that any terrorist organization would be proud to claim their own.
- Biasotti's research led him to back court-ordered Assisted Outpatient Treatment (AOT) in extreme mental illness cases in which patients are a danger to themselves or others. His thesis portrays the issue as one of homeland security as untreated extreme mental illness can lead to crime and homelessness while diverting law enforcement resources.
- "So when we have a readily identifiable group of known dangerous people when they are not in treatment, why does it take a disaster before anybody says we may need to address this small known subset," he observed.



#### Impact

- New York state's gun regulations signed into law in January 2013 include recommendations from Biasotti's CHDS master's degree thesis on court ordered mental health treatment and the impact the severely mentally ill have on homeland security, law enforcement and the corrections system.

\* as of 04/13





## APPLIED RESEARCH BRIEF

### CHDS Alumni Co-Author Fusion Center Report, Call for Education

*Michael Downing, Deputy Police Chief, Los Angeles Police Department*

*Keith Squires, Deputy Commissioner, Utah Department of Public Safety*

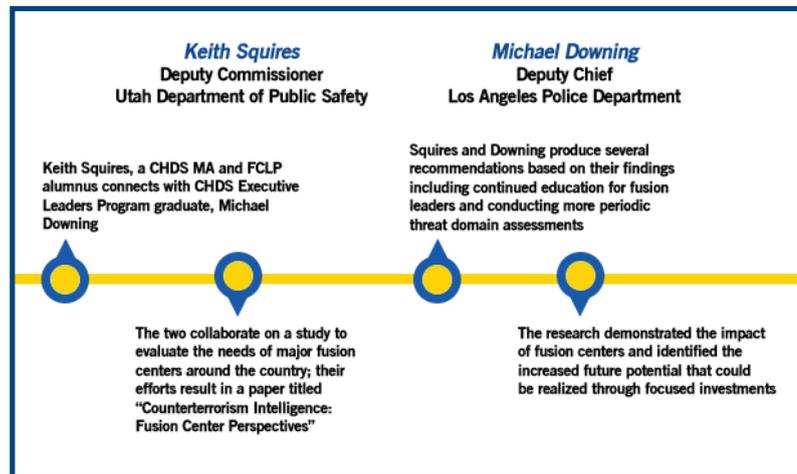
The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

### Background

- Continued education and conducting more periodic threat domain assessments are two of the needs identified in a recently released study on fusion centers that was co-authored by two Center for Homeland Defense and Security (CHDS) alumni.
- Los Angeles Deputy Police Chief Michael Downing, a graduate of CHDS' Executive Leaders Program, and Deputy Commissioner of the Utah Department of Public Safety Keith Squires, a graduate of both the Center's Master's Degree and Fusion Center Leaders programs, penned the study along with George Washington University's Homeland Security Policy Institute (HSPI) Director Frank J. Cilluffo and HSPI Policy Analyst Dr. Joseph R. Clark.
- The report, "Counterterrorism Intelligence: Fusion Center Perspectives," was released June 26, 2012 by HSPI.
- The report's survey shows terrorism remains at the forefront of fusion center concerns: Sixty-five percent of fusion center personnel surveyed state that homegrown jihadi terrorism poses the greatest terror threat in their jurisdiction, while 78 percent expect the threat from terror to continue, according to the study.
- Downing contends more threat domain assessments are needed to precisely identify concerns individual fusion centers face. Only three in 10 surveyed had conducted such assessments.
- "Their (practitioner's) perspectives and ideas are critical to mapping the future of this national network and ensuring its longevity" Squires said.

### NPS/CHDS Catalyst

- As alumni of CHDS programs, Downing and Squires agree that educational instruction such as that offered through CHDS' Fusion Center Leaders Program (FCLP) is needed to improve intelligence collection and analysis.
- The study found fusion centers have yet to be invested with the analytical skill-craft and training necessary for them to accomplish their mission.
- "I think you cannot rely on threat domains established on a national basis, you need to drill down into your own region," Downing said. "You need to develop standing information. We're saying if only 30 percent are doing threat assessments, we have not developed a good path to prioritize threat domains," noted Squires.



### Impact

- The authors recommend greater resources be allocated to the professional development of those working in the centers.
- "It is my hope that this research report will assist decision makers at various levels in identifying the great value of the work being currently accomplished by fusion centers and the increased future potential that can be made available through focused investments," noted Squires.

\* as of 09/12



APPLIED RESEARCH EXEMPLARS



VOLUME THREE

COMPILED APRIL 2013



## APPLIED RESEARCH BRIEF

### *Giusti Fuses Academics with New Role*

*Richard Giusti, Battalion Chief, San Antonio (Texas) Fire Department*

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#### Background

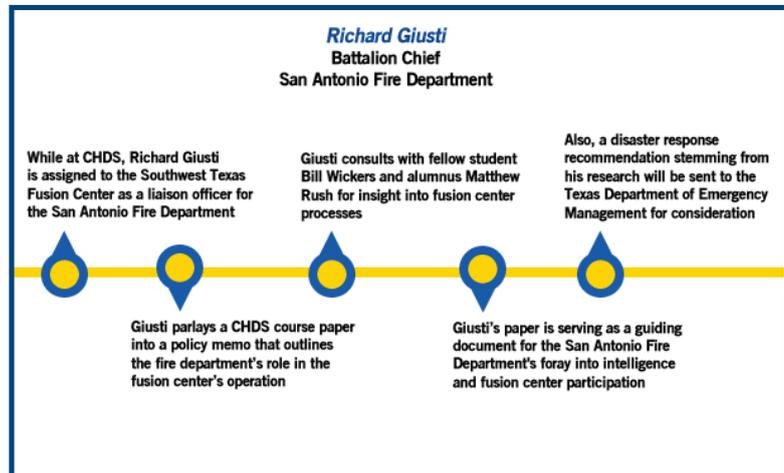
- Giusti was in charge of special operations for the San Antonio fire department when he enrolled at CHDS.
- In November 2012, while a student at CHDS, he was assigned to the Southwest Texas Fusion Center (STFC) the fire department's fusion center liaison officer.
- As liaison officer, Giusti will work with firefighters to ensure proper Suspicious Activity Reporting while making certain pertinent intelligence is directed to the fusion center from the department, and vice versa.
- Suspicious activity reporting for firefighters is a delicate balance, he noted. Their primary mission is safety and it would be counterproductive were residents to suspect they were being spied upon. "The last thing we want to do is be perceived as infiltrators for law enforcement," Giusti said. "Our constituents wouldn't trust us."

#### NPS/CHDS Catalyst

- Giusti cites CHDS coursework and contacts as proving helpful in his research into both fusion center processes and disaster response. "It's all about communication and building personal relationships," Giusti said. "It won't work without those relationships."
- Giusti has been able to consult CHDS contacts, a fellow student Bill Wickers, a police sergeant in Phoenix and alumnus Matthew Rush of the Austin (Texas) Fire Department, for insight into fusion center processes. "Matt Rush and Bill Wickers have kind of been my mentors on fusion centers," Giusti said during a break from class. "They've been very helpful in getting me started and pointing me in the right direction."

#### Impact

- Giusti's CHDS course paper is serving as guidance for the San Antonio Fire Department's foray into intelligence and fusion center participation.
- A state-wide disaster response policy may be implemented stemming from his thesis research.
- Giusti recommends drawing from the state's five Urban Areas Security Initiative (UASI) groups to respond to large-scale search and rescue events as well as hazardous materials (HAZMAT) incidents, rather than rely on Task Force 1, the state search and rescue team. Crews local to the scene exercise their skills with greater frequency whereas staff called up to Task Force 1 may not always use those skills regularly.
- "You would reduce funding and redundancy while increasing your proficiency because these people are better skilled in doing it," Giusti observed. "You want people staying on top of their game, especially in a situation when someone's life depends on you."



\* as of 01/13





## APPLIED RESEARCH BRIEF

### *Welch Launches Ready Responder Campaign at Local and National Levels* *Alicia Welch, Captain, Los Angeles (Calif.) Fire Department*

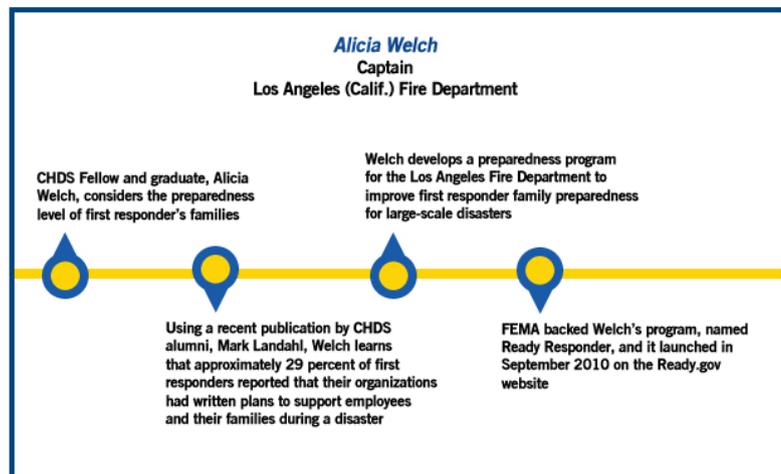
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#### Background

- Alicia Welch had been a Los Angeles Fire Captain for just eight months, when the tragic events of 9/11 unfolded.
- Welch recognized this event would dramatically reshape the role of the fire service in preparing for, responding to and recovering from catastrophic events. She confronted the realities of how she would respond and what the Los Angeles Fire Department (LAFD) could do to be better prepared.
- Welch, a 19-year veteran with the LAFD, continued to consider these questions while earning a master's degree at the Naval Postgraduate School Center for Homeland Defense and Security.

#### NPS/CHDS Catalyst

- Since Sept. 11, first responders have received the latest technology and equipment and participated in training and exercises to plan for and practice how they will respond in a future incident, but Welch realized that a critical component of individual and family preparedness was missing.
- "All of the equipment, training, and exercises contribute to a successful response, if the employees show up ready and able to work, but what if their families' are impacted by the disaster?" Welch said. "Many organizations have not addressed this issue."
- "It just kind of occurred to me that we never took into consideration the work force," Welch said. "What if we write all these emergency plans and the work force doesn't show up during a catastrophe? Then the plan won't work."
- After surveying CHDS students with assorted first responder backgrounds, the findings concluded that 97 percent of the respondents agreed employee and family preparedness was an essential element to organizational resilience during a large-scale catastrophe.
- Welch set out to address this critical gap by developing a preparedness program for the Los Angeles Fire Department.



#### Impact

- FEMA backed Welch's development of the Ready Responder pilot program. The program was created to improve first responder family emergency preparedness so professional responders are physically and mentally capable of coming to work and focusing on the job following a large-scale disaster.
- Welch and FEMA have undertaken a multi-layered pilot program in the City of Los Angeles to bolster workplace and household readiness for emergency responders. The LAFD launched its responder preparedness effort by distributing preparedness information packets to its 4,000 sworn and civilian staff members and hopes to expand the preparedness message to all first responders and citizens of Greater Los Angeles.
- The Ready Responder program and toolkit was launched in September 2010 on the Ready.gov. website.

\* as of 09/10





## APPLIED RESEARCH BRIEF

### *Portable DNA Testing Kits Useful Tool In Immigration Determinations* *Evelyn Sahli, Field Office Director, U.S. Citizenship and Immigration Services (USCIS)*

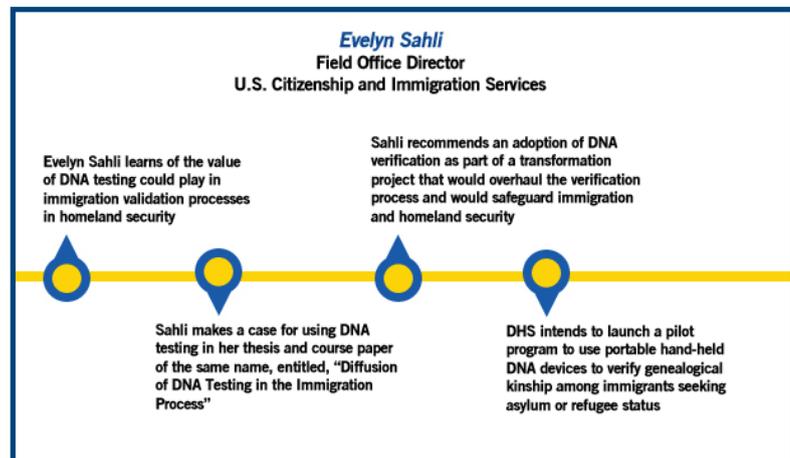
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#### Background

- A murder of a college student in Portland, Oregon, showed Evelyn Sahli, a U.S. Citizenship and Immigration Services (USCIS) Field Office Director in Portland, the value DNA testing could play in immigration validation processes and in homeland security. No fingerprints were left at the crime scene, but DNA testing led to a Turkish man who was married to an American student and seeking permanent residence in the United States.
- If not for the DNA testing in connection with the criminal investigation he could have possibly completed the residency process. "I realized our normal fingerprint screening process would have never caught him," said Sahli.
- "DNA is immensely valuable to the homeland security enterprise." Sahli said. "It has proven value in establishing biological relationships and detecting and deterring crime. It is a perfect tool for combating immigration fraud and preventing trafficking in humans, especially children. DNA technology can help to detect criminals and terrorists, facilitate inter-agency information sharing, improve customer service, and save resources."

#### NPS/CHDS Catalyst

- Sahli, said "At the same time that I moved from the Refugee Affairs Division to Domestic Operations, I was accepted into the CHDS Masters degree program. This meant that I was able to tie all of these issues together, merging real-life with academics. Without CHDS, I would have never had so many doors opened to me to pursue this subject."
- Sahli researched the prospect of portable DNA testing for her Technology for Homeland Security course paper and later for her thesis.
- In both CHDS papers, Sahli made a case for using DNA testing to ensure applicants qualify for the benefits status they are seeking.
- Sahli recommended her agency adopt DNA verification as part of a Transformation project that was intended to overhaul the verification process to expedite determinations, combat fraud and shift from paper-based processing to an electronic method.



#### Impact

- Almost 18 months after penning her thesis Evelyn Sahli will see her vision become a reality. DHS said in February 2011 it will launch a pilot program using portable hand-held DNA devices to verify genealogical kinship among immigrants seeking asylum or refugee status.
- She sees potential for the device to address immigration, criminal and homeland security challenges, especially the rising problem of human trafficking, something she grew increasingly concerned about when reviewing cases in which paternity was not clear.
- Sahli further advocated for the adoption of this approach, while working in Washington, D.C., and worked with participants in a DHS grant program to small businesses that were developing portable DNA testing equipment.
- With the portable device developed by NetBio of Boston, a DNA sample can be processed in less than one hour, compared with days or weeks when processed by a laboratory. "This was something that I had seen a clear need for over the years, and jumped at the chance to play a role," Sahli said.

\* as of 06/11





## APPLIED RESEARCH BRIEF

### *Paper Inspires Quest for Database Information Sharing*

*Ash Chatterjee, Enterprise Architect, Department of Homeland Security's Office of Infrastructure Protection*

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#### Background

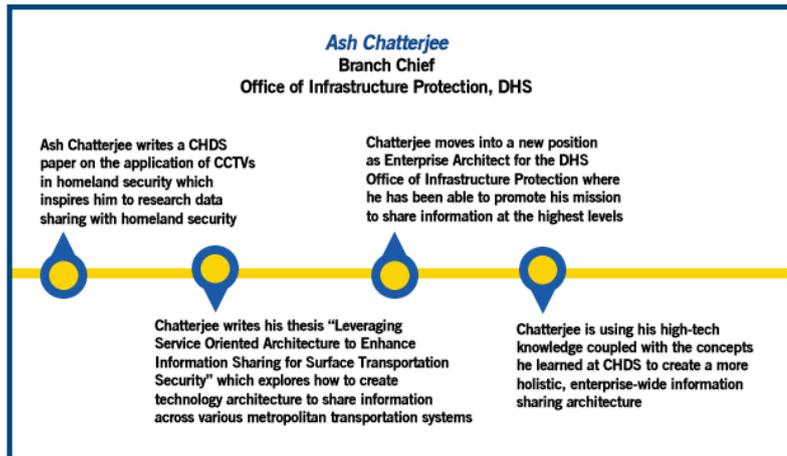
- Ash Chatterjee, an Enterprise Architect for DHS' Office of Infrastructure Protection, first began focusing on information sharing while working for the Transportation Security Administration (TSA), where he was employed while studying at CHDS.
- One of Chatterjee's missions with the Department of Homeland Security (DHS) is to educate colleagues about the importance of sharing information databases. "Most government employees don't even know this is possible," said Ash. "Most people don't think in these terms."

#### NPS/CHDS Catalyst

- Chatterjee wrote a research paper for his Technology for Homeland Security course on the use of closed-circuit television (CCTV) in homeland security. While working on this CHDS paper, he began thinking about developing a Common Operating Picture (COP) including CCTV data. A core component of an integrated situational awareness (SA) application, a COP supports the DHS mission of responding to threats and hazards by collecting, sharing and displaying information across agencies and organizations. A COP facilitates collaborative planning and response to threats.
- Chatterjee explored the topic further in his thesis, "Leveraging Service Oriented Architecture to Enhance Information Sharing for Surface Transportation Security." He analyzed information technology applications to address information sharing and how to create technology architecture to share information among various metropolitan transportation systems, their security partners and the TSA.

#### Impact

- After completing his CHDS degree, Chatterjee transferred to his current job which moved him closer to being able to enact his vision of information sharing. "However, I was disappointed to find that my new job involved the collection of infrastructure data and storing it in silos, but did not share it among HLS communities," he said.
- His CHDS paper on CCTVs inspired him to research data sharing, which has helped him significantly in his current job.
- With the tools learned from his CHDS coursework and thesis, Chatterjee has been able to promote his quest for information sharing at the highest levels of DHS. "I was able to explain to my office the importance of information sharing among various DHS agencies and their countless databases through automated means such as NIEM," he said.
- In his current position, Chatterjee is using his high-tech knowledge coupled with the concepts he learned at CHDS. In particular, he seeks to break down the "silos" of collected information for sharing across DHS' various agencies and sectors, and remains committed to empower his colleagues to do the same.



\* as of 06/12





## APPLIED RESEARCH BRIEF

### *Stigler Research Implemented in Regional Response Team*

*Mark Stigler, Deputy Chief of Police (Retired), City of Waukesha (Wis.) Police Department*

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### Background

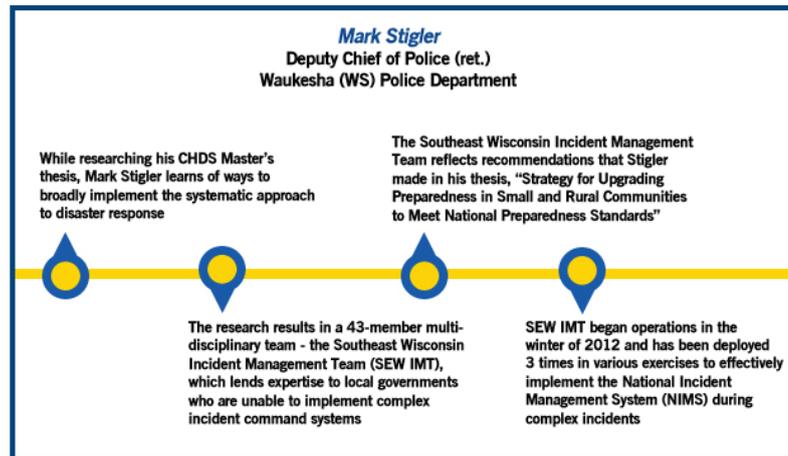
- Always a firm believer in the worth of the National Incident Management System (NIMS), Mark Stigler's views on how to implement the systematic approach to disaster response changed as he researched his CHDS thesis.
- "Before I started my research, my solution was just a stronger federal mandate, but after listening to my instructors and talking to emergency managers all over my state I quickly realized adding more mandates to those overworked people was not going to work," said Stigler, then the Deputy Chief of Police for the City of Waukesha (Wis.) Police Department.
- Stigler has retired from police work, and is now a full-time instructor at Waukesha County Technical College where he teaches criminal justice and homeland security courses.

### NPS/CHDS Catalyst

- In his CHDS thesis, "Strategy for Upgrading Preparedness in Small and Rural Communities to Meet National Preparedness Standards," Stigler devised an efficient, economical way to bring NIMS proficiency to regions that may not have the resources, money or time to implement all the complex components of the system. The result is a 43-member, multi-disciplinary team – the Southeast Wisconsin Incident Management Team (SEW IMT).
- SEW IMT, led by Stigler, comprises professionals who are highly trained in NIMS and work on a volunteer basis. Key to the team's success is that its members already have relationships with the localities they would aid during an incident, event or exercise.
- Stigler credits his CHDS education with expanding his view of homeland security in his profession. "The education I received at CHDS was an integral part of my maturation process as a homeland security practitioner," Stigler said. "Without the school I would have never had the broad view of homeland security that I have now. When I work with others to build homeland security or emergency management courses, documents or teams, I always keep in mind the lessons I learned at CHDS. It makes me feel good when I can apply the things I learned at that school here at home."

### Impact

- SEW IMT began operations in the winter of 2012 and has deployed three times. The most recent exercise in May 2012 was dubbed "SIMCOM 2012" and involved more than 200 participants and agencies including Wisconsin Emergency Management Director Brian Satula, who is a December 2011 CHDS graduate.
- The exercise was designed to display, educate and test Mobile Emergency Communications and interoperability between the Department of Defense and federal, state, tribal and local governments. The goal of the exercise was to develop relationships and understand the capabilities of other agencies before they are needed in a real emergency.
- "The education I received at the Center for Homeland Defense and Security was state of the art and the instructors were true mentors, many who I still reach back to when I need help. I feel duty bound to take back the new understanding they helped me reach and apply it here in my state."



\* as of 06/12





## APPLIED RESEARCH BRIEF

### Brown Earns CHDS Thesis Award

*Michael Brown, Senior Desk Officer, Office of Global Strategies, International Operations Division  
Transportation Security Administration (TSA)*

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#### Background

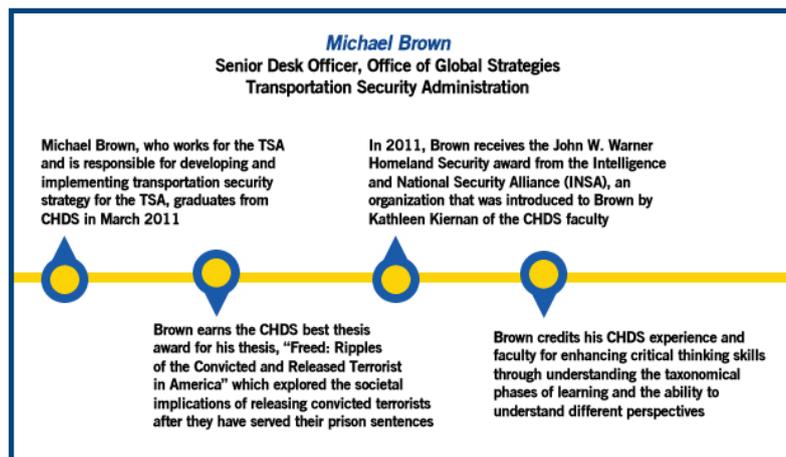
- Michael Brown's childhood experience of the murder of his father by Basque ETA separatists on Sept. 11, 1985 and the events of Sept. 11, 2001 shaped his desire to serve his country. After earning a business administration degree from The George Washington University he charted a course in the business world. But in 2004, he began to crystallize a new career path.
- "I had this epiphany about where I wanted to take my professional career," Brown recalled. "I didn't personally know anyone who was fighting terrorism. I didn't know many police officers or fire fighters. So I made a conscious decision to get into government"

#### NPS/CHDS Catalyst

- Brown further bolstered his academic credentials in earning a CHDS master's degree. His award-winning thesis, "Freed: Ripples of the Convicted and Released Terrorist in America," explored the societal implications of releasing convicted terrorists after they have served their prison sentences.
- Brown said, "Everybody comes from a different place. The NPS/CHDS classroom taught me to clearly recognize the similarities and nuances between disciplines, and broadened my conceptual thinking. It has helped me recognize the gaps between perspectives and also avoid 'group-think.'"
- In the summer of 2011, he worked with a group called Project Common Bond which works with children who have lost family members to terrorist acts. He noted that the world has become smaller because of technology. "As we have more contact, we have more conflict. This is why the CHDS program is amazing – to recognize that conflict and identify solutions to resolve it," he said.

#### Impact

- "Michael has made a significant contribution to the literature base and has compelled a public confrontation and a dialog on a threat heretofore nearly invisible. He symbolizes the true magic of CHDS, a practitioner environment in which earned experience fueled with a passion to change the world is backed with academic rigor and the results are evident," said Kathleen Kiernan of the CHDS faculty.
- Brown participated in a working group comprised of homeland security professionals in writing an INSA white paper titled "Intelligence to Protect the Homeland," published for the ten year anniversary of 9/11. He likens that working group experience to a CHDS classroom: "We had the opportunity to debate real-time issues about homeland security intelligence with professionals from multiple disciplines. The dynamic was somewhat similar to what I experienced at NPS/CHDS."
- Brown received the John W. Warner Homeland Security Award from the Intelligence and National Security Alliance (INSA) in December 2012 in Washington, D.C. The award is presented annually to first responders and domestic government employees across the national security and intelligence fields.



\* as of 12/11





## APPLIED RESEARCH BRIEF

### *Massey Puts Practice into Emergency Health and Hospital Surge Planning*

*Mary S. Massey, Hospital Preparedness Coordinator for Orange and Inland Counties, California Hospital Association*

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### Background

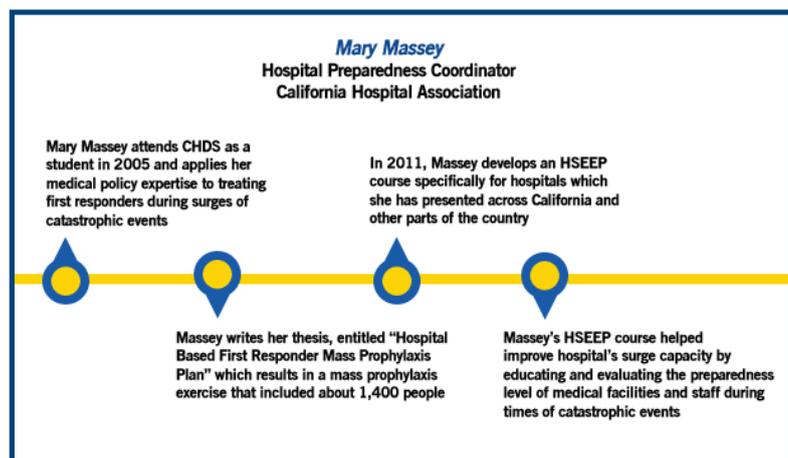
- Since 2007, Massey assisted in evaluating hospital emergency preparedness through the Homeland Security Exercise and Evaluation Program (HSEEP), maintained by the Federal Emergency Management Agency's National Preparedness Directorate, Department of Homeland Security.
- She works with hospitals to ensure they have well-practiced emergency and preparedness plans in place.
- Massey educates and evaluates the preparedness of medical facilities and staff as to their ability to operate during a "hospital surge," a large influx of patients during a catastrophic event.

### NPS/CHDS Catalyst

- Massey delved into the challenge of hospital surge while studying at CHDS. She applied her thesis research to administering mass prophylaxis campaigns specifically for first responders. Mass prophylaxis is the capability to protect the health of the population by taking steps to prevent the development of disease among people exposed or potentially exposed to public health threats.
- "There was a push to do mass prophylaxis for the country as a whole, but not for the first responders," said Massey.
- Massey's thesis abstract states: "In order to effectively meet the challenges created by a bioterrorism attack, its first lines of defense, the first responders, must be rapidly prophylaxed to allow the continuance of their mission. The primary objective of this research is to develop, test, and make recommendations for a straightforward, adaptable mass prophylaxis plan to meet the prophylactic requirements of local first responders in the event of a biological attack."

### Impact

- Her thesis realized immediate efficiency that included a full-scale first responder mass prophylaxis exercise that processed about 1,400 people in four hours using existing personnel and the National Incident Management System, at less than a tenth of the cost of other exercises.
- In 2011 Massey developed an HSEEP course specifically for hospitals which she has presented across California and other parts of the country. "I am trying to find a way for them to improve their surge capacity when catastrophic events happen, whether they are natural or manmade," said Massey.



\* as of 10/12





## APPLIED RESEARCH BRIEF

### *Drug Cartel Research Exemplifies Collaborative Power of CHDS Alumni*

*Bentley Nettles, Colonel, General Counsel, Texas National Guard*

*Anthony Cox, Hazard Assessment Officer, Department of Emergency & Military Affairs, Phoenix Ariz.*

*David Gomez, Assistant Agent in Charge, FBI, Seattle, Wash.*

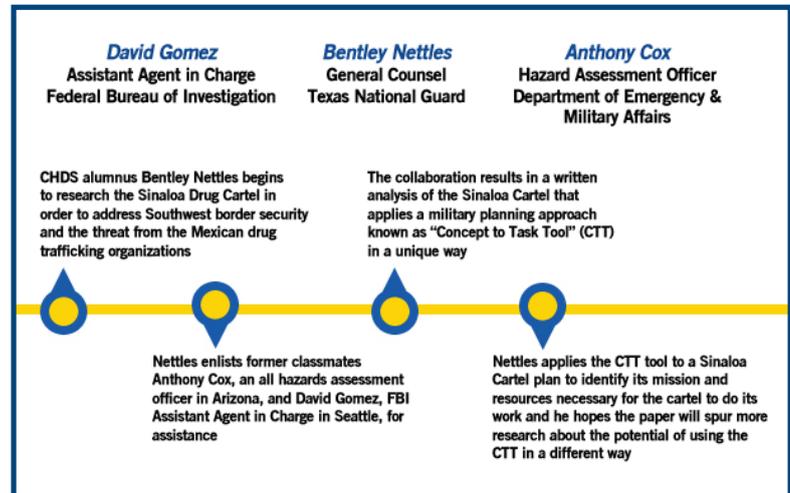
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#### Background

- As Colonel Bentley Nettles of the Texas National Guard began researching the Sinaloa Drug Cartel he ran into roadblocks mining the information he needed.
- Nettles' paper was an exercise in applying what is known as the Concept to Task Tool, or CTT. The CTT is typically used by military planners to provide an independent review of a plan or order by others within the organization, also known as a "blue team."
- He applied the tool to an enemy plan, the Sinaloa Cartel, to indentify its mission and necessary components for the cartel to do its work. This type of information analysis can help decision-makers better combat cartels.
- "The cartel is a criminal enterprise. Those organizations have certain dependencies they rely upon which makes them potentially vulnerable to us impacting those operations," Nettles said.

#### NPS/CHDS Catalyst

- Nettles tapped into the expertise network that comes with being an alumnus of CHDS. He enlisted former classmates Anthony Cox, an all hazards assessment officer in Arizona, and David Gomez, FBI Assistant Agent in Charge in Seattle, for assistance.
- "Without the CHDS experience, I don't believe that a military officer, a senior federal law enforcement agency and a state hazard analyst would ever come together to work on a project that kicks the can forward in addressing Southwest border security and the threat from Mexican drug trafficking organizations," Cox said.



#### Impact

- Nettles' written analysis of the Sinaloa Cartel applies the CTT in a novel way.
- Nettles hopes the paper will spur additional research about the potential of using the CTT in a different way. "My goal is get it into academia where people may make suggestions on how to use this tool more effectively," Nettles said.
- The collaborative nature and cross discipline interactions encouraged in the CHDS Master's Program are helpful beyond the classroom setting. "Using skill sets from one discipline and applying it to another, sometimes you can make dramatic breakthroughs," Nettles commented.

\* as of 05/11





*Old Technology Not Necessarily Outdated Technology*  
*Colleen Donovan, Hospital Preparedness Program Manager,*  
*SC Department of Health and Environmental Control, Columbia, S.C.*

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**Background**

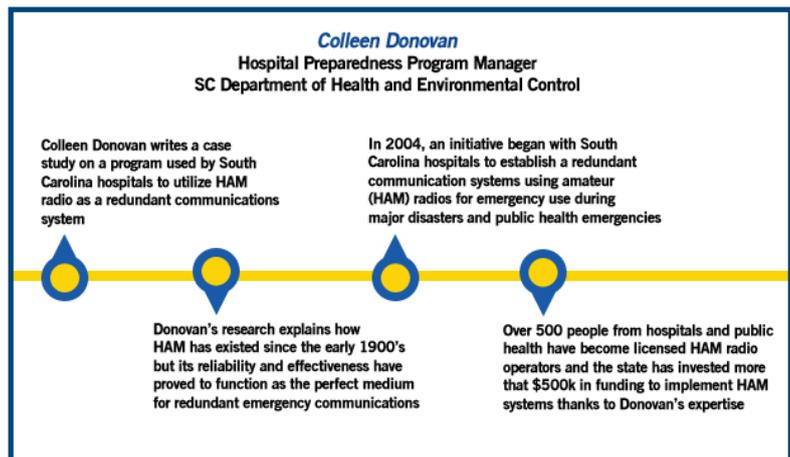
- In 2004, an initiative began with South Carolina hospitals to establish a redundant communication system using amateur (HAM) radios. The SC HEART (South Carolina Healthcare Emergency Amateur Radio Team) was formed that year.
- The goal of the project was to create a communication system to support hospitals, shelters, healthcare facilities, and Emergency Support Function #8 responders during major disasters and public health emergencies. This system is designed to be the backup communication system to the current 800 MHz radio system already established throughout the state.
- USC-CPHP has provided training for hospital personnel and public health personnel who are interested in becoming licensed HAM operators to use them in the time of emergencies.

**NPS/CHDS Catalyst**

- Donovan's CHDS course paper provided support for the idea that old technology isn't necessarily outdated technology. She wrote a case study on a program used by South Carolina hospitals to utilize HAM radio as a redundant communications system.
- "Ham radio has been around since the early 1900's, so it is not only reliable, but tested internationally," Donovan noted. "HAM is the most low tech communication technology used by hospitals, but it has been effective in emergency response. Sometimes, the oldest and easiest technology is dependable."
- She cited the National Hurricane Center in Florida, which relies on a HAM radio station, WX4NHC, to receive reports in affected areas and the National Weather Service's use of its "SKYWARN" program to receive ground level reports. Moreover, within minutes of September 11, 2001, ham radio operators communicated from emergency operation centers as other systems failed.

**Impact**

- Since completion of the CHDS technology class, other jurisdictions in the nation have asked South Carolina to participate in their exercises, the total number of individual licensed HAM operators has expanded by about 200, and there have been several requests for speaking engagements.
- "We are encouraged that all hospitals in our state who participate in the Hospital Preparedness Program now have a robust redundant communication system with hospitals and first responders in our state," Donovan said.
- To date, 505 individuals from hospitals and public health have become licensed HAM radio operators. HAMS are also available to provide communication during drills, exercises, and real life incidents across the state and work hand in hand with hospitals and public health during emergencies.
- The state has invested more than \$500,000 in funding to purchase, install and train individuals and install repeaters across the state for the security of knowing they are linked by a statewide network that they can depend on at all times.



\* as of 04/10





## APPLIED RESEARCH BRIEF

### Master's Alum Publishes CHDS Thesis as a Book

Stephanie Blum, Attorney, Transportation Security Administration

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#### Background

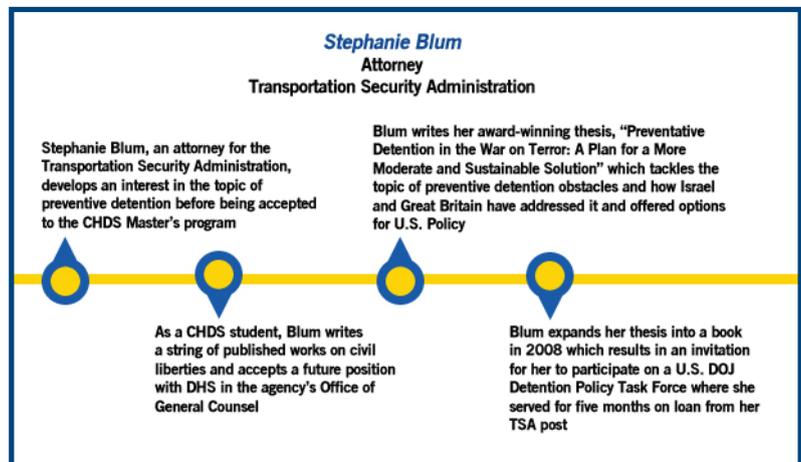
- After September 11, 2001, the Bush administration decided to detain individuals suspected of being members or agents of al Qaeda or the Taliban as enemy combatants. These detainees would be held indefinitely and incommunicado for the duration of the war on terror.
- Stephanie Blum, an attorney for the Transportation Security Administration, was interested in the topic of preventive detention before being accepted into the CHDS Master's program.

#### NPS/CHDS Catalyst

- While writing a research paper for the Introduction to Homeland Security, her interest in the topic of preventative detention intensified.
- She ultimately decided to make the topic the basis of her thesis.

#### Impact

- Upon completion of her thesis, Blum approached Cambria Press and explained the importance and relevance of her work. Cambria Press decided to publish the book titled *The Necessary Evil of Preventive Detention in the War on Terror: A Plan for a More Moderate and Sustainable Solution*.
- Blum is the first student in the CHDS Master's Degree Program to develop her thesis into a book.
- "This is a groundbreaking study that provides extremely valuable perspectives for both scholars and policymakers. It is clearly an important, if not critical, resource for other academics studying the war on terror," said Toni Tan, Director of Cambria Press.
- "Stephanie Blum is yet another example of how CHDS graduates are contributing to the next generation of this nation's homeland security leadership," said CHDS Professor David Brannan. "Stephanie's book is one of the most important legal volumes produced during this period of the so called 'War on Terror.'"



\* as of 01/09





## APPLIED RESEARCH BRIEF

### Smith's Thesis Provided Fusion Center Career Blueprint

Walter Smith, Inspector, Philadelphia Police Department and Executive Director of the Delaware Valley Fusion Center

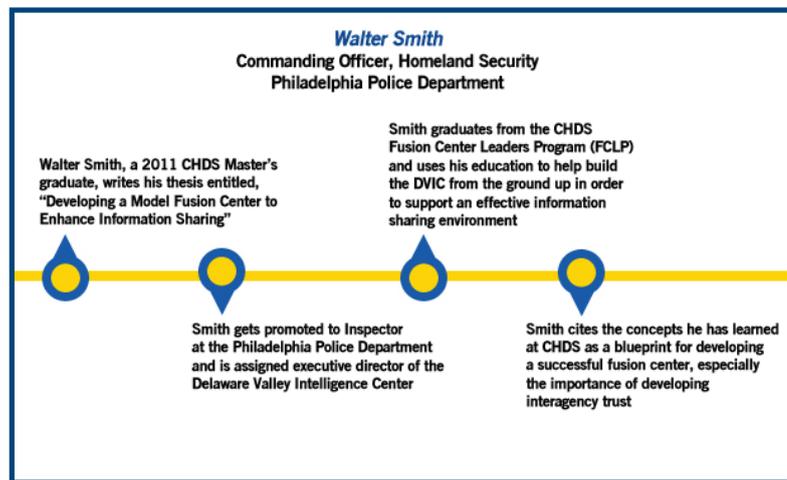
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#### Background

- Walter Smith is a veteran of the Philadelphia Police Department where he has worked a full range of police jobs including patrol, organized crime and homeland security.
- The Philadelphia region boasts a population of more than 3.5 million people and serves as a regional focal point for commerce and transportation and is a major port in the United States. Furthermore, it includes an array of historical icons that would be considered symbolic terrorism targets.
- The focus of Walter Smith's thesis as stated in his abstract is "...to examine correlation between the implementation of the current United States Department of Homeland Security and U.S. Department of Justice suggested Fusion Center Guidelines, and the employment of these guidelines in the successful development of a model fusion center."
- Smith is also a graduate of the Center's Fusion Center Leaders Program.

#### NPS/CHDS Catalyst

- The collaborative environment fostered in the Center's coursework proved to be a valuable catalyst to Smith's thesis research.
- Although the Philadelphia region had developed a robust response capability through collaborative efforts, Smith said, communication and information sharing would be enhanced through a centralized information-sharing network.
- "Interagency collaboration serves as the core of fusion center success," he said. "The concepts I applied from the CHDS Master's Degree program and the Fusion Center Leaders Program emphasized the importance of developing interagency trust and relationships. These experiences assisted me in the development of the necessary knowledge, skills and abilities to become a fusion center leader in a complex environment, which seeks to protect civil rights and civil liberties of individuals, while lawfully connecting the dots to prevent the next terrorist incident."
- "CHDS provides a preeminent education and experience to be an effective practitioner managing complex challenges in any position."



#### Impact

- With a recent promotion to Inspector at the Philadelphia Police Department and an assignment as executive director of the DVIC which serves 12 counties in four states, Smith has the opportunity to utilize the research he did for his thesis titled "Developing a Model Fusion Center to Enhance Information Sharing."
- "The Delaware Valley Intelligence Center was built from the ground up in order to support an effective information-sharing environment," said Smith.

\* as of 12/12



APPLIED RESEARCH EXEMPLARS



VOLUME TWO

COMPILED MARCH 2013



## APPLIED RESEARCH BRIEF

### *Making Sense in the Edge of Chaos: A Framework for Effective Initial Response Efforts to Large-Scale Incidents* Cynthia Renaud, Commander, Long Beach (Calif.) Police Department

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#### Background

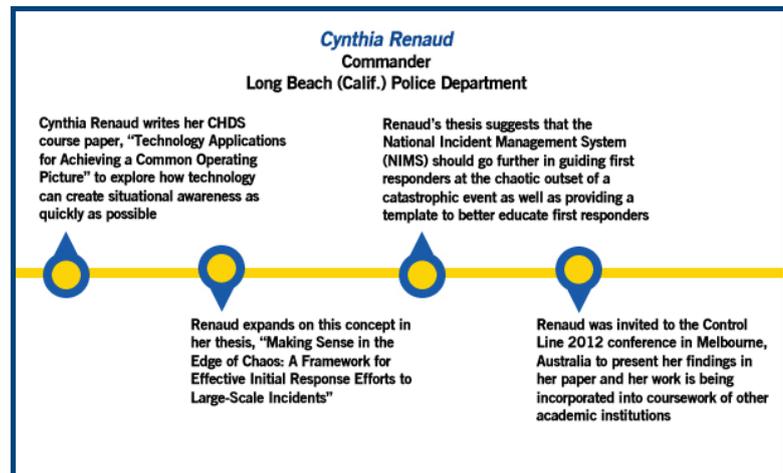
- Post 9/11, the federal government created the National Incident Management System (NIMS), an organizational structure intended to manage resources and channel communication between disparate agencies working together to solve a catastrophic crisis.
- In her CHDS course paper for the Technology and Homeland Security class, "Technology Applications for Achieving a Common Operating Picture", Police Chief Cynthia Renaud studied use of the technology to create situational awareness as quickly as possible.

#### NPS/CHDS Catalyst

- Renaud expanded her study of complex response situations in her thesis "Making Sense in the Edge of Chaos: A Framework for Effective Initial Response Efforts to Large-Scale Incidents." "During a big event with multiple agencies, probably the most challenging thing is to determine how the command post can take in information, sift through it to see what is pertinent, and send out orders to first responders," she said.
- Renaud credits CHDS for the opportunity to research and write about the topic and for the paper's reach. "The thesis would have never been written had I not been fortunate enough to spend two years in an academic environment where I was pushed to think, to prod, and to explore this subject area," Renaud said. "I would have gone on in my daily life thinking about this issue but not doing anything about it."

#### Impact

- Renaud discovered in the initial phase of chaos during large scale emergency events, the forms, checklists and organizational structure of NIMS offer first responders little help for making sense of the situation. "While NIMS is an excellent tool for managing response efforts in subsequent phases it leaves us unprepared with how to deal with the initial phase of chaos," Renaud said.
- Renaud recommends expanding NIMS to include recognition and discussion of this initial phase. Using a combination of classroom and scenario-based training, her paper also suggests a template to better educate first responders.
- Renaud's research into the early phases of incident command have spread around the globe; she was invited to speak at the Control Line 2012 conference in Melbourne, Australia, and she is scheduled to speak at the California Police Chiefs Association's conference as well as an emergency management conference in 2013.
- Instructors from institutions including Northwestern University in Chicago and the National Defence Academy in Bulgaria have informed her they are incorporating her work in their courses, and the California Police Officer Standards and Training (POST) Commission created a steering committee looking at building a course on the topic.



\* as of 10/12





## APPLIED RESEARCH BRIEF

### *Coast Guardsman Enlists Citizens, Social Media to Safeguard Nation's Waterway*

*Andre Billeaudeau, Commander, U.S. Coast Guard*

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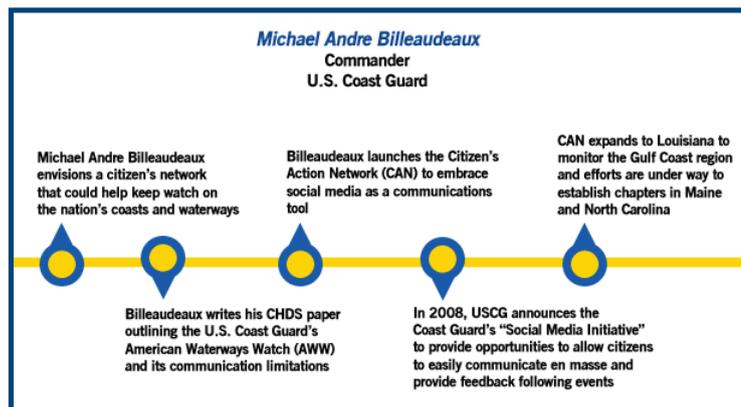
- Andre Billeaudeau, a U.S. Coast Guard Commander, had long envisioned a citizen's network that would help keep watch on the nation's coasts and waterways.
- Before he started work on his master's degree at the Center for Homeland Defense and Security (CHDS), he had launched the Citizen's Action Network (CAN) in the Pacific Northwest.

#### Catalyst

- In a CHDS course paper, Billeaudeau outlined the U.S Coast Guard's American Waterways Watch (AWW) and highlighted its communication limitations of how participants could receive or report information.
- The paper also analyzed theories of social networking, and the rise in popularity of Web 2.0 applications was viewed as a potential benefit to an organization such as the US Coast Guard by allowing the free exchange of information through a variety of Web 2.0 social networking applications.
- The paper paved the way for his thesis, "Leveraging Citizens and Cultivating Vigilance for Force Multiplication in the Maritime Domain," which further evaluated CAN, the unique maritime and "community" corroboration, with an emphasis towards national implementation.

#### Impact

- The research Billeaudeau conducted at CHDS has helped transform his vision of the CAN program into an effort that is being replicated elsewhere and a concept that is becoming part of the Department of Homeland Security's (DHS) national strategy.
- "CHDS helped move it from hobby to something much more formal; it gave it some backbone," Billeaudeau said. "The research and concept has been accepted into some national venues."
- CAN has since expanded and now has a chapter based in Louisiana that monitors the Gulf Coast region and efforts are also under way to establish chapters in North Carolina and Maine.
- It has fully embraced social media as a communications tool and the group has its own Facebook page and utilizes MOODLE, a collaborative learning application Billeaudeau learned about at CHDS.
- "I think this is one of the best bangs for buck the country has," he said. "The homeland security of the country rests on its citizenry."



\* as of 04/10





## APPLIED RESEARCH BRIEF

### *Alumnus Combats Somali Radicalization, Builds Partnerships With Muslim Community Through Community Policing Dennis Jensen, Assistant Police Chief, St. Paul (Minn.) Police Department*

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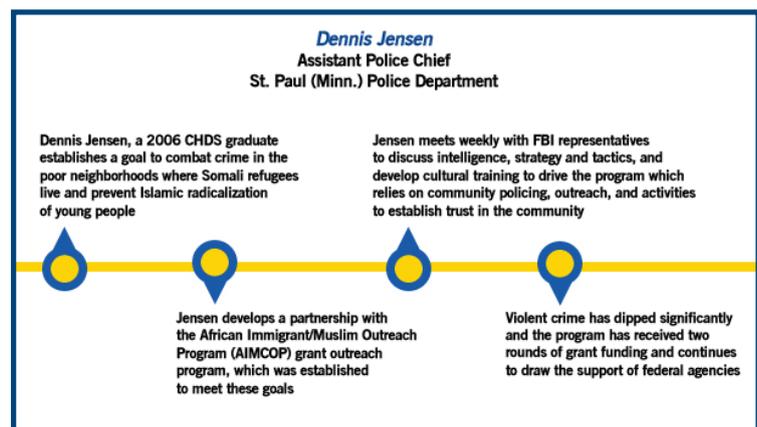
- After the terrorist attacks of 9/11/01, law enforcement needed to cultivate relationships with Muslim communities in the United States.
- Assistant Police Chief Dennis Jensen discovered the key to creating a connection to St. Paul's local Somali immigrant community was building trust in a population who are distrustful of police. In their native country, police are often brutal and repressive, so gaining trust is challenging. "They are totally afraid of law enforcement because in their county law enforcement is military," he said.

#### NPS/CHDS Catalyst

- For his thesis, "Enhancing Homeland Security Efforts by Building Strong Relationships between the Muslim Community and Local Law Enforcement," Jensen compared an earlier study of policing St. Paul's African American community to policing the Somali immigrant community to see if there were common lessons to be learned.
- His research showed:
  - Just two of six aspects of the earlier study proved relevant to the latter
  - The complexity of culture in immigrant communities requires law enforcement to meet each population's unique needs
  - Each immigrant population requires going beyond traditional community policing efforts to attain cultural competency

#### Impact

- An outreach program, the African Immigrant/Muslim Community Outreach Program (AIMCOP), was created, aimed at preventing radicalization while reducing crime and improving people's lives in their new country. This program combines community policing with outreach and activities specifically for St. Paul's Somali population.
- Somali outreach incorporated several programs through the St. Paul Intervention Project, including the Police Athletic League, tutoring and jobs training at the YWCA and women's programs.
- To engender trust the project works with the Muslim American Society (MAS) to provide translation and other services for community meetings.
- Jensen meets weekly with FBI representatives to discuss intelligence. FBI also provides counterterrorism training for about 35 law enforcement officers with the St. Paul Police Department and the Ramsey County Sheriff's Department who are associated with the project.
- The outreach effort Jensen directed received two grants, a state grant in 2005 for \$25,000 and an Office of Justice Programs grant in 2009 for \$670,000.
- Violent crime in the targeted areas has dipped 15 percent.



\* as of 08/11





## APPLIED RESEARCH BRIEF

### *Mathematical Modeling Applied to Maritime Security*

*Eric Taquechel, Lieutenant Commander, United States Coast Guard*

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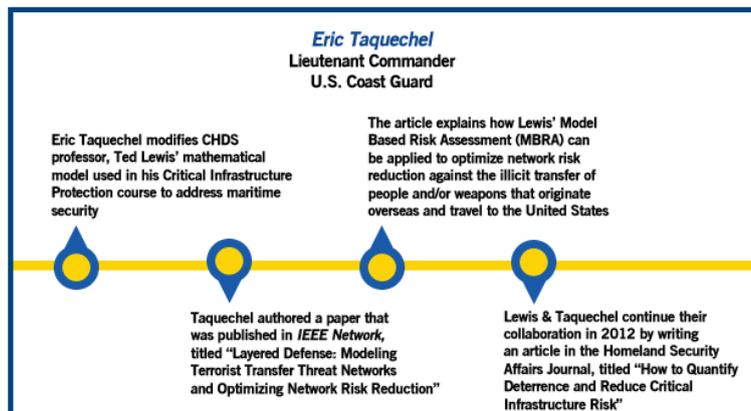
- Students in Ted Lewis' Critical Infrastructure Protection course are taught how mathematical modeling can provide a better foundation for making important decisions about protecting the nation's infrastructure assets.
- Lt. Eric Taquechel of the U.S Coast Guard learned network theory from Lewis' Critical Infrastructure Protection course and Lewis' 2006 book on the same topic, "Critical Infrastructure Protection in Homeland Security: Defending a Networked Nation."

#### Catalyst

- At his job at Coast Guard Headquarters in Washington, D.C., Taquechel was concurrently working on a project to analyze transfer threat, illicit people and/or weapons/components that originate overseas, travel through foreign ports and the global maritime commons and enter the United States via domestic ports. He saw an opportunity to apply Lewis' theories and practical tools, such as the Model Based Risk Assessment (MBRA), to the transfer threat problem he was working on.
- Network science, which analyzes connections/relationships between different components of a system, leverages mathematical optimization techniques and reliability engineering, was applied to the realities of the U.S.' layered defenses against the transfer threat. The analysis would show where to invest limited resources for maximum system risk reduction and/or return on investment.
- Model Based Risk Assessment (MBRA), is a modeling/simulation/analysis tool used to assess network node vulnerability, network risk and resource allocation. Lewis agreed to modify his MBRA tool to look at transfer threat analysis.
- Lewis identified a special edition of IEEE magazine as a good fit for the article Taquechel wanted to write which he hoped would inform policy in addition to contributing to the academic literature.

#### Impact

- Taquechel's paper was published in the November/December 2010 edition of IEEE Network, titled "Layered Defense: Modeling Terrorist Transfer Threat Networks and Optimizing Network Risk Reduction." With the hope of reaching a wider audience, he kept it minimally technical.
- Lewis & Taquechel continued their collaboration in 2012, writing an article published in the August 2012 Homeland Security Affairs Journal, titled "How to Quantify Deterrence and Reduce Critical Infrastructure Risk."
- "Again, the CHDS program helped contribute to the discourse on real-world problems," Taquechel and Lewis said. "The CHDS program is not intended to create mathematicians, or to teach students deterrence theory and game theory. But, because of the strong instructor-student relationships, the great relationships between the center and DHS agencies and the center's linkages to other fields of study, there are plenty of opportunities to apply concepts from those fields to current and emerging critical infrastructure risk management issues, in an actionable way. As practitioners and those who educate them, we have an obligation to solve problems, and combining the strengths of different schools of thought into one approach could be the best way to solve those problems."



\* as of 12/10





## APPLIED RESEARCH BRIEF

### Statewide Information Sharing Explored by Squires

Keith Squires, Deputy Commissioner of Utah Department of Public Safety

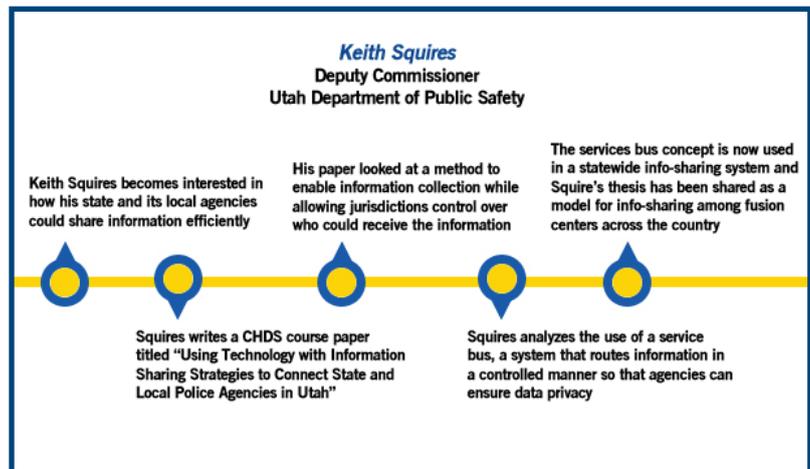
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#### Background

- Keith Squires was interested in how his state and its local agencies could share information without the turf squabbles that occasionally occur among law enforcement agencies when disclosing hard-earned investigative facts.
- Squires' CHDS course paper titled "Using Technology with Information Sharing Strategies to Connect State and Local Police Agencies in Utah" looked at a method to enable information collection and distribution while allowing jurisdictions to retain control of their materials.
- Using a service bus, a system that routes queries to the requested data, controls access to information. This method provides an alternative to a centralized database and addresses concerns of agencies reluctant to share and lose control of their information.

#### NPS/CHDS Catalyst

- While a student, Squires, the Deputy Commissioner of Utah Dept. of Public Safety, was appointed as Utah's homeland security director and the governor's homeland security advisor. "I was able to incorporate my school work at NPS with this new job," Squires said.
- Squires' course paper tied into a work assignment, establishing a state fusion center.
- The paper also led to Squires' thesis, "Critical Accountability: Preventing and Interdicting Terrorist Activity in the U.S. by Effectively Utilizing State and Local Law Enforcement."



#### Impact

- The technology discussed in his paper was utilized for internal purposes at the Utah Department of Public Safety.
- Information derived from the fusion center is a necessary part of intelligence-led policing in the state.
- Though the fusion center did not adopt the precise method outlined in his paper, the same concept was used when adopting a statewide information-sharing system. "It's still a matter of not creating a central database, but being able to know where information is located and directing investigators so that they can access the information they want," Squires said.
- Local law enforcement agencies are becoming more involved. Investigators from local law enforcement agencies rotate in and out of the center through a course titled "Intelligence Liaison Coordinator." They take their training back to their home agency and serve as a liaison between their department and the fusion center.
- Squires has shared his thesis in Washington, D.C., as a model for information sharing among fusion center and various levels of law enforcement.

\* as of 04/10





## APPLIED RESEARCH BRIEF

### Student CIP Project Drives National Legislation

*Tracy Frazzano, Lieutenant, Montclair (N.J.) Police Department*

*Jeffrey Jones, Supervisory Special Agent, Federal Bureau of Investigation*

*Duke Pirak, Lieutenant Colonel, Oregon Air National Guard*

*Cheryl Wade, Commander, Ventura County (Calif.) Sheriff's Department*

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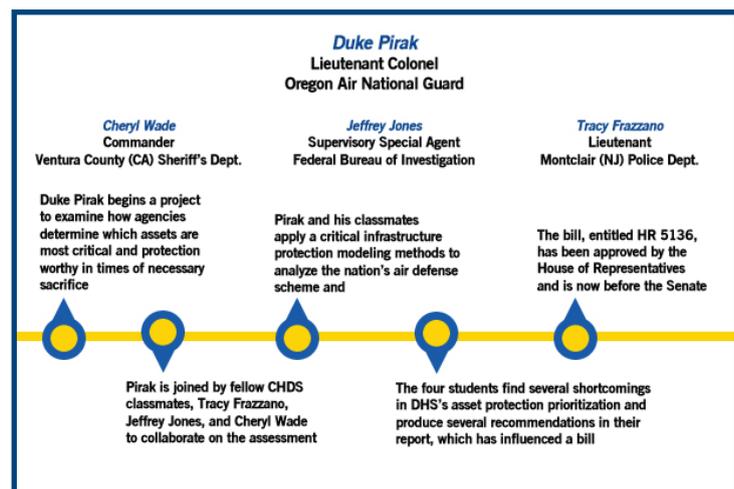
- The Critical Infrastructure Protection (CIP) course at the Naval Postgraduate School Center for Homeland Defense and Security (CHDS) teaches students how to apply modeling to assess vulnerabilities and build protection strategy.
- The underlying purpose of the course is to examine how agencies determine which assets are most critical and protection-worthy, when not everything can be protected all of the time.

#### NPS/CHDS Catalyst

- As part their CIP course project, Lt. Col. Duke Pirak of the Oregon Air National Guard, Lt. Tracy Frazzano of the Montclair (N.J.) Police Department, Jeffrey Jones, Supervisory Special Agent with the Federal Bureau of Investigation, and Cmdr. Cheryl Wade of the Ventura County (Calif.) Sheriff's Department examined how the Department of Defense (DoD) assesses risk and decides which assets to protect in the realm of homeland air defense.
- The four students applied a CIP modeling method to analyze the nation's air defense scheme. "We uncovered what we think are some severe flaws in their (DoD) logic and strategy," Pirak said. "The ultimate goal is to remove emotion and politics out of this and come up with something that is informed by science."
- "As a group, the research presented that we have reduced our level of air protections since 9/11 and haven't taken steps to update our analytics to support what we are protecting and how we are doing it," said Frazzano. "The overall conclusion that we reached is that our resources are far from optimized."

#### Impact

- Their study found shortcomings in DoD's decision-making on which population centers and which nodes of infrastructure to protect. When deciding on equally-sized population centers, one may have critical infrastructure nodes that were not being factored into the decision.
- Language in the National Defense Authorization Act, signed into law by President Obama January 2012, was included in part because of the concerns raised in the CHDS students' report.
- As a result, NORAD is now required to work with the National Guard in evaluating the best use of the nation's air defense to protect people and infrastructure.
- Their study also called for more emphasis on threat assessment; to consider events that would be devastating, yet unlikely, compared with more realistic concerns. "We suggested re-examining the nature of threat; where is it we are really vulnerable?" Pirak said.



\* as of 01/12





## APPLIED RESEARCH BRIEF

### *Robot Testing Highlights NPS/CHDS Partnerships*

*George Hough, Lieutenant, Fire Department New York*

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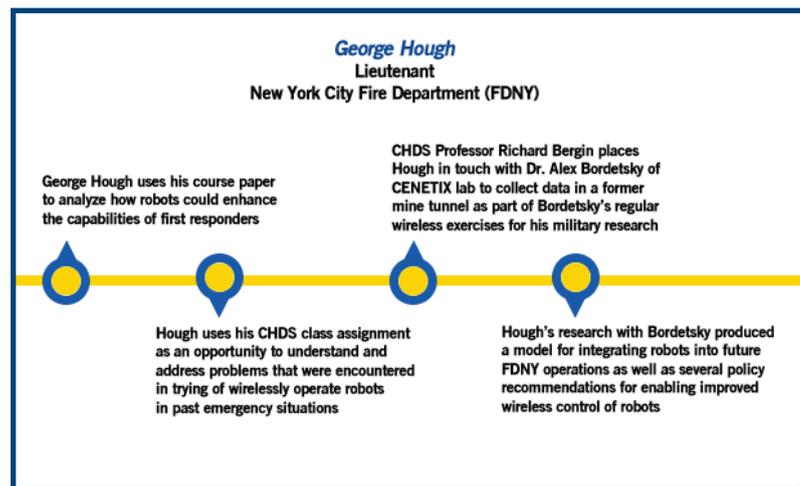
- Since 2005, Lt. George Hough of the FDNY has been involved in a project sponsored by U.S. Department of Homeland Security (DHS) Science and Technology Office of Standards that tasked the National Institute of Standards and Technology (NIST) with the responsibility of developing performance metrics and test methods for robots. These standards are to be used by members of 28 Urban Search and Rescue (US&R) teams to assist with operations at disasters and terrorist events.
- Hough published NIST data jointly with Dr. Kate Remley and other participants from NIST for the International Symposium for Advanced Radio Technology (ISART) 2007 conference. The NIST exercise became the subject of his CHDS strategy memo in his Introduction to Homeland Security class.
- Tests exposed reliability issues with the wireless communications used to control the robots. From NIST data Hough learned a key issue was interference between wireless robots operating on the same radio frequencies in an uncoordinated manner. This finding became the subject of Hough's CHDS Technology of Homeland Security course paper and provided a basis for a significant part of his thesis work.

#### NPS/CHDS Catalyst

- Hough used CHDS class assignments as an opportunity to understand and address problems encountered when trying to wirelessly operate robots on Sept. 11, as well as difficulties he observed at the NIST/US&R robot test events in 2005 and 2006.
- CHDS Professor Richard Bergin placed Hough in touch with Dr. Alex Bordetsky of the CENETIX laboratory at the Naval Postgraduate School. Bordetsky provided an opportunity for Remley to bring her team to California to collect data in a former mine tunnel as part of Boredetsky's regular wireless exercises for his research with the military. This work evolved into additional research outside the classroom.

#### Impact

- Hough's CHDS thesis work contributed to furthering applied research in wireless signal propagation in tunnels and other urban environments. The main conclusions supported policy recommendations for obtaining suitable radio spectrum to enable improved wireless control of robots.
- Remley provided Hough's thesis to the National Association of Bomb Squads working group chaired by a representative from the FBI. Many of the communication issues involved with robots to be used in search and rescue and fire department operations apply equally to bomb squad operations.
- His thesis introduced a model for how the wireless control affects technology acceptance and looked at the interrelationship of three circles of influence: the physical environment (tunnels, high rise buildings, etc.), the radio environment (protocols for sending radio signals), and the operational environment (whether the robot fits into the operations easily). The knowledge gained from looking at the problem from this perspective should prove useful for integrating robots into future fire department operations.



\* as of 04/10





## APPLIED RESEARCH BRIEF

### Local Law Enforcement Needs Ability to Track Domestic Terrorists

David Heller, Assistant Special Agent in Charge, FBI, Anchorage, AK

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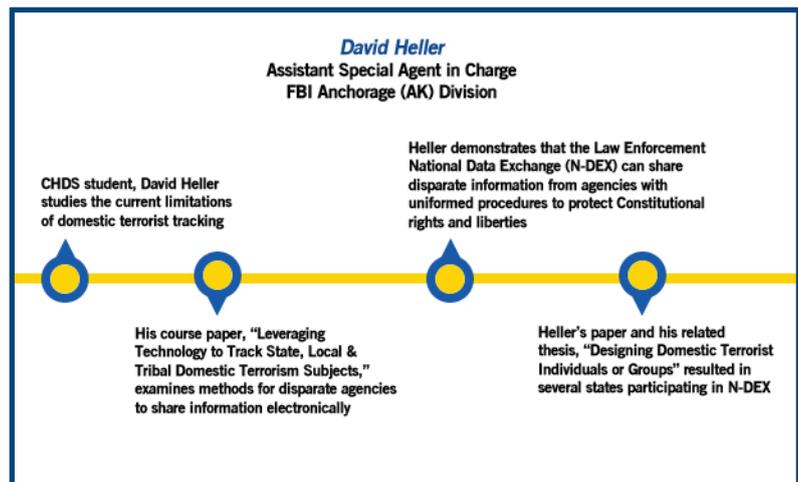
- Like many professionals on the front lines of homeland security, FBI Agent David Heller was concerned about the ability of local, state and federal/tribal agencies to track people of interest in domestic terrorism investigations.
- State and local agencies have their own systems for that kind of tracking, but they don't have the capability to do so nationally.
- A suspect whose activities may arouse suspicions of violating federal law might be of interest to state and local agencies, but there was no electronic mechanism for those agencies to share or receive that kind of information on a national level.
- Heller was particularly interested in the ability of state agencies to uniformly communicate concerns about possible domestic terrorism suspects, and those agencies' ability to track those suspects' movements.

#### NPS/CHDS Catalyst

- His Technology course paper, titled "Leveraging Technology to Track State, Local & Tribal Domestic Terrorism Subjects," examines methods for disparate agencies to share information electronically. Heller's paper highlights the Law Enforcement National Data Exchange, or N-DEX.
- Although N-DEX was not established specifically for tracking domestic terrorism suspects, Heller argues that the system was perfectly structured to do so.
- Federal, state, and local law enforcement agencies commonly use the National Crime Information Center (NCIC) to track warrants and arrests but there are limitations that prevent this information sharing at the national level for state and local agencies. Filling that need, however, also required a balance to protect Constitutional rights and liberties. N-DEX addresses that because of its uniformed procedures and definitions.
- Seeing the opportunity to benefit his sponsoring agency, Heller continued his research on domestic terrorism in his thesis entitled "Designating Domestic Terrorist Individuals or Groups."

#### Impact

- As a result of Heller's paper, agencies in Alaska, California, Delaware, Kansas, Nebraska, New Jersey, New York, Oregon, Texas, Virginia and West Virginia have begun participating in N-DEX.
- The system can leverage the data exchange index not only for suspected terrorists, as envisioned in his paper, but also for other types of criminal suspects. These states retain their own data systems, but are able to utilize N-DEX for information sharing.
- N-DEX backers are meeting with fusion centers to enlist their participation in other states.
- "There are myriad agencies out there that have databases for information sharing. The N-DEX was a way to get these agencies that have these data sources to come together and connect them," Heller said.



\* as of 04/10





## APPLIED RESEARCH BRIEF

### *Duggan Finding Solutions Through Education*

*Brian Duggan, Fire Chief, Northampton (Mass.) Fire Department*

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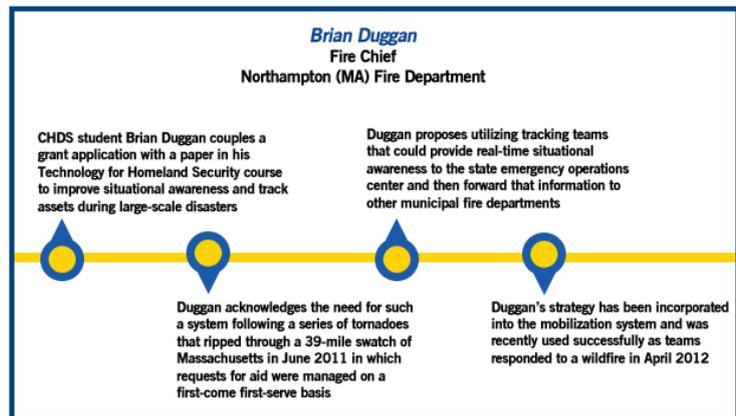
- A combination of decades-long experience and education are helping Northampton (Mass.) Fire Chief Brian Duggan solve some of the toughest challenges facing his city and the commonwealth.
- A 32-year veteran of the fire service in Massachusetts, Duggan has worked in Northampton for 14 years. He holds two bachelor's degrees and an MBA. He completed the Executive Fire Officer Program at the National Fire Academy in Emmitsburg, Md., and the Harvard Kennedy School's Senior Executive in State and Local Government Education Program.
- Still, Duggan believes the educational opportunities at the Naval Postgraduate School Center for Homeland Defense and Security (CHDS) are unmatched in both relevance and applicability and he looks forward to utilizing his CHDS education to serve his community and region for years to come.

#### NPS/CHDS Catalyst

- Duggan has already applied his CHDS course work in real-world ways, even before his graduation. To improve situational awareness and track assets during large-scale disasters, he coupled a grant application with a paper in his Technology for Homeland Security course.
- The need for a tracking system became clear after a series of tornadoes ripped through a 39-mile swath of Massachusetts in June 2011. Under the former model, requests for aid were managed on a first-come, first-serve basis. Duggan proposed utilizing tracking teams that could provide real-time situational awareness to the state emergency operations center and, then, forward that information to other municipal fire departments.
- "A first-come/first-serve system lacks a true definition of the context of the event," Duggan noted. "In that context (the tornadoes) there was no way to prioritize resources. So this paper focused on developing two-person situational awareness teams and coupling them with a Massachusetts Department of Fire Services technology proposal urging development of a statewide fire mobilization status tracking system. That system would be available as a display to every fire department in the state. It also has the capability of mobile computing. Situational awareness teams could look at the needs of the event and communicate back to the state emergency operations center to best determine priority and how to leverage an optimal response."

#### Impact

- These two programs have been enacted, Duggan said. His strategy has been incorporated into the mobilization system and was recently used successfully as teams responded to a wildfire on April 4, 2012.
- Another tangible benefit to Northampton was achieved through a project in his Critical Infrastructure: Vulnerability Analysis and Protection course. In September 2009, the water plant sustained a component failure and was flooded with several feet of water, which compromised the plant for several days. Duggan's class project examined risk and the best methods to mitigate risk within a water treatment plant that serves a local jurisdiction.
- "I've been through the Harvard program and others, but nothing compares to the quality and challenge of the CHDS program," he said.



\* as of 07/12





## APPLIED RESEARCH BRIEF

### Computer Gaming Innovations Lead to Improved Emergency Communications

Christopher Smith, Health Commissioner, Portsmouth (OH) City Health Department

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

#### Background

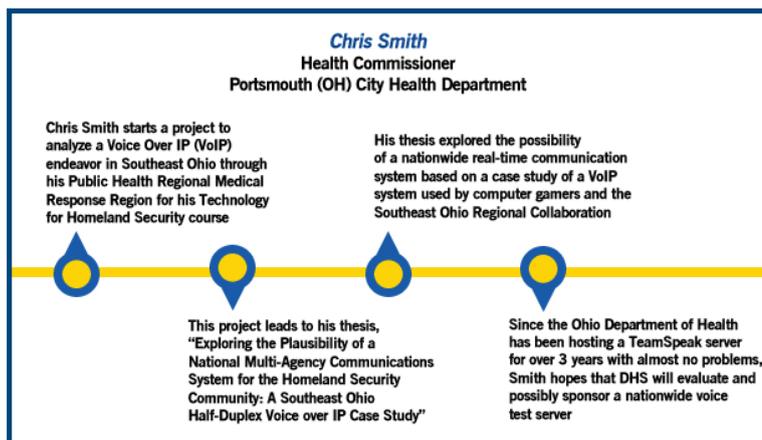
- “The Technology for Homeland Security class provided an excellent framework for analyzing an ongoing Voice Over IP (VoIP) project I had been working on in Southeast Ohio through our Public Health Regional Medical Response Region made up of 21 counties,” said CHDS graduate Chris Smith.
- The regional collaboration consists of public health departments, emergency management agencies and local hospitals. His project consisted of utilizing a unique form of VoIP to create a virtual intercom system throughout Southeast Ohio.

#### NPS/CHDS Catalyst

- Smith, the Environmental Health Director in Portsmouth, Ohio, utilized his CHDS course paper to write a proposal to the Federal Emergency Management Agency's Science and Technology (S&T) Solutions Program in which he sought funding to implement a nationwide system based on the Southeast Ohio VoIP model. While his funding request was turned down, it helped him clarify the pros and cons of the Southeast VoIP system.
- The class also led to his thesis, “Exploring the Plausibility of a National Multi-Agency Communications System for the Homeland Security Community: A Southeast Ohio Half-Duplex Voice over IP Case Study.”
- The purpose of his thesis was to assess the plausibility, or even the possibility, of a nationwide real-time communication system, based on a case study of a VoIP communications system utilized by computer gamers and the Southeast Ohio Regional Collaboration.
- The specific software utilized in Southeast Ohio and by the gamers is called TeamSpeak, produced by TeamSpeak Systems. It is effective because it is inexpensive, geographically independent, and utilizes very little bandwidth. While this software was originally developed to meet the needs of gamers, it coincidentally meets the needs of the homeland security community.

#### Impact

- The Ohio Department of Health has been hosting a TeamSpeak server for the Southeast Region for more than three years, with almost no problems.
- The Ohio Department of Health is in the process of updating its voice server with the new software and will launch the system statewide. Smith hopes that the Department of Homeland Security will evaluate, and possibly sponsor, a nationwide voice test server, but for now he is dedicated in Southeast Ohio to moving the system up slowly, level by level. Also, TeamSpeak Systems is currently looking into extending the system to handheld devices, such as cell phones, which would further enhance its usefulness.
- The system was utilized for H1N1 in the Southeast Ohio region. “The ability to utilize the TeamSpeak system greatly enhanced response to the H1N1 vaccination campaign,” Smith said.



\* as of 04/10





## APPLIED RESEARCH BRIEF

### *The Technology of a Health Threat Assessment*

*Beverly Pritchett, Senior Deputy Director, Health Emergency Preparedness and Response Administration,  
Department of Health, Washington, D.C.*

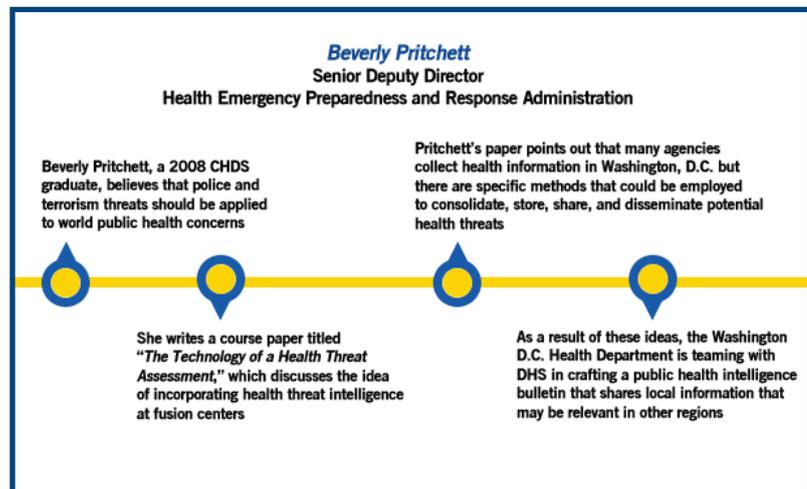
The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

#### Background

- In her CHDS course paper for Technology for Homeland Security, "The Technology of a Health Threat Assessment," Beverly Pritchett states fusion centers should incorporate public health analyses in their assessments.
- Pritchett continued with the same theme in writing her thesis.
- While inclusion of health and medical information in fusion centers has been documented, relatively few have done so, and a product designed specifically toward health and medical intelligence did not exist at the state and local level.

#### NPS/CHDS Catalyst

- Her model demonstrates the need for the public health and medical community to improve collaboration across sectors to produce a more integrated product that enhances the understanding of the entire information sharing community.
- In her course paper, Pritchett states that fusion centers should incorporate public health analyses in their assessments. She notes that the Defense Department uses such a process, but it has not been a standard practice among public health agencies.
- Pritchett calls for applying the same type of threat assessments that are used in the police and terrorism world to public health concerns.
- The technology course paper centered on how to gather and store information with the available technology, while the thesis progressed to addressing how to analyze and assess that data by bringing together representatives from disciplines outside public health, such as law enforcement or fire safety.
- The thesis model demonstrated the need for the public health and medical community to improve collaboration across sectors to produce a more integrated understanding of the entire community, particularly at the state and local level where the intelligence would most benefit first responders and the local community.
- "I think the interesting thing is that when we share information and ideas across disciplines we tend to come up with a different picture," she said. "We look at the same thing – where the 180 buses will be parked - but we all look at it with a different lens on the threat that it might pose."



#### Impact

- The Washington, D.C., Health Department is teaming with the Department of Homeland Security in crafting a public health intelligence bulletin that communicates local information that may be relevant in other regions.
- Public health professionals are working with other District agencies in developing Priority Information Needs (PINs) for special events that occur throughout the tourist season in Washington, D.C. PINs provide both intelligence analysts and operations personnel with cues for situations that could develop into a public health threat during a special event.

\* as of 12/08



APPLIED RESEARCH EXEMPLARS



VOLUME ONE

COMPILED FEBRUARY 2013



## APPLIED RESEARCH BRIEF *Capitalizing on Modern Fingerprint Technology*

*Jonathan Lines, Assistant Special Agent, Immigration and Customs Enforcement*

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### Background

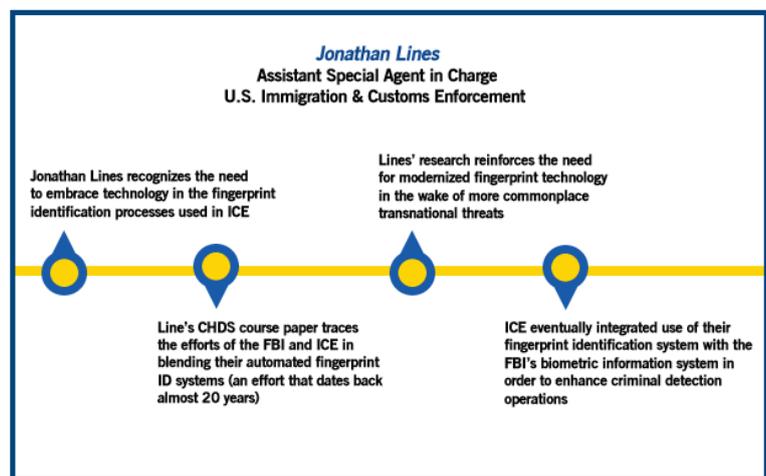
- Immigration and Customs Enforcement (ICE) Assistant Special Agent Jonathan Lines considers embracing technology in homeland security practice critical. In the case of ICE, the agency needed to consider technology for sharing fingerprint data.
- His paper traced the efforts of the Federal Bureau of Investigation (FBI) and what was known as the Immigration Naturalization Service (INS), now renamed Immigration and Customs Enforcement (ICE), in blending their automated fingerprint identification systems, an effort that dates back almost 20 years.
- INS' developed its Automated Biometric Information System (IDENT) while the FBI developed its Integrated Automatic Fingerprint Identification System (IAFIS). Because each system had different requirements in the fingerprinting process, the two systems, their technologies and experience using fingerprint data were not integrated.

### NPS/CHDS Catalyst

- Transnational threats to our nation's communities are becoming more commonplace and Lines' research reinforced his belief for the need for better technology to identify these threats for local, state and federal agencies alike.
- Lines cited cases to show why an updated system was needed. One of those cases was the tale of an illegal immigrant who, despite several encounters with the legal system, was able to slip in and out of the country undetected while committing a string of murders in Texas in 1999.
- Subsequent efforts to integrate the INS and FBI systems were accelerated in response to that case, with additional resources added for integration efforts in the aftermath of the Sept. 11 attacks.

### Impact

- ICE eventually integrated use of IAFIS and IDENT and has trained its personnel on its use. Its nationwide deployment is now an agency priority.
- In March 2010, three Utah counties became the first jurisdictions in the state to benefit from an initiative called "Secure Communities". The cornerstone of Secure Communities is the activation of new information-sharing capabilities developed by the Department of Homeland Security (DHS) and the Department of Justice (DOJ) that automatically alert local law enforcement and ICE when potentially deportable criminal aliens come into local custody. In its first full week in operation, the Secure Communities program in Salt Lake County is credited with detecting more than 30 aliens in local custody who had been charged with or convicted of crimes. Of those, four were foreign nationals whose criminal records included arrests or convictions for the most serious types of crimes, Level 1 offenses. Across the country, Secure Communities is now being used by 135 jurisdictions in 17 states. ICE expects Secure Communities to have a presence in every state, with nationwide coverage anticipated by 2013.
- "This collaborative use of technology truly helps secure our communities," Lines said.



\* as of 05/12





## APPLIED RESEARCH BRIEF

### *Intelligence Policing Director Sees Biometrics' Worth*

*Bill Kalaf, Director of Intelligence-Led Policing, Mesa (Ariz.) Police Department*

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#### Background

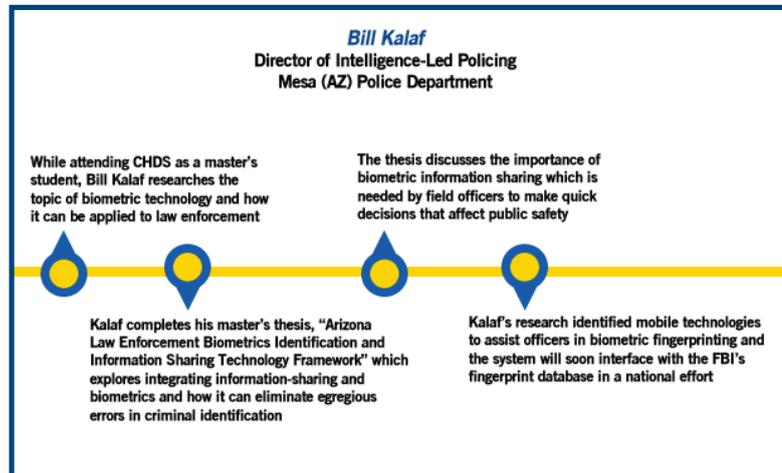
- Law enforcement record management systems are dependent on accurate subject identification information and information getting entered accurately. Example: a person by the name of John Allen Smith may be entered into a jail record as J. Smith or J.A. Smith, or some other variation. Biometric fingerprinting eliminates this problem.
- Access to this information is needed by field officers who must make quick decisions that affect public safety. CHDS student Bill Kalaf found instances where warrants for arrest were issued against invalid names. In some cases, a citizen's identity was stolen, used by a criminal, and a warrant was issued for an unsuspecting citizen.

#### NPS/CHDS Catalyst

- Bill Kalaf researched biometric technology for his CHDS Technology for Homeland Security course paper as well as for his thesis, "Arizona Law Enforcement Biometrics Identification and Information Sharing Technology Framework."
- His research identified mobile technologies to assist officers, including biometric fingerprinting. Portable biometric fingerprinting devices are available to identify suspects and victims whose prints are in Arizona's state fingerprint database.

#### Impact

- Upon graduation in 2010, Kalaf shared his research with police chiefs around the greater Phoenix area.
- In 2012, police departments in Glendale, Mesa, Phoenix and Tempe, Arizona participated in a pilot program testing a portable handheld biometric device, MorphoDent, in cooperation with the manufacturer, MorphoTrak. The portable device uses biometric fingerprinting technology to identify suspects and victims whose prints are in Arizona's state fingerprint database.
- Prints are matched against the Automated Fingerprint Identification System (AZAFIS). Soon the system will also be able to access the FBI's fingerprint database (IAFIS), the national law enforcement's fingerprint identification system.
- Kalaf sees biometric fingerprinting as just one step to a greater information sharing enterprise for law enforcement.
- He envisions a system in which patrol car computers have real-time access to criminal databases and believes using mobile technology for facial recognition is another area worthy of exploration.



\* as of 10/12





## APPLIED RESEARCH BRIEF

### *Gorman Serious About Gaming*

*Chad Gorman, Chief of FEMA's Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) Branch*

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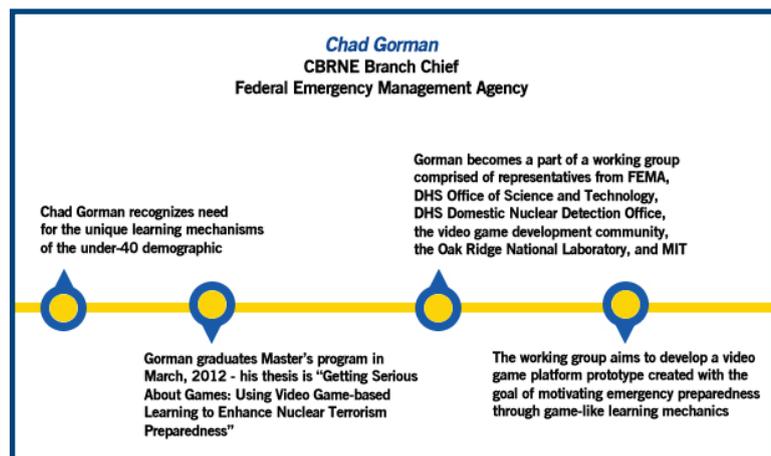
- Chad Gorman, a 2012 graduate of the Naval Postgraduate School Center for Homeland Defense and Security, sees gaming as a new preparedness educational tool that may not only inform, but motivate the under-40 generation to prepare for a nuclear disaster.
- Since August 2012, Gorman and a working group have been developing a video game platform with the aim of creating a system that motivates preparedness. The working group comprises representatives from the Federal Emergency Management Agency, DHS Office of Science and Technology, DHS Domestic Nuclear Detection Office, the video game development community as well as Oak Ridge National Laboratory and the Massachusetts Institute of Technology.

#### NPS/CHDS Catalyst

- The seeds of Gorman's curiosity were subtly planted during a brief conversation with Dr. Tara O'Toole, Under Secretary for Science and Technology, who inquired about using gaming during a briefing. Subsequently, he wrote a Technology for Homeland Security course paper on the topic and expanded the concept in his thesis, "Getting Serious About Games: Using Video Game-based Learning to Enhance Nuclear Terrorism Preparedness."
- Gorman cites research by Patricia Marks Greenfield, professor of psychology at the University of California—Los Angeles, showing video gaming cultivates "specialized skills such as inductive learning through observation, trial and error, and testing hypotheses; comprehending multi-dimensional imagery; and comprehension of scientific simulations."
- To spread key preparedness information – the goal is to increase nuclear preparedness – Gorman envisions utilizing a genre known as "serious games." In this genre, players forego blowing stuff up or killing zombies for a game aimed at addressing social and cultural issues. For example, a game called "Darfur is Dying" enables players to experience what life is like in war-torn Sudan as the player assumes the role of a refugee. Most importantly, the game will seek to address a preparedness gap for young people when it comes to nuclear preparedness.

#### Impact

- Initially, the scope of the pilot program will be limited with the aim of producing and evaluating a prototype and possibly publishing an academic paper.
- As the process evolves, FEMA will look to lessons learned at other agencies and the approach could eventually be expanded to address all-hazards preparedness.
- Gorman credits his CHDS experience for exposing him to the topic and the research support and making contacts in the gaming industry that shaped the final proposal.



\* as of 08/12





## APPLIED RESEARCH BRIEF

### *Preparedness Key to Urban School Areas Security Planning*

*Craig Gjelsten, Fire Chief, Park Ridge Fire Department, Ill.*

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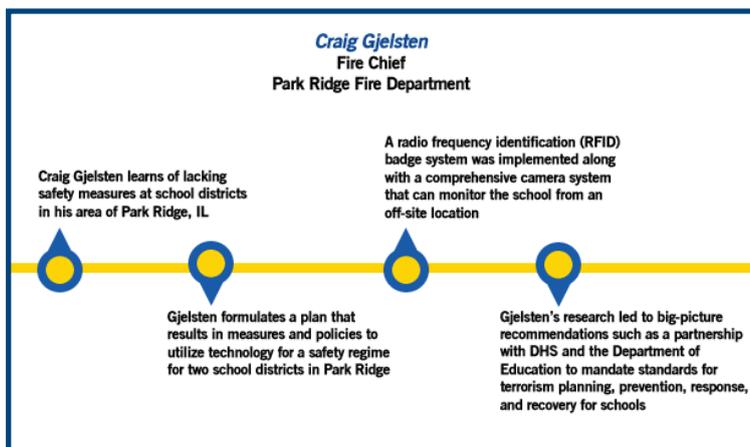
- When Park Ridge (Ill.) Fire Chief Craig Gjelsten began studying security systems at school districts in his area, he was shocked to find safety measures were lacking in an age where terrorism is an ominous threat.
- In writing a course paper for CHDS' Technology in Homeland Security class in 2007, he found the Department of Homeland Security had generally left school security up to local agencies.
- "Schools in the United States are at risk of a terrorist attack and we are unprepared," he bluntly stated in the introduction to his paper titled "Protecting Our Educational Institutions from Acts of Terrorism."

#### NPS/CHDS Catalyst

- His course paper led to his thesis, "Homeland Security Planning for Urban Area Schools."
- Gjelsten notes that terrorists are more and more attacking targets that historically have been taboo, such as schools. His paper surveyed security planning and how it could be improved. He studied two school districts in Park Ridge, Ill.
- To his surprise, the schools were not using technology as part of their security plan and had no uniform plan in place.
- He then focused on Main South High School, concluding that the school's plan needed updating while outlining the pros and cons of technology that could optimize its security strategy. Technology measures Gjelsten analyzed included Radio Frequency Identification (RFID), iris scanning systems and the Rapid Responder Crisis Management Planning System.

#### Impact

- Gjelsten's academic plan resulted in measures and policies to utilize technology for a safety regime at Maine South High School in Park Ridge.
- What resulted was a compilation of strategic and specific recommendations to improve the security at the Main South High School campus. Gjelsten worked with Rose Garlasco, the principal of Maine South High School, in the development and implementation of the school's emergency plan as well as the adoption of his recommendations.
- Two significant recommendations that were adopted and implemented were technology solutions. These were a radio frequency identifier (RFID) identification badge system and a comprehensive camera system capable of being monitored from an off-site location (i.e. a Fire Department or Police Department response vehicle).
- Gjelsten's research led to big-picture recommendations such as a partnership with DHS and the U.S. Department of Education to mandate comprehensive standards for terrorism planning, prevention, response and recovery for schools.



\* as of 04/10





## APPLIED RESEARCH BRIEF

### *Federal Coordinating Officer's Thesis Genesis of Training Program*

*Tony Russell, Federal Coordinating Officer, FEMA*

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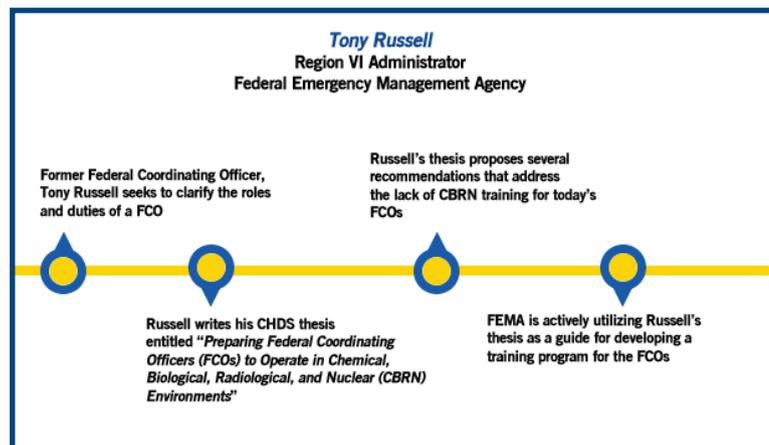
- When established in the late 1990s, a federal coordinating officer's (FCO) role with the Federal Emergency Management (FEMA) was managing traditional disaster events in support of state and local agencies.
- The FCO role expanded when FEMA began to incorporate homeland security concerns into its mission, particularly in responding to Chemical-Biological-Radiological-Nuclear-Explosives, or CBRN.
- CHDS graduate Tony Russell, a former FCO who is now superintendent of the Emergency Management Institute, sought to clarify the roles and duties of FCOs in his thesis.
- At the time, FEMA had no substantive protocol to address CBRN threats from the executive leadership "boots on the ground" perspective.
- "We didn't have people trained to do that," Russell said. "As I read more I thought, 'wow, if this happened, what would we do?'" Russell recalled. "It had to be addressed."

#### NPS/CHDS Catalyst

- As he researched his topic, Russell said he became increasingly concerned as he found that had FEMA needed to support a state, it didn't have the leadership training to work in a CBRN environment at that time.
- Russell's thesis traces the history of the FCO role in FEMA, dating from the late 1990s, and examines the job as it is related to the emerging challenge of CBRNs, distinguishing how those events differ from traditional disasters.
- His research led to three recommendations to address the lack of CBRN training for FCOs: full implementation of a FCO Tiered Qualifications Plan to provide FCOs with a basic understanding of CBRNs; decentralization of command and control; and, establishing an Incident Management Assistance Team dedicated to CBRN incidents.
- "If the recommendations herein are adopted, the critical command and control function of the FCO in a CBRN environment will be substantially enhanced and the readiness level of the federal response system greatly improved," Russell wrote.

#### Impact

- Russell's thesis, "Preparing Federal Coordinating Officers (FCOs) to Operate in Chemical, Biological, Radiological, and Nuclear (CBRN) Environments," is now being used to train FCOs on CBRN threats.
- FEMA is utilizing Russell's thesis as the genesis for developing a training program for the Federal Coordinating Officers (FCOs).



\* as of 06/12





## APPLIED RESEARCH BRIEF

### *Crisis Management and Communication Were Sturdivant's Concerns*

*Brian Sturdivant, Deputy Chief, Scottsdale (Ariz.) Fire Department*

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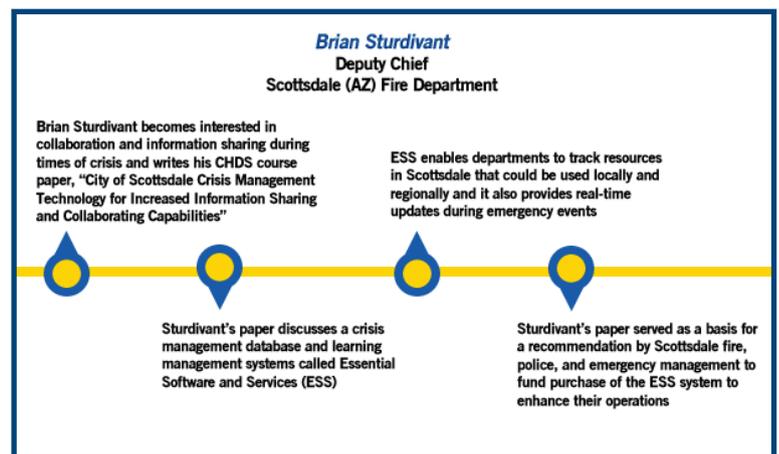
- Brian Sturdivant, Deputy Chief of the Scottsdale Fire Department, was interested in collaboration and information sharing during crises, when he wrote his Technology in Homeland Security course paper.
- The Scottsdale Fire Department is a member of the Phoenix Regional Automatic Aid Consortium, which comprises 25 fire departments within the Phoenix Valley and enables the fire unit closest to an incident to respond, regardless of jurisdictional boundaries. This poses some challenges in communications and allocating resources.

#### NPS/CHDS Catalyst

- In his course paper, "City of Scottsdale Crisis Management Technology for Increased Information Sharing and Collaboration Capabilities," Sturdivant conducted a case study of available technology. He envisioned technology that would aid his department and the Consortium.
- Sturdivant's paper examined a crisis management database and learning management system called Essential Software and Services (ESS) for Crisis Management.
- The software enables departments to track staffing and equipment resources in Scottsdale that can be used locally and regionally. It provides valuable, real-time updates during an emergency event and documents the various types of certification firefighters have, so decision makers know what specialties and capabilities are available for staffing purposes.
- "Ultimately, it provides a solid baseline process before we activate an EOC (Emergency Operations Center)," Sturdivant said.

#### Impact

- Sturdivant's paper served as the basis for a recommendation by Scottsdale fire, police and emergency management to fund the purchase of the ESS system. Funding was approved in 2008.
- In addition to enhancing operations, ESS will enhance the Scottsdale Fire Department's family support and wellness system which provides support to emergency responders and their families in the event of a multi-operational period emergency event.
- ESS can serve as the database for general and contact information for all members of the organization, along with resources available to support family members of deployed personnel.
- The system is currently being used for physical resource management, human resource management, apparatus typing, personnel records and detailing certification, training and experience.
- "We're starting out very small and basic," Sturdivant said. "We want to ensure the process meets our needs, is accurate and allows us to continue development of the City of Scottsdale's All-Hazard Incident Management Team. The program is modular in nature which allows it to expand and be as robust as we need it."



\* as of 04/10





## APPLIED RESEARCH BRIEF *Modernizing Emergency Alerts Poses Challenges*

*Anthony Cox, Individual Assistance Program Manager, Arizona Department of Emergency and Military Affairs*

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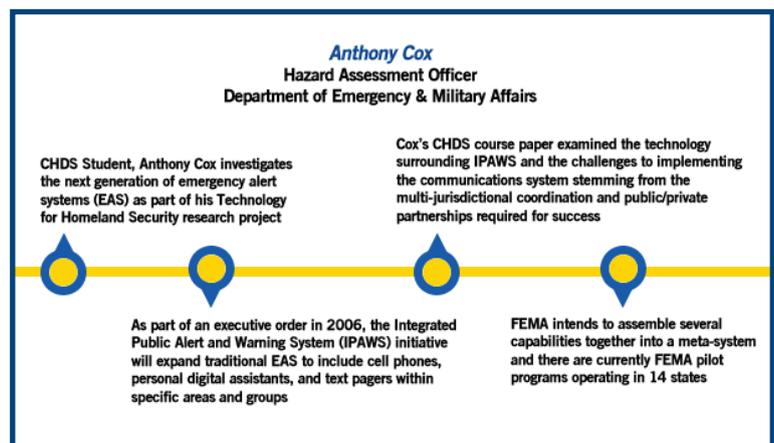
- President George W. Bush issued an executive order in 2006 to expand the Emergency Alert System (EAS). The Executive Order tasked the Secretary of the Department of Homeland Security (DHS) to enhance EAS communications to reach cell phones, personal digital assistants and text pagers within specific geographic areas and groups. This led to the IPAWS (Integrated Public Alert and Warning System) initiative being coordinated by FEMA.
- FEMA's IPAWS Program Management Office was established to take the vision set forth in the Executive Order and oversee the evolution of EAS technology to include personal and modern formats, such as messages in languages other than English and compatibility to individuals with hearing and vision disabilities.
- Interested in the next generation of emergency alert systems, Anthony Cox wrote a course paper, while a student at CHDS, that examined the technology surrounding IPAWS and the challenges to implementing this communications system.

### NPS/CHDS Catalyst

- Cox's CHDS research has led to a better understanding of the potential that IPAWS has for enhancing the Homeland Security Advisory System (HSAS) concept and achieving its intended purpose with the American public. Cox highlights that there are significant challenges with implementation that stand in the way of achieving the FEMA IPAWS vision, primarily due to the multi-jurisdictional coordination and public private partnerships that are required for national success.
- As FEMA puts it: "IPAWS will improve terrorism threat advisories by communicating with as many people as possible through as many communication devices as possible."

### Impact

- FEMA intends to assemble several capabilities together into a meta-system. There are currently FEMA pilot programs operating in 14 states.
- Other developments for IPAWS originate from the WARN Act which required the FCC to establish the Commercial Mobile Service Alert Advisory Committee (CMSAAC), which exists to give the FCC recommendations on the transmission of emergency alerts by commercial mobile service providers. The result of CMSAAC efforts and FCC adoption of recommendations is the nationwide Commercial Mobile Alert System (CMAS), which will transmit emergency alerts to cellular subscribers.
- FEMA has also adopted FCC guidance to use open standard technology, CAP (Common Alerting Protocol), for message dissemination. The open system provides an opportunity to bring many private sector companies into partnership. An assurance of interoperability is being addressed through coordination with the National Institute of Standards and Technology (NIST).



\* as of 04/10





## APPLIED RESEARCH BRIEF *Silo Thinking In Vaccine Stockpiling Persists*

*Thomas Rempfer, Flight Operations Supervisor, MQ-1 Predator Instructor Pilot,  
Air Force Special Operations Command (AFSOC)*

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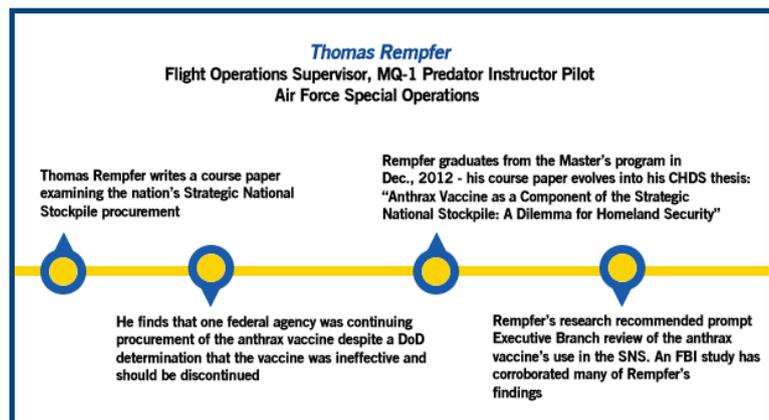
- Thomas Rempfer, a 2009 graduate of the Naval Postgraduate School Center for Homeland Defense and Security, discovered that the October 2001 anthrax scare in the U.S., in which anthrax was anonymously mailed to elected leaders and others, was preceded by a Department of Defense decision to discontinue research on an anthrax vaccine.
- Rempfer's paper exposed the "silo" thinking that has plagued many agencies that are tasked with homeland security responsibilities in the United States.

### NPS/CHDS Catalyst

- In a CHDS course paper, Rempfer discusses how the motive of the letter attacks was designed to entice people to obtain the vaccine. This information was cited in a 2008 FBI study.
- The ploy seemed to work as the Department of Homeland Security began stockpiling the vaccine, despite Defense Department moves to discontinue its research.
- Using government and military documentation, Rempfer traced the history of anthrax vaccine development and how old strains of the vaccine remained in place for use despite calls for updates.
- Rempfer's technology course paper evolved into his CHDS thesis and a subsequent article published in the *Homeland Security Affairs* journal. His work recommended prompt Executive Branch review of the anthrax vaccine's use in the Strategic National Stockpile (SNS) in the form of a Presidential Study Directive (PSD) and Presidential Policy Directive (PPD) process, as well as enforcement of Homeland Security Policy Directives requiring review by DHS of stockpile components.

### Impact

- The Department of Defense's medical college, the Uniformed Services University of the Health Sciences (USUHS) critiqued the current anthrax vaccine doses as being "hampered by shortcomings that make their widespread use undesirable or infeasible."
- The FBI also recently finalized its findings, corroborating Rempfer's research.



\* as of 01/13





## APPLIED RESEARCH BRIEF

### *Long Beach Detective Persistent with Port Security*

*Candice Wright, Detective, Long Beach (Calif.) Police Department*

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. Over the past 10 years, the Center has provided a neutral education forum for leaders in local, state, tribal, territorial, federal and military agencies to develop policies and strategies to prepare for, prevent, deter and respond to natural and terrorist events. Course work and research at CHDS directly translates into innovative practice. Learn more at [www.CHDS.US](http://www.CHDS.US).

#### Background

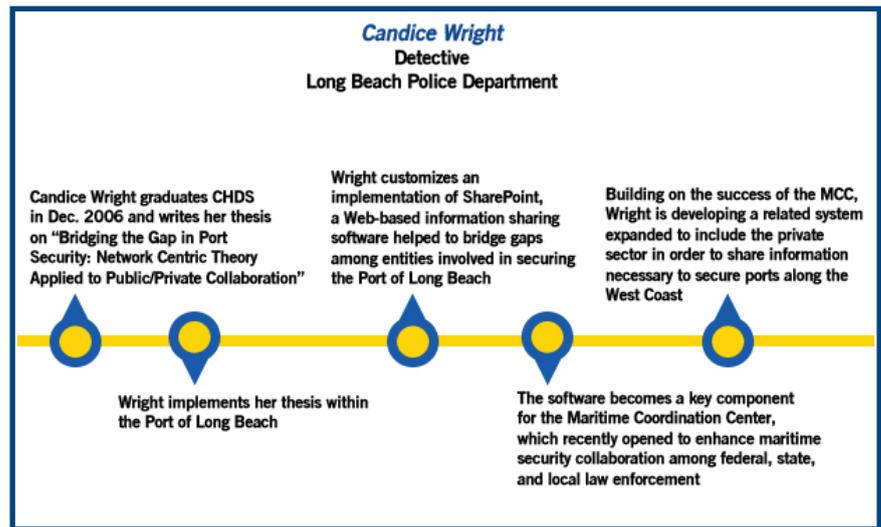
- For Candice Wright, implementing her vision of port security not only took academic research and years of professional insight, but a great deal of persistence. Her perseverance paid off in October 2012 with the launch of a new intelligence-sharing system used in support of the Maritime Coordination Center at the Port of Long Beach/Los Angeles. The program is titled SAN (Situational Awareness Network). SAN is being used to coordinate water operations as well as disseminate threat information for a bevy of agencies.
- Wright is assigned to the Port of Long Beach/Los Angeles and enrolled at the Center for Homeland Defense and Security with a goal to bolster port security, especially by integrating the private sector into security measures. Five years after graduation, she is seeing her thesis research applied.

#### NPS/CHDS Catalyst

- Wright's thesis urged applying Network Centric Warfare theory to security practices to "perpetuate a cycle of preparedness in the seaport, thus enhancing situational awareness for improved security." The thesis highlighted gaps among entities "responsible for securing the intermodal supply chain throughout the port complex."
- During her research, Wright learned of the software SharePoint, an off-the-shelf product used in a variety of different ways by public safety agencies. She customized the software to enhance information sharing among private and public entities operating in port areas of responsibility.
- The jurisdictional responsibilities within the Port of Long Beach/Los Angeles include more than 25 law enforcement agencies from the federal, state and local levels. This makes coordinated response and information sharing allowing for a daily common operating picture a challenge for the region.

#### Impact

- The software provided the cyber-infrastructure for the Port of Long Beach/Los Angeles recently established Maritime Coordination Center.
- The Center began operations in October 2011 and is aimed at coordinating information-sharing and response capabilities to enhance border security from the California/Mexican border to the county of San Luis Obispo on California's Central Coast.
- Fellow agencies need not purchase the Share-Point software. Rather, they simply need to join the website operating from the Center.
- The Center operates as a sort of smaller-scale fusion center, said Wright, by sharing information with more than 70 local, state, and federal agencies.
- The initial launch included 300 users. This approach helps diminish apprehensions some agencies may have about sharing their intelligence with other organizations.



\* as of 11/12





## APPLIED RESEARCH BRIEF

### *Air Guard Unit Capitalizing on Leading-Edge Technology*

*Jeffrey Magram, Colonel, California Air National Guard, 129th Rescue Wing*

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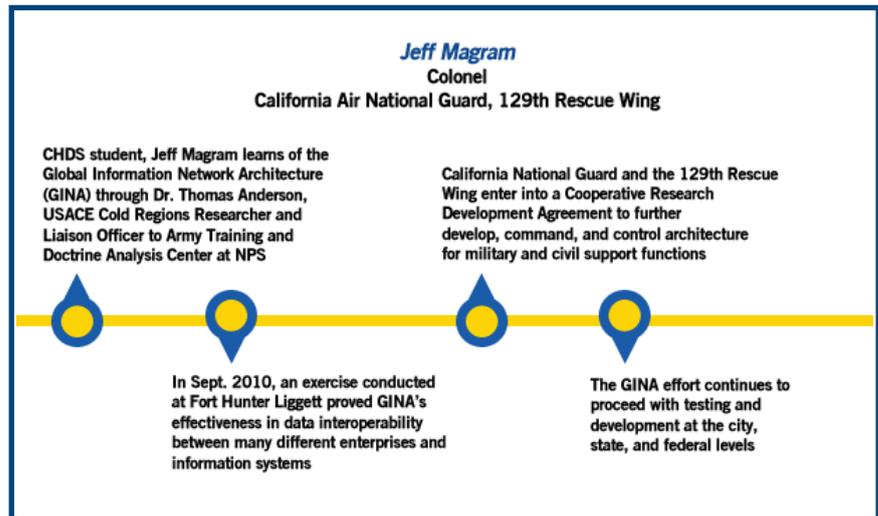
- The California Air National Guard 129th Rescue Wing has embraced technology developed at the Naval Postgraduate School (NPS) that will enable aircrews to access real-time intelligence from disparate databases.
- The technology, Global Information Network Architecture, or GINA, allows users to access strands of information from enterprise systems and networks to gain precise situational awareness, rather than accessing huge chunks of intelligence and manually analyzing it. Furthermore, it can allow for interoperable communications when commercial networks are down following a disastrous event. The same technology holds promise not only for the military, but for the emergency management and homeland security communities as well, not to mention National Guard units working in support of civil authorities.
- GINA is easily adaptable and configurable and it will enable a war-fighter or a first responder to use conventional systems, such as laptops and mobile devices, to extract pertinent time sensitive mission information.

#### NPS/CHDS Catalyst

- Magram learned of the technology while attending the NPS Center for Homeland Defense and Security (CHDS), where he graduated in December 2011 with a Master of Arts in security studies.
- He and his commander, Col. Steven Butow, were impressed enough with GINA that their unit entered into a Cooperative Research Development Agreement (CRADA), along with the Army Corps of Engineers, to further develop command and control architecture for military and civil support functions. The effort is proceeding with testing at the city, state and federal levels.

#### Impact

- The architecture has many implications for combat. On the statewide front, the California National Guard is using GINA operationally to gauge its potential in counter-narcotics investigations.
- The Guard is using data and sensor streams gleaned from the U.S. Customs Border Patrol that was processed with data from the California High Intensity Drug Trafficking Areas, along with real-time information inputted by agents using handheld devices.
- Along with military and law enforcement applications, GINA proves beneficial to emergency managers working at the local level. The city of Palo Alto, Calif., is working with the 129th Rescue Wing and incorporating GINA as part of a broader Community Disaster Network test bed. The aim of that network is to link neighboring jurisdictions, the private sector and non-governmental organizations when responding to disasters when traditional communication channels are not functioning.
- The GINA piece involves a high-speed microwave data link with the 129th Rescue Air Wing. GINA would also be a part of enabling the city to share intelligence with neighboring first responders.



\* as of 08/12





## APPLIED RESEARCH BRIEF

### *FDNY Captain Explored Fire Service Role in Homeland Security Enterprise*

*Sean Newman, Captain, Fire Department New York*

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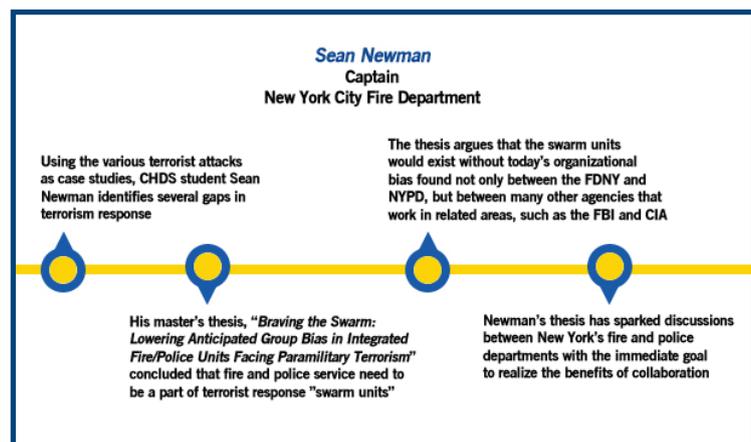
- New York City Fire Captain Sean Newman was well into his thesis research in 2008 when terrorists struck in Mumbai, India. The event shifted the way homeland security professionals view attacks as well as prompting a change in Newman's thesis topic.
- His thesis, "Braving the Swarm: Lowering Anticipated Group Bias in Integrated Fire/Police Units Facing Paramilitary Terrorism," traced:
  - How fire was used as a weapon in the Mumbai and of other historic terrorist attacks
  - How integrated public safety teams are needed to combat such attacks
  - What impediments keep divergent teams from collaborative functioning.
- Newman's research sought to identify gaps in terrorism response.
- He intended to address collaboration and expanded to look at integration.
- He wanted his research to be applicable to the greater homeland security community, not just fire and emergency personnel.

#### NPS/CHDS Catalyst

- In considering "swarm" units, Newman examined the theory of organizational bias, a concept taught in the Psychology of Terrorism course at CHDS, to gauge whether such combined units could mesh. He also studied swarming methods in nature.
- The research centered on four case studies:
  - Mumbai in 2008
  - An attack on a school in the Russian city of Beslan in 2004
  - The 1998 high school shootings in Columbine, Colo.
  - The Fashion Mart Fire in New York in 1995
- Common to all those events is a plan to use explosives and using fire as a weapon.
- Newman concluded that fire services need to be part of terrorism response through "swarm units" that enlist police and fire personnel.

#### Impact

- Organizational bias can potentially impede many agencies that work in related areas. "We're in preliminary talks with law enforcement to find ways to realize, not necessarily integrate, but to better realize collaboration," Newman said. "The conversation is the start of the solution."
- During the time since Newman's thesis, New York police and fire departments have begun a conversation regarding joint terrorism fighting. The departments conducted joint drills in 2009.



\*as of 08/11





## APPLIED RESEARCH BRIEF

### Protecting Subway Riders from a Chemical Attack

Joselito Ignacio, Acting Director of the Chemical Defense Branch, Department of Homeland Security's Office of Health Affairs

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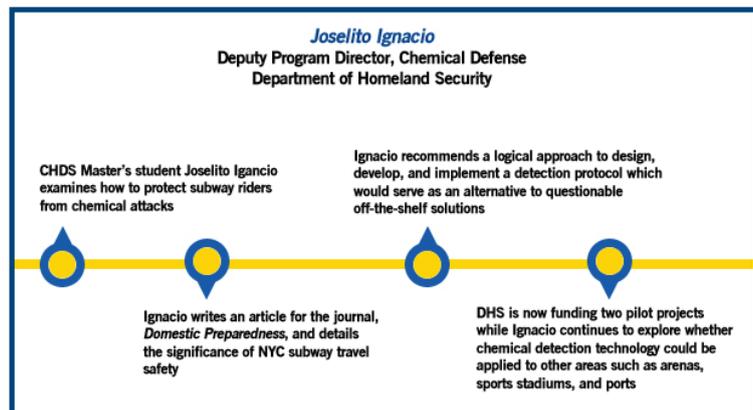
- In an article for the journal *Domestic Preparedness*, CHDS graduate Joselito Ignacio, acting director of the Chemical Defense Branch with the Department of Homeland Security's Office of Health Affairs, examines how to protect subway riders from chemical attacks.
- The article, "Protecting Subway Riders from a Chemical Attack," notes that subway usage in New York City alone, at 1.6 billion riders yearly, outpaces commercial air travel, at 713 million passengers annually, in the United States.
- "Despite this significant difference, the nation's subway systems have not imposed strict passenger or baggage screening requirements similar to those in civil aviation," he wrote.
- The article aims to take a logical approach to designing, developing and implementing a detection protocol with the capability to save lives.

#### NPS/CHDS Catalyst

- The impetus for the research was the Chemical Defense Branch's desire to make subway travel safer by providing guidelines that could be applicable to any metropolitan subway system.
- "Right now, if transit authorities want to develop a chemical detection program, they call a vendor," Ignacio said. "Of course, vendors will attempt to sell you products that may not necessarily be suited to your needs, and those products may not be evaluated by a third party. My hope was that the research could be shared with state and local land transportation officials to show the way to do this without purchasing off the shelf," he noted.
- The article ends with suggestions on building a detection network:
  - Develop the risk assessment methodology to gauge threats and assess vulnerabilities
  - Establish detection performance specifications
  - Evaluate the information available about the various types of detection technologies
  - Use a detector placement method
  - Develop a concept of operations
  - Create and implement a training and exercise program to help first responders familiarize themselves with the actions that they must take after a detector has signaled a release

#### Impact

- This research reinforced Ignacio's view that more research and work is needed in this area.
- A demonstration is currently under way in Baltimore which implements some of Ignacio's research, and DHS is funding two additional pilot projects, though the locations have yet to be decided.
- He also wants to explore whether chemical detection technology could be applied in other areas such as arenas, sports stadiums and ports.
- "I've always felt there was a mission space for this kind of research to analyze the needed information," he said. "It frankly reinforced my view of a complex approach to solving problems. Mass transit is huge in the United States. Major cities have thousands of people per day riding mass transit. You multiply that with all the systems and that is a lot of patrons."



\* as of 04/12





## APPLIED RESEARCH BRIEF

### *Police, Technology Professionals Bridge Communication Gap*

*Thomas Bauer, Police Chief, Oak Creek (Wis)*

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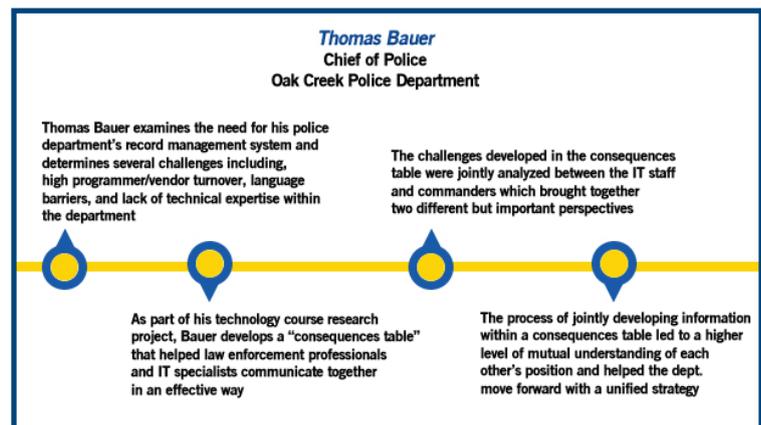
- Oak Creek (Wis.) Police Chief Thomas Bauer examined the future of his department's record management system.
- The department needed to update the software and was running into challenges, such as turnover of programmers for the vendor chosen to implement the system, a language barrier with those programmers and a lack of technical expertise among the police department staff.
- CHDS Professor Richard Bergin suggested a resource for Bauer's research which included a tool called a "consequences table", a matrix used to rate alternatives to find the best solution to reach an objective. By developing a "consequences table" Bauer was able to help law enforcement professionals and information technology (IT) specialists more effectively communicate with one another.

#### NPS/CHDS Catalyst

- Effectively communicating and collaborating with the IT community can be difficult as they do not necessarily speak the same language or share the same priorities as law enforcement.
- The research was directed at problems encountered on a local level with implementation of a records management system. The analysis into the problem concentrated on:
  - The speed and design of the software
  - Disagreement between the IT staff and police command on the proper level of security.
  - Inability to adequately implement upgrades to the software
  - Language/culture barriers with the East Indian developer
  - Turnover within the vendor's programming ranks
  - Lack of financial and personnel commitment from the vendor
  - All parties with a stake in the issue need to be at the table to develop the most complete strategy for effectively moving forward

#### Impact

- Bringing together two perspectives is much like what the emergency management community has recently realized as critical in developing incident action plans in response to critical incidents.
- Using the consequences table he developed for the technology course research project, Bauer was able to present the strengths and weaknesses of the department's newly purchased software and the vendor and the programmers to both his information technology department and senior police commanders.
- Both IT staff and commanders could more readily understand each other's priorities as the consequences table was jointly developed.
- Bauer found that by jointly developing information within a consequences table it leads to a higher level of mutual understanding of each other's position and helps the department move forward with a unified strategy.



\* as of 08/11





## APPLIED RESEARCH BRIEF

### Common Protocol Aids Consolidated Communications

Chris Kluckhuhn, Organizational Performance Consultant, U.S. Coast Guard

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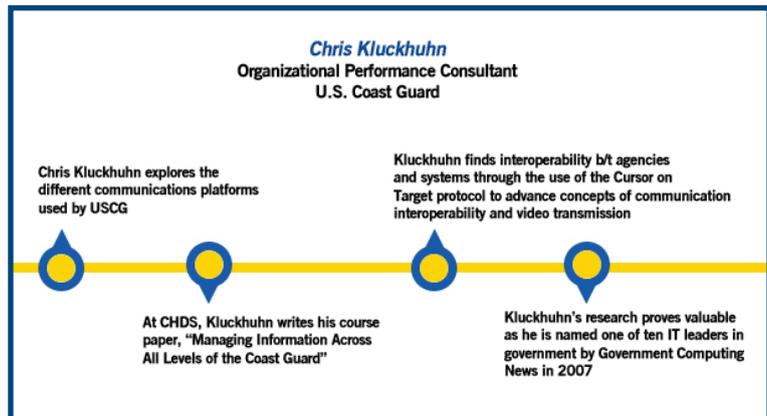
- While a student at CHDS, then-Coast Guardsman Chris Kluckhuhn was well aware of the different communications platforms used by his agency to accommodate its varied roles and missions.
- He was in tune with the importance that those communications systems be interoperable when the Guard was on a task that required situational awareness.

#### NPS/CHDS Catalyst

- At CHDS, Kluckhuhn explored the options for situational awareness in his Technology for Homeland Security course paper titled, "Managing Information Across All Levels of the Coast Guard." "In doing the research I found the interoperability between agencies and systems wasn't difficult through the use of standard internet type protocols," Kluckhuhn said.
- Kluckhuhn's paper described the communications challenge the Coast Guard faced with varied systems for its Command and Control, Operations and Aviation functions.
- To accommodate the various functions of the Coast Guard, and yet achieve interoperability of these systems, Kluckhuhn called for the use of a protocol known as Cursor on Target, developed by the MITRE Corp. This tool enables the systems to share the basics of situational awareness: What, Where and When.

#### Impact

- "My premise is that programmers can use commonly available tools to link these systems together," he said. "I realized that the technical aspects of creating interoperability were fairly simple and straightforward," he noted. "The political component was the difficult part."
- Kluckhuhn formed his own company, Avwatch Inc., in October 2008 which provides situational awareness capabilities to government and the private sector.



\* as of 04/10





## APPLIED RESEARCH BRIEF

### *CIP Course Aids in Town's Water Supply Quest*

*Michael Biasotti, Chief of Police, New Windsor, N.Y.*

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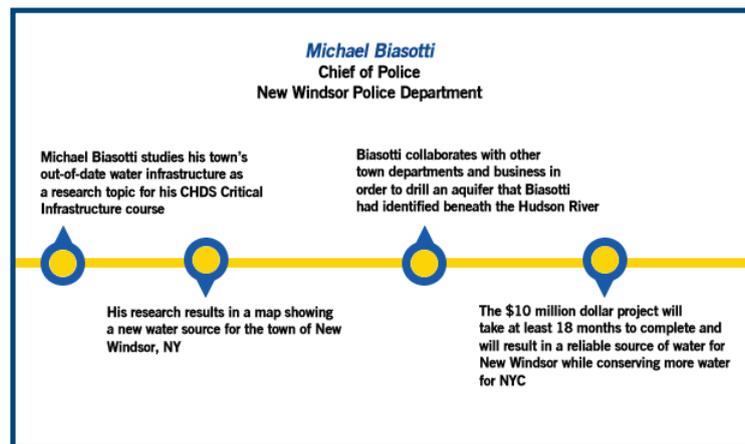
- New Windsor, N.Y Police Chief Michael Biasotti studied his town's aging water infrastructure while taking the Critical Infrastructure: Vulnerability Analysis and Protection course at CHDS.
- The town of New Windsor's major water source is the Catskill Aqueduct, which also supplies water to New York City. Reliance on that supply came with rates that were increasing yearly and the town experienced occasional unexpected shutdowns. The only alternative when shutdowns occurred was to buy water from the neighboring city of Newburgh.
- As he researched the town's water supply and potential alternatives, Biasotti discovered New York City had identified an aquifer beneath the Hudson River in the early 1900s and it was identified once again during a 1980s drought. Biasotti envisioned drilling for that aquifer to seek a new supply for New Windsor.

#### NPS/CHDS Catalyst

- Along with analyzing and applying concepts of critical infrastructure, his study required collaboration with other agencies as well as the private sector, both skills emphasized in the Master's Program.
- The project exemplifies collaboration that is crucial to homeland security practice. In researching, Biasotti collaborated with other town departments as well as a business owner.
- The town needed access to the river, but was thwarted in an attempt to build an access road on state-owned land. Biasotti enlisted the assistance of a steel fabricator with a shop situated along the river and who allowed the town use of his watercraft to deliver drilling rigs to the site without crossing state-owned property.
- His study would provide a map for the town of New Windsor, N.Y to find a new water source and potentially turn an expenditure for the town into a source of revenue.

#### Impact

- The aquifer was found, a source capable of providing 2.9 million gallons of water per day. A pipeline was built to hook into the water system's main distribution line.
- Because it is aquifer water rather than surface water, it is less expensive to treat.
- New York City residents will have more water while providing a reliable source for New Windsor as well as some of its neighboring communities, saving the town millions of dollars while providing a more dependable water supply.
- "We're looking at what was a cost of \$6 million a year (to New Windsor) is now a profit of \$20 million," Biasotti observed. "Getting the cities involved was in our and New York's best interest."



\* as of 06/12





## APPLIED RESEARCH BRIEF *Woodcock Engages Public with Web 2.0*

*Jody Woodcock, Program manager, Pierce County (Wash.) Department of Emergency Management*

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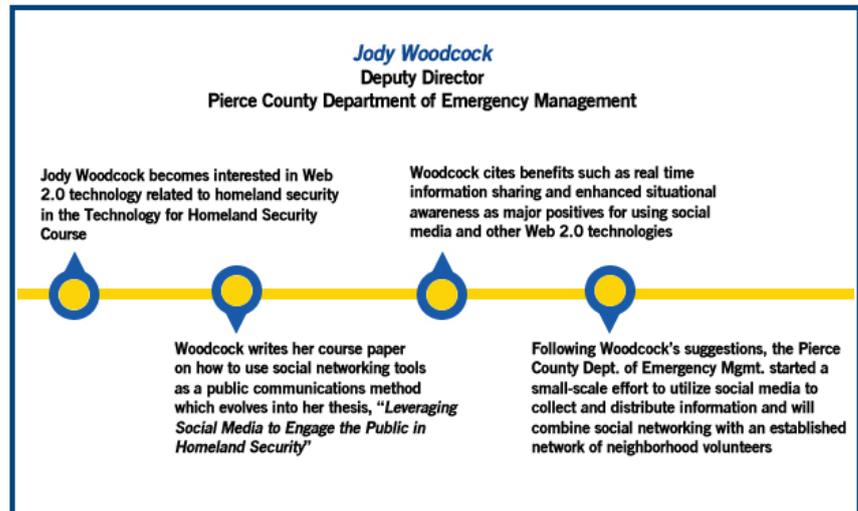
- Jody Woodcock, a 2009 graduate of the Center for Homeland Defense and Security, became interested in how to use social networking tools as a public communications method during a CHDS Technology for Homeland Security course that discussed Web 2.0 technology.
- Woodcock saw an “opportunity to multiply our eyes and ears in the community” and increase situational awareness, while remaining cognizant of a public safety community leery of social media.
- Her course paper led to her thesis on the same topic, titled “Leveraging Social Media to Engage the Public in Homeland Security.”

### NPS/CHDS Catalyst

- Woodcock's research led her to a University of Colorado study that examined the Virginia Tech shootings of April 2007 and the Southern California Wildfires of 2007. In the Virginia Tech case, social media was utilized by students and residents to exchange information that was well ahead of media and official government reports. The study also found that erroneous information was generally corrected by the informal social networking community. The study also revealed how residents in the Southern California wildfire area sought information that was more precisely focused on their neighborhoods instead of on the larger metropolitan region.
- Keenly aware that public safety communities have limited resources, Woodcock states “we simply can't be everywhere.” “If we engage our residents to have them become part of the process, we can tap into what people are seeing and hearing. Improved situational awareness leads to more efficient resource allocation and, ultimately, better decisions.”

### Impact

- While in the midst of her research, it was flooding season in Pierce County, and Woodcock had the opportunity to apply some of the concepts in her paper. Her department director agreed to a small-scale effort utilizing social media such as Twitter and Facebook to distribute and collect information. The result was residents were able to identify flooding areas that had yet to come to the attention of the Emergency Management Department. The event provided the basis to consider expanding the use of social media.
- Pierce County will combine social networking with an already established network of neighborhood volunteers, people trained not only to respond to incidents in their community, but to collect actionable information and provide situational awareness. These volunteers have already been trained and are trusted by the public safety community.
- The county hopes to have a Facebook communication program in place for the 2010 fall flood season.



\* as of 04/10





## APPLIED RESEARCH BRIEF

### *Fairweather Drafted Important MOU on Homeland Security Information Network*

*Patty Allison Fairweather, Executive Counsel, Rhode Island Department of Environmental Management*

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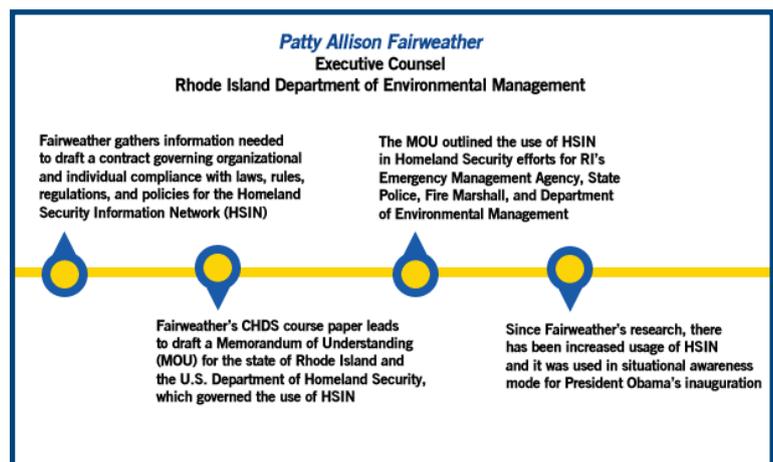
- The Homeland Security Information Network (HSIN), a web-based portal, enables federal, state, local, tribal, territorial, private sector and international partners to share information, collaborate and manage emerging threats or actual incidents.
- Patty Allison Fairweather used her CHDS course paper to draft an actual Memorandum of Understanding (MOU) for the state of Rhode Island and the U.S. Department of Homeland Security, which governs the use of the Homeland Security Information Network (HSIN).

### NPS/CHDS Catalyst

- Fairweather's CHDS research encouraged accountability and responsible use of technology in homeland security. It influenced the use of HSIN technology by establishing a framework for how the information housed in HSIN is accessed, used and shared especially where it contains personally identifiable information referencing race, ethnicity, national origin, or associations and thus must be handled in accordance with applicable law, including Constitutional law.
- Her research called for smart, ethical and moral use of the HSIN technology.
- The MOU outlined the use of HSIN by Rhode Island's Department of Environmental Management for homeland security related matters. It outlined everything from technical responsibilities to information sharing policies.

### Impact

- Since the completion of her research, there has been an increase in usage of HSIN. There was a call for use to 5,000 users per day by 2011; a call to increase active HSIN users by 10 percent each year; and HSIN has been deployed to at least 29 state fusion centers.
- With this increased use of HSIN, however, comes greater responsibility to pay attention to the balance between not only individual liberty and governmental intrusion, but also federal sovereignty and state sovereignty. This stems from the fact that although federal information housed on HSIN is governed by federal law, when shared with state and local partners it is arguably subject to state law, which may differ from federal laws resulting in a conflict of civil liberties laws.
- Fairweather wrote her CHDS thesis on the topic of judicial review and published a book in 2010, "State Supreme Court Chief Justices' Views: Liberty/Security and The GWOT: Delicately Balancing Liberty/Security Measures to Reduce Terror, Respect Human Dignity and Promote a More Perfect Union".



\* as of 01/13





## APPLIED RESEARCH BRIEF

### *Assistant Police Chief Explored Nexus of Governance and Technology*

*Michael Aspland, Assistant Chief, Monterey (Calif.) Police Department*

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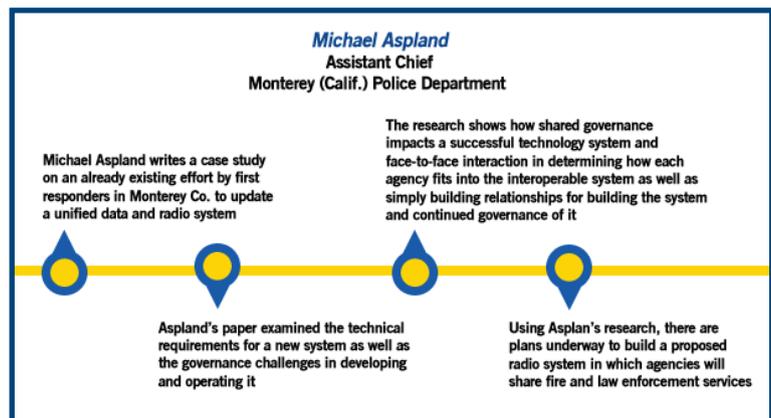
- Michael Aspland wrote a paper for his Technology for Homeland Security class on an existing effort by first-responder agencies in Monterey County to update a unified data and radio system. His paper examined the technical requirements for a new system and the governance challenges in developing and operating it. Since agencies from 12 cities within the county, as well as county agencies, will share the new radio system, governance is a key issue.
- Aspland, a 2010 graduate of the Center for Homeland Defense and Security, explains how his "research was oriented on how shared governance impacts a successful technology system."
- Aspland's course paper led to his thesis topic on the same issue, titled "Interoperable Communications Systems: Governance and Risk."

#### NPS/CHDS Catalyst

- Aspland's CHDS paper focused on case studies of Marin (Calif.) County and Monterey County, both of which were in the process of developing and building updated countywide emergency radio systems.
- Building the governance component involves what Aspland calls "time and grind." It involves face-to-face interaction to determine how each agency fits into the interoperable system and time to build relationships for creating the system and the continued governance of it.
- Aspland said he gained a better appreciation for the importance of shared governance, during the process of researching and writing his paper. "The challenging part is, 'how do you share leadership responsibilities?'"
- Within the shared structure, different participants assume leadership roles depending on the stage of the project. Early in the effort, Monterey County's Information Technology Department took the lead in establishing the parameters of the system's requirements. Now that negotiations are under way with a vendor to design and build the system, end-users of the communications system are taking the lead in the project.

#### Impact

- Relationships were established while working on the radio project, enhancing collaboration and communication between leaders from different disciplines and jurisdictions. Aspland believes established relationships between homeland security leaders results in a greater likelihood of successful resolution of emergency situations.
- Once interagency relationships were established, agencies found other ways to share services in the form of combined fire and law enforcement services. "We're beginning to leverage those relationships in other areas," Aspland said.
- Developing a shared system reduced the duplication of effort and expense of building individual communication systems, and ensured reliable communications between disparate agencies, disciplines and jurisdictions.



\* as of 08/10





## APPLIED RESEARCH BRIEF

### *New EOC Course Shows Power of CHDS Networking*

*John E. Pennington, Director, Snohomish County (Wash.) Department of Emergency Management*

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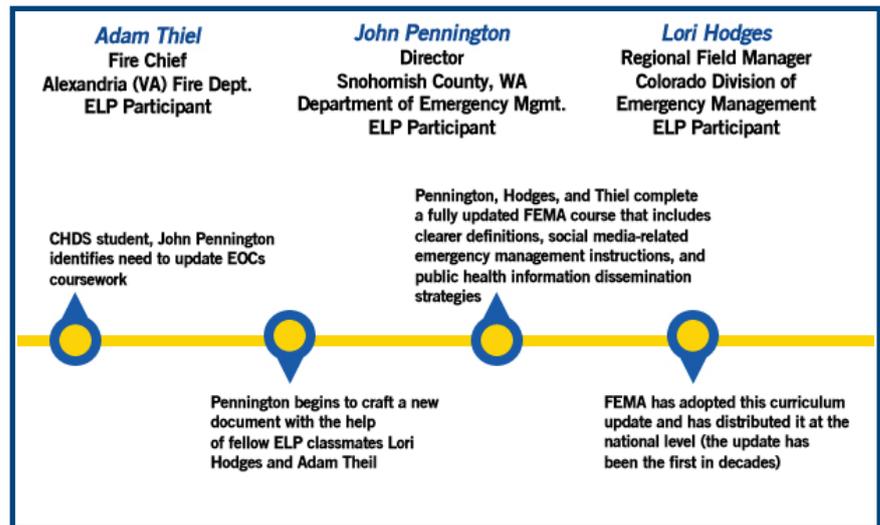
- The last time a FEMA-backed educational course for management of emergency operations centers (EOC) was completely re-written and updated, social media had yet to be invented and cell phones were a mere novelty.
- "The last course lasted 20 years," John E. Pennington said. "It's our hope that this course will not last 20 years. We hope it is revised as technology and practices evolve."

#### NPS/CHDS Catalyst

- Pennington enlisted the assistance of fellow Center for Homeland Defense and Security students and CHDS staff to comprehensively update the program of study for the first time in decades. The result is a revamped, FEMA-approved curriculum that provides a blueprint for large and small communities to establish or enhance an emergency operations center.
- "This is a completely new emergency operations management course that will be instituted nationwide," said Pennington, a student in the CHDS Executive Leaders Program (ELP). "The original need was identified through a host of first responders and emergency managers who realized that the techniques we used were really outdated. This really brings the course into the 21st century."
- Pennington was aided by ELP classmates Lori Hodges and Adam Thiel, who shared their public safety insights as the document was crafted. An accompanying video was produced and edited at the Naval Postgraduate School Campus by the CHDS Educational Technology Department.
- "CHDS was instrumental in getting this important course revision over the goal line," said Thiel, chief of the Alexandria (Va.) Fire Department.

#### Impact

- "Most people have assumed for years that EOCs cease operating after response," noted Pennington, director of the Snohomish County (Wash.) Department of Emergency Management. "They keep going, in some cases, for weeks. The transition from response to recovery is where the wheels come off the bus in a lot of communities."
- Also, the curriculum addresses strategies for warning of disasters and disseminating other public information utilizing both traditional and social media.
- "Social media was non-existent and therefore not relevant to EOCs 10 years ago," Pennington said. "That has clearly changed, so we are introducing this curriculum and beginning the process of instruction for it nationally."



\* as of 12/12





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