

# Watermark

The Alumni Magazine of the Center for Homeland Defense and Security



CHDS Education Has Worldwide Reach • Containing an Epidemic: Stopping the Spread of Ebola • Hutchinson Advocates Preparedness and Collaboration for Pandemic Threats • DHS Identifies CHDS' Fusion Center Leaders Program as One of Top 10 Federal Fusion Center Support Programs • Infusing Fire Service Into Intelligence Centers • Education, Experience Prepared Austin for Rear Admiral Role • CHDS Thesis Provides Base for WMU Cooley Law School Program • Assistant City Manager Adds Reserve Police Officer to His Resume • No Easy Solutions for Border Security Challenges • Walsh Honored for Cyber Security Education Effort • Hafez Brings Middle East Insight to CHDS • Defeating ISIS is More Than a Military Challenge

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## Regional Chapters Update:

Recently, the Alumni Regional Chapter leads met to discuss ways to engage their CHDS alumni. There are many models of successful alumni activities. One of the more common ways is to invite a guest speaker to present on a topic of interest to the regional group, engage in a provocative discussion, then adjourn for a networking session. Other groups have organized tours of operations centers, landmarks or places of interest and then met for social collaboration afterwards. Rodrigo Nieto Gomez will lead a discussion for the Dallas/Ft. Worth alumni group as they kick-off their first meeting in November. Contact Roger Stokes for details of this chapter's inaugural event.

Please send us pictures and stories from your alumni gatherings so we can include them in the next issue of Watermark!



*A group of Michigan alumni convened in Lansing, then adjourned to catch up over dinner.*

## Save the Date - Alumni Professional Education Exchange (APEX), March 4-5, 2015

Attend the annual CHDS Alumni Professional Education Exchange event in Monterey, March 4-5, 2015. Learn about the top current homeland security threats and issues as they are discussed by leading experts in the field. Connect and reconnect with other CHDS alumni, faculty and staff to discuss and expand your homeland security knowledge. Watch the Alumni Network and your email for updates and registration information.

### On the Cover:

*In 1845, Thomas Larkin began construction on a wharf at Monterey for passenger and cargo service. Growth of the sardine industry and the need to keep the wharf operational and in good repair prompted the Monterey City Council to buy the pier and take over its operation in 1913. When the sardines began to disappear after World War II, Fisherman's Wharf became a tourist attraction and Wharf II became the commercial center of the local fishing industry.*

**Message from CHDS Director**  
**Glen Woodbury**

Dear Alumni and Friends,

While the Center for Homeland Defense and Security was established in response to terrorism, our educational focus has evolved to meet emerging threats often emanating from beyond United States borders.

You will read in this Fall 2014 Watermark how many of your fellow alumni are addressing challenges at an international level.

Many alumni discovered the importance of an all-hazards mentality with this fall's Ebola scare originating from West Africa and finding its way to America's shores. Your CHDS peers demonstrated how to navigate the hype and hysteria while rationally addressing policy and procedures at their agencies.

We also profile four of our graduates who have worked overseas after life at CHDS. Christina Bell recently returned from a stint in Germany and is now working on international issues with Customs and Border Protection; Michael Brown recalls his time in Singapore as a Transportation Security Administration embassy attaché; Barry Compagnoni discusses his Coast Guard work in Beijing; and, Debra Kirby has continued her policing career in Ireland with the Garda Síochána Inspectorate.

An advantage of the CHDS partnership with the Naval Postgraduate School is the convenience of tapping into the school's world-renowned academic programs. Since joining the NPS faculty as chairman of the National Security Affairs department, Mohammed Hafez has shared his unique perspectives on the Middle East with CHDS classes. You'll read about his scholarly path to Monterey.

This summer's surge of unaccompanied minors on the U.S.-Mexican border grabbed headlines and highlighted long-term immigration issues. Rodrigo Nieto-Gomez of the CHDS faculty discusses the factors that push migrants to the United States, and how the solution to the problem lies somewhat beyond U.S. policy-making control.

As we head into winter 2014, CHDS wishes the Center's extended family a healthy and a successful 2015.

Truly yours,

Glen Woodbury

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**FEMA**

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

Fall 2014 Volume Five, Issue Two

# CHDS Education Has Worldwide Reach

## Center Alumni Influence Security Abroad

While the Center for Homeland Defense and Security focuses on educating local, state, tribal, territorial and federal professionals to protect and secure our nation and territories, the school's reach extends well beyond the borders of the United States.

CHDS alumni know threats to the homeland may germinate elsewhere around the globe. Some Center graduates have applied their professional knowledge at an international level, working in far-flung regions from Asia to South America.

In this issue of Watermark, we profile just four of the many alumni who have used their CHDS education in an international capacity.

*CHDS is now accepting international applicants for the Center's Master's and ELP Programs. Please contact Heather Issvoran for information.*

## International Courses Aid Kirby in Ireland



*Debra Kirby  
Deputy Chief Inspector  
with Garda Síochána Inspectorate in Ireland*

“From the point that CHDS teaches you to think and to analyze the information before you act rather than to justify your pre-conceived notions, the overall program has been very beneficial to my work here... as well as the general ethos that CHDS puts forth to experience the environment to inform your decisions.”

*Debra Kirby  
Master's Cohort 1001/1002*

Armed with a Center for Homeland Defense and Security master's degree and 27 years' experience with the Chicago Police Department, Debra Kirby finds herself working in a nation with a history of troubles.

In July, Kirby began work as Deputy Chief Inspector with Garda Síochána Inspectorate in Ireland. The Garda Síochána Inspectorate was established in 2006, under the 2005 Garda Síochána Act, with the missions of assessing the nation's nationalized police force and urging best practices. A key feature of the office is that the inspectors cannot have served with An Garda Síochána. Given the need for an extensive law enforcement background, to date, the inspectors have not been Irish citizens. Inspectors are appointed by the Minister for the Department of Justice and Equality and conduct inspections and reviews on issues at that office's request.

For example, the Inspectorate this fall was finalizing a document on crime investigation and had two pending reports on the Garda Síochána's organizational structure and the progress made in a prior report on child sexual abuse investigations.

“Garda Síochána is a national police force, and serves as the CIA, the FBI and local law enforcement,” Kirby noted. “This is very different from our U.S. system and understanding the distinctions and how this operates in a country with a population of fewer than 5 million was quite an undertaking.”

The Irish have perhaps the most extensive experience with terrorism in modern history. In neighboring Northern Ireland, strife among Catholics who want to be part of Ireland and Protestants who wish to remain with the United Kingdom has raged for much of the 20th Century, including the era known as the Troubles, which spanned from the late 1960s to the 1998 Irish Peace Accords. During that time, Catholic and Protestants alike set the tone of modern terrorism with bombings and attacks in Ireland and the U.K.

“In 2000, I was in Northern Ireland and observed the beginning of the transformation of a law enforcement agency into a policing service. The political issues, and terrorism issues, have subsided somewhat, but continue to have flare ups and remain a focused issue for both sides of the border,” Kirby said. “As with the U.S., there is an increasing appetite for joined-up responses from key homeland security partners to ensure the safety and security of both countries.”

However, she notes that investment in state security in Ireland is not as financially driven as it is in the U.S. despite its shared concerns over dissident and international terrorism activity.

“Within the Irish culture and government, these issues are a focus, sometimes daily, but not as all consuming as they have been within certain sectors of the U.S.,” Kirby observed.

Although the U.S. and Ireland share a form of the English language, the Irish have different life outlooks and historical contexts than the U.S., Kirby discovered.

“There is a different heritage, public perspective and political concern here than in the U.S.,” she noted. “As a result of attempting

to learn the context of Irish life and government, I am engaging with its people and performing my job in a more informed manner.”

While at CHDS, Kirby penned her master’s degree thesis titled, “Minding the Gap: The Growing Divide between Privacy and Surveillance Technology,” which examined constitutional privacy issues in an era of tracking technologies such as Geographic Information Systems, Radio Frequency Identification and License Plate Recognition.

While she notes terrorism classes were among those she found most beneficial, she values the overall CHDS approach to education and critical thinking.

“From the point that CHDS teaches you to think and to analyze the information before you act rather than to justify your pre-conceived notions, the overall program has been very beneficial to my work here,” Kirby said. “I truly enjoyed the international input that the staff, including Rodrigo Nieto and Nadav Morag, brought to many of the classes. The Brannan/Strindberg classes and the psychology of terrorism have helped in my current position, as well as the general ethos that CHDS puts forth to experience the environment to inform your decisions.”

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### CHDS Education Aided Brown in Singapore Assignment



*Michael Brown  
Transportation Security Administration (TSA) Attaché*

“The value of the CHDS experience is learning how to view issues through different lenses, create synergy, and find connectivity across multiple organizations to achieve shared goals.”

*Michael Brown  
Master's Cohort 0905/0906*

Michael Brown’s time as the Transportation Security Administration (TSA) Attaché to the U.S. Embassy in Singapore called for equal measures of critical thinking, policy knowledge, and a touch of diplomatic prowess.

While working overseas for two years, the Center for Homeland Defense and Security master’s degree graduate served as head-of-agency at a post represented by 19 federal agencies, including four components of the U.S. Department of Homeland Security, a composition not unlike that represented in a CHDS cohort.

“The value of the CHDS experience is learning how to view issues through different lenses, create synergy, and find connectivity across multiple organizations to achieve shared goals,” said Brown, who earned the Outstanding Thesis and Straub awards for his cohort in March 2011.

His position entailed ensuring secure air travel in ten economies across Asia, by prioritizing transportation security with foreign counterparts and within U.S. Embassies in the region.

Brown’s task as TSA Attaché called for facilitating alignment of security standards among 10 economies including Singapore, Taiwan, Malaysia, Indonesia, Bangladesh, Nepal, Bhutan, Brunei, Sri Lanka and the Maldives.

“Michael has done an excellent job in keeping me informed on emerging threats to civil aviation. He served as a trusted advisor on TSA programs and policy developments that impacted the aviation security domain and U.S. interests,” Kirk W. Wagar, U.S. Ambassador to Singapore, wrote of Brown. “His effort to institutionalize a critical strategic relationship between TSA and Singapore, as signed by TSA Administrator John Pistole, created a new platform to exchange and achieve shared objectives.”

Interagency and international collaboration was critical as Brown worked on sharing security and threat information and intelligence with partners in the region, while also serving as an advisor to ambassadors and U.S. agencies regarding policy developments facing civil aviation.

“Information sharing was the big theme,” Brown said. “The role of the Attaché is to harmonize policy between the United States and foreign partners. The skill sets of listening and influencing are critical, since the diplomatic assignment is not solely a regulatory one. We can build upon our similarities to agree upon a common baseline, and strengthen security across a global network.”

Two months into the job, Brown was additionally assigned as the newly established “dual hat” DHS Attaché for departmental components based at the U.S. Embassy in Singapore, which include U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement’s (ICE) Homeland Security Investigations (HSI), and U.S. Coast Guard (USCG). In this role, he collaborated with DHS agencies as well as law enforcement agencies in strengthening a “whole of government” approach with the country team at post.

“I’ve had the pleasure to serve with Mr. Brown as part of a dynamic interagency country team and law enforcement working group,”

said HSI Regional Attaché Richard Deasy. “I can attest to his exemplary talent for working with partners in a collegiate style, his art of leadership and superb written and oral communication skills... (he) is the gentleman you want on your team.”

One major challenge with the job was the distance between colleagues at headquarters who are on the other side of the globe.

“Working 12 time zones away, halfway across the planet, affirmed the reality that security never sleeps, and that teamwork and communications are essential elements of success,” Brown observed. “The mission truly continues 24 hours a day. I knew that when I went to bed each night that I passed the baton to Washington, and picked it up every single morning when I woke up.”

CHDS coursework proved constructive during his time overseas, Brown said, pointing to Dr. Kathleen Kiernan’s emphasis on the value of relationships in the “Multi-discipline Approaches to Homeland Security,” as well as the international view provided by the “Comparative Government for Homeland Security,” taught by Nadav Morag, Paul Jonathon Smith and Seth Jones as examples.

“The comparative government class came to life the second I landed on the ground in Asia,” Brown recalled. “It provided a valuable framework to effectively conduct analysis and see apples-to-apples comparisons of policies and procedures.”

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## Compagnoni Addressed Maritime Security in China



*Captain Barry Compagnoni  
Coast Guard Attaché to the U.S. Embassy in Beijing*

“The great thing about CHDS is that it encourages people to think more broadly and build a strategic picture of how their agency fits into the broader context of homeland security as an interagency approach and a professional discipline.”

*Barry Compagnoni  
Master’s Cohort 0403/0404*

As the Coast Guard Attaché to the U.S. Embassy in Beijing, Captain Barry Compagnoni’s responsibilities touched almost every aspect of the homeland security enterprise.

The 2005 CHDS master’s degree graduate worked in China from 2011 to 2013.

“My position was the only Coast Guard officer posted in China and was the nexus between China and the United States on issues affecting maritime security, maritime safety and stewardship of maritime resources,” said Compagnoni, who now works in the private sector.

The post also represented the Coast Guard to the 48 other U.S. agencies at the embassy, navigating myriad Chinese bureaucracies and interacting with international partners around the Pacific Rim. Compagnoni delved into security issues related to the maritime domain – information sharing, drug trafficking, migration, and environmental enforcement, among others.

One of the most critical tasks was ensuring compliance with international treaties on maritime security, such as ascertaining that Chinese port authorities are inspecting U.S.-bound merchant ships properly in accordance with international shipping and port codes. This approach aligns with the U.S. homeland security goal of pushing threats away from U.S. borders, he noted.

An example of the necessary international cooperation was his work with the North Pacific Coast Guard’s Forum comprising Canada, China, Japan, Korea, Russia, and the United States.

“We come together to discuss closer cooperation and develop plans for collaborating on maritime security issues,” Compagnoni said. “By engaging with these foreign governments in this way, it allows us to address threats long before they get to us in the maritime realm. Essentially, we are raising the bar for maritime security around the world.”

Compagnoni began his Coast Guard career after graduating from the Academy in 1986. He has held numerous homeland security positions, including Chief of the Intelligence Fusion Center at Joint Interagency Task Force South, located in Key West, Florida, Law Enforcement Division Leader and, later, Commanding Officer in Hawaii.

His CHDS thesis, “The National Response System: The Need to Leverage Networks and Knowledge,” called for “streamlining organizational roles of the Unified Command and local Emergency Operations Centers, expanding the Unified Command to include the private sector and NGOs as equal partners, implementing a Knowledge Management Annex to the National Response Plan and deploying a mesh network communications system as part of the proactive federal response.”

He credits CHDS education with helping him view perspectives beyond his own agency’s and how his organization can contribute to broader homeland security goals.

“The great thing about CHDS is that it encourages people to think more broadly and build a strategic picture of how their agency fits

into the broader context of homeland security as an interagency approach and a professional discipline,” he noted. “Certainly, over the last 10 years it has been great to see the impact the Center has had on homeland security and the nation. That’s why you see so many people who have done well for themselves and their agencies. I think we have the right mix in the secret sauce -- the right people with the right frame of mind approaching security problems in a way that looks at the big picture.”

## CHDS Nurtured International Perspective for Bell



*Christina Bell*

*Currently Deputy Executive Director for International Operations, CBP Headquarters Washington, D.C., previously CBP advisor at U.S. European Command in Stuttgart, Germany*

“At CBP, we don’t have a product. It’s our people that are visible and we need to offer opportunities to help get the best from people. It is always beneficial to delve into leadership challenges.”

*Christina Bell  
Master's Cohort 0703/0704*

When Christina Bell returned from Germany following a four-year assignment with U.S. Customs and Border Protection, she came home to a position that extended her international perspective even further.

Since July, Bell has served as Deputy Executive Director for International Operations at CBP headquarters in Washington, D.C., following a four-year stint in Stuttgart, Germany, as a CBP advisor at U.S. European Command (USEUCOM).

In her new position, the 2008 Center for Homeland Defense and Security master’s degree graduate will oversee CBP Divisions across six geographic regions on an array of policy matters. These divisions include both headquarters and field personnel serving in attaché and advisory positions around the globe.

The job comes during a demanding year for the agency that was hit with an influx of unaccompanied migrant minors at the U.S.-

Mexico border and, more recently, concerns about Ebola spreading across U.S. borders via air travel.

“When people think of CBP, they think of a domestic agency, but everything has an international nexus,” she observed.

Bell faces a job with changing daily demands as she oversees attachés at embassies, Defense Department locations, and advisory locations. Generally, the locales are places with a high volume of trade and travel with the United States or areas where bilateral relations could be enhanced by their presence in places such as Ankara, Turkey.

“The main scope of my duties is to provide direction to those six geographical regions,” Bell said. “Whatever the issues are, from personnel actions to strategies or responding to a high-level request, my job is to support and provide guidance to our directors and ultimately, our attachés out there.”

A challenge to the work is that of many toiling in the international realm: huge time zone gaps between headquarters in D.C. and attachés in the field.

The far-flung locales also challenge the ability to unify messaging and representation.

“You want to get your best people in CBP out there to represent our agency,” Bell said. “One person can make a huge difference on diplomatic and inter-agency relationships. We have to focus on them without getting pulled into headquarters inertia.”

In 2010, Bell was assigned to Stuttgart, Germany, where she worked to integrate USEUCOM and federal agencies into a synthesized homeland security and defense advisory program within the context of the U.S. Department of Defense’s (DoD) combatant command. Those agencies included the Departments of Homeland Security, Justice, State, Treasury, and Energy, as well as academic representation.

“I learned a lot about governments around the world and how they relate to homeland security,” she said.

Completing the CHDS master’s program has proven to be invaluable in developing skills to compete for positions as did writing her thesis, “The State of Leadership in DHS - Is There a Model for Leading?”

“My boss and I recently wrote a leadership road map for our office and I referenced my thesis,” she said, noting she had recently shared it with two directors at her agency.

She further points to coursework that has benefitted her career, such as “Insight into Islamism” from instructors David Brannan and Anders Strindberg and reading “The Speed of Trust” in a leadership course with then-instructor Bob Bach. The latter continues to shape her leadership style.

“At CBP, we don’t have a product,” Bell observed. “It’s our people that are visible and we need to offer opportunities to help get the best from people. It is always beneficial to delve into leadership challenges.”



## Containing an Epidemic: Stopping the Spread of Ebola

With Ebola hype and fear spreading faster than the virus, President Barack Obama sought to assure a panel of practitioners, which included current Center for Homeland Defense and Security student William Pilkington, the nation was up to the task.

“The president reassured us there was full support for all of us from the federal level to the local level and he was confident in the Centers for Disease Control and Prevention,” recalled Dr. William Pilkington, a Center for Homeland Defense and Security master’s degree student.

From late September homeland security professionals, especially those in the public health fields, watched with a measure of worry as the virus proliferated in West Africa. The trepidation intensified September 30, when a patient named Thomas Eric Duncan became the first case of Ebola in the nation at a Dallas, Texas, hospital after returning from Africa (he would later die).

The resulting furor had homeland security and public health professionals fighting threats and reexamining their protocols. Alumni and current students alike say their CHDS experience helped them navigate the issue.

For Pilkington, concerns were heightened because Duncan’s parents resided in Cabarrus County, North Carolina, where he

is Public Health Officer with the county Public Health Authority, and they had visited Dallas where their son was diagnosed.

“The most important thing I found useful from CHDS was we were taught over and over again, do not think you have your hands wrapped around a problem; that’s when it busts at the seams,” Pilkington said. “I’ve tried to think about what it is that I haven’t thought of. That’s the benefit of CHDS. It’s not a question of being proactive. It’s being above that level.”

While public health officials around the country generally stressed the unlikelihood of a U.S. epidemic, concern verging on hysteria erupted in media outlets and from populist politicians. Health emergency planners found themselves reviewing their own policies and practices and briefing decision-makers and executives about the virus.

Dallas Police Major Max Geron, a CHDS master’s degree graduate, was at ground zero of the fight as the first three cases reported in the U.S. were from a hospital in that city. Dallas police found themselves on the front line of what would normally be a public health battle, but city officials looked to the department for its expertise in crisis communication.

Geron’s job in the office of the chief of staff involved serving as public information officer for the police department. Moreover, the department was tasked with securing the three apartment complexes where the patients resided, even distributing informational pamphlets about the virus to other residents and engaging the community on traditional and social media.

Among CHDS courses he found prescient were the courses on strategy and planning, comparative government and interagency planning.

“We had a municipal-heavy response but we worked with county, state and federal partners,” Geron said. “Rodrigo’s (Nieto-Gomez) class on strategy was on top of my mind.”

Geron also cited the value in courses such as Comparative Government with instructor Nadav Morag and on Inter-Agency cooperation taught by Kathleen Kiernan.

As much as the curriculum content helped, passing the rigors of a CHDS master’s degree lent confidence, he added.

“Having been successful at CHDS engenders a confidence about what your capabilities are,” Geron said. “I felt good with that background when collaborating with others who were not as



“We’re not just working with the medical field and public health but also emergency management, law enforcement and first responders. This issue is one that can really demonstrate how public health is integral to any response.”

*Linda Scott  
Healthcare Preparedness Program Manager  
Michigan Department of Community Health  
Lansing, MI  
MA 0501/0502*

versed in dealing with crisis response and communications.”

The outbreak highlights the necessity of conducting exercises for combating infectious diseases, said current CHDS student William Dunne, Administrative Director, Emergency Preparedness, Safety and Security with the UCLA Health System. But exercises can be difficult propositions in a health care environment focused more on day-to-day care than egregious outbreaks. However, sound practices help minimize damage.

“Every hospital should be prepared each day for infectious diseases,” Dunne said. “It’s about how you create a culture in your organization to make sure you have an all-hazards approach, that you are working on the logistical aspects of training and coordination, and then gauging that against what your margins are day to day. Make it something that is happenstance, something we are doing every day.”

In Michigan, officials activated the state Health Emergency Coordination Center, which is a component of the Emergency Operations Center, said CHDS master’s degree alumna Linda Scott, Healthcare Preparedness Program Manager with the Michigan Department of Community Health. Health officials are taking the lead under Emergency Support Function (ESF) 8 under the National Response Framework.

“As the health care preparedness coordinator, I am working with hospitals, EMS and the whole health care enterprise to make sure they are aware of the guidelines and recommendations that are out as well as preparing their work force for caring for these patients,” Scott said.

Michigan is addressing Ebola concerns in the same fashion it would any other threat under the National Response Framework.

“We’re not just working with the medical field and public health but also emergency management, law enforcement and first responders,” Scott noted. “This issue is one that can really demonstrate how public health is integral to any response.”

In the long-term, policy makers should be analyzing the implications of an infectious virus and large public gatherings, said current CHDS student Nancy Mangieri, Director of the Bergen County (New Jersey) Department of Health Services. In the near-term, health care providers at all care levels should be trained and exercise plans to combat Ebola.

**Is it Flu or Ebola?**

Flu (influenza)	Ebola
<p>The flu is common contagious respiratory illness caused by flu viruses. The flu is different from a cold. Flu can cause mild to severe illness, and complications can lead to death.</p>	<p>Ebola is a rare and deadly disease caused by infection with an Ebola virus.</p>
<p><b>How Flu Germs Are Spread</b></p> <p>The flu is spread mainly by droplets made when people who have flu cough, sneeze, or talk. Viruses can also spread on surfaces, but this is less common. People with flu can spread the virus before, during, and after they are sick.</p>	<p><b>How Ebola Germs are Spread</b></p> <p>Ebola can only be spread by direct contact with blood or body fluids from</p> <ul style="list-style-type: none"> <li>A person who is sick or who has died of Ebola.</li> <li>Objects like needles that have been in contact with the blood or body fluids of a person sick with Ebola.</li> </ul> <p>Ebola cannot spread in the air or by water or food.</p>
<p><b>Who Gets The Flu?</b></p> <p>Anyone can get the flu. Some people—like very young children, older adults, and people with some health conditions—are at high risk of serious complications.</p>	<p><b>Who Gets Ebola?</b></p> <p>People most at risk of getting Ebola are</p> <ul style="list-style-type: none"> <li>Healthcare providers taking care of Ebola patients.</li> <li>Friends and family who have had unprotected direct contact with blood or body fluids of a person sick with Ebola.</li> </ul>
<p><b>Signs and Symptoms of Flu</b></p> <p>The signs and symptoms of flu usually develop within 2 days after exposure. Symptoms come on quickly and all at once.</p>	<p><b>Signs and Symptoms of Ebola</b></p> <p>The signs and symptoms of Ebola can appear 2 to 21 days after exposure. The average time is 8 to 10 days. Symptoms of Ebola develop over several days and become progressively more severe.</p> <ul style="list-style-type: none"> <li>People with Ebola cannot spread the virus until symptoms appear.</li> </ul>
<ul style="list-style-type: none"> <li>Fever or feeling feverish</li> <li>Headache</li> <li>Muscle or body aches</li> <li>Feeling very tired (fatigue)</li> <li>Cough</li> <li>Sore throat</li> <li>Runny or stuffy nose</li> </ul>	<ul style="list-style-type: none"> <li>Fever</li> <li>Severe headache</li> <li>Muscle pain</li> <li>Feeling very tired (fatigue)</li> <li>Vomiting and diarrhea develop after 3–6 days</li> <li>Weakness (can be severe)</li> <li>Stomach pain</li> <li>Unexplained bleeding or bruising</li> </ul>

For more information about the flu and Ebola, visit [www.cdc.gov/flu](http://www.cdc.gov/flu) and [www.cdc.gov/ebola](http://www.cdc.gov/ebola).  
October 26, 2014  
CS15299-2

*Flu or Ebola? This information from the Centers for Disease Control and Prevention (CDC) explains the difference between the two and may be helpful when evaluating symptoms in a health care setting or in the field. A PDF is available to print from the CDC website: [tinyurl.com/l4wpdj8](http://tinyurl.com/l4wpdj8).*

*Background photo courtesy NIAID*

“We can have as many safeguards as we want,” Mangieri said. “One human error, one human makes a poor decision, and we have a situation where all the pieces we have put in place begin to really fall apart.”

*Information about Ebola:*

CDC's Ebola webpage: [tinyurl.com/nrtz72x](http://tinyurl.com/nrtz72x)

World Health Organization (WHO): [tinyurl.com/saydk](http://tinyurl.com/saydk)

United Nations: Global Ebola Response: [tinyurl.com/o9w75ev](http://tinyurl.com/o9w75ev)

*Information about Other Current Infectious Disease Outbreaks:*

CDC Emerging & Zoonotic Infectious Diseases: [tinyurl.com/7stxs28](http://tinyurl.com/7stxs28)

WHO Disease Outbreak News [tinyurl.com/6ujd3](http://tinyurl.com/6ujd3)

## Hutchinson Advocates Preparedness and Collaboration for Pandemic Threats

As the Ebola virus plagues West Africa and public health officials brace for its potential spread beyond Africa and possibly to the United States, a September Inspector General audit of the Department of Homeland Security scored the department poorly for its internal pandemic readiness.

Stockpiled antivirals and antibiotics were stored improperly; the agency failed to replenish its medicinal stockpiles and failed to properly assess its future needs before purchasing supplies.

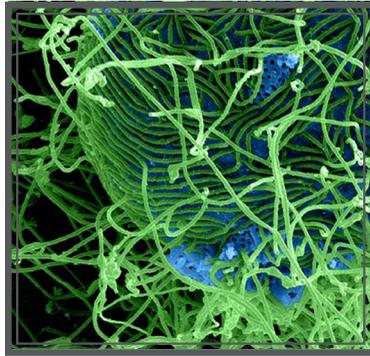
While DHS concurred with the findings, Center for Homeland Defense and Security master's degree alumnus Robert C. Hutchinson believes that there are broader issues concerning the nation's pandemic response planning – greater cooperation between law enforcement and public health sector when preparing for and combating serious public health threats.

“I have always believed that there is a need for greater coordination and collaboration between public health, medical services and law enforcement for an emerging public health threat in the United States,” Hutchinson noted. “From the distribution of medical countermeasures to quarantine enforcement to employee preparedness to respond, we may not be as prepared as we need to be for the arrival of an exploding public health threat. Middle East Respiratory Syndrome (MERS) and the Ebola virus may be the most recent wake-up calls to assess these threats and our intentions.”

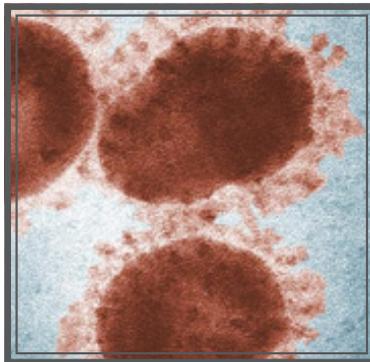
In his time off as a U.S. Immigration and Customs Enforcement Deputy Special Agent in Charge in Miami, Hutchinson fuses a broader interest in collaboration among the homeland security enterprise with deft writing skills honed through years of research and experience.

His writing focuses on unanticipated pathogenic and biological threats, so-called “Black Swan” events and the need for greater partnership between law enforcement and public health when combating those challenges. His articles appear frequently in journals and trade publications and his chosen topics became evermore relevant when MERS, Ebola and other serious viral threats emerged around the world.

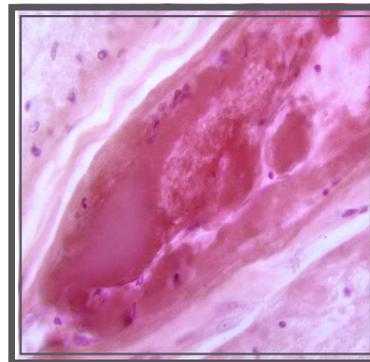
“From border control and surveillance to quarantine enforcement, several DHS agencies



*Ebola virus. Photo courtesy NIAID*



*Coronavirus*



*Polio infarct*

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“I have always believed that there is a need for greater coordination and collaboration between public health, medical services and law enforcement for an emerging public health threat in the United States.”

*Robert C. Hutchinson  
Supervisory Special Agent  
Deputy Special Agent in Charge  
DHS, ICE, Homeland Security  
Investigations, Miami FL  
MA Cohort 0903/0904*

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share the responsibility to support this whole of government mission,” Hutchinson noted. “In the very rarely utilized world of quarantine enforcement, specific DHS personnel have the statutory authority and direction to enforce federal and state quarantine orders.”

Hutchinson's interest in pandemics and bio-terror were piqued while working in the emergency preparedness unit at ICE headquarters from 2005-07 and serving on several national inter-departmental working groups to develop strategy and policy combating pandemic influenza.

That experience grabbed his interest.

Controversially, perhaps even more so than Hurricane Katrina and the 9/11 attacks, the possible cascading consequences of a serious novel pandemic illness or significant bio-terror event could easily dwarf the impact of a single conventional terrorist attack, Hutchinson argues. This position resulted in many enjoyable and spirited discussions within his cohort at CHDS.

“Homeland security partners at all levels will be responsible for various assignments that they may have never been trained for or even considered in their emergency plans,” he said.

Hutchinson credits his CHDS education in whetting his interest in writing to expand awareness across the numerous sectors within homeland security. His master's degree thesis, “Enhancing Preparedness Adoption and Compliance in the Federal Law Enforcement Community through Financial Incentives,” was the foundation for his first article for a national emergency management publication.

His foray into academic writing on pandemic-related issues was buttressed after three lecture tours to the Middle East and Germany with CHDS Executive Leaders Program alumna Sharon Peyus in 2011 and 2012 as a part of a Department of Defense international public health preparedness conference series. The pair discussed policy and collaboration at multi-national gatherings in Jordan, United Arab Emirates and Germany.

“These important conferences confirmed that there was room for improvement for pandemic planning and preparedness around the world,” he said. “The emergence of MERS and re-emergence of the Ebola virus have only confirmed this observation.”

# DHS Identifies CHDS' Fusion Center Leaders Program as One of Top 10 Federal Fusion Center Support Programs

The Naval Postgraduate School Center for Homeland Defense and Security's Fusion Center Leaders Program (FCLP) was identified as one of the top 10 federal support programs that enable fusion center leaders to fill gaps and increase performance in their organization's capabilities, according to the annual assessment final report released by the Department of Homeland Security on July 22, 2014.

The 2013 National Network of Fusion Centers Final Report summarizes the capacity and performance of the nation's fusion centers from August 1, 2012, through July 31, 2013. The results are an aggregation of information collected from 78 fusion centers and federal partners.

"This graduate-level program examines key questions and issues facing fusion center leaders and their role in homeland security, public safety, and the Information Sharing Environment (ISE)," the report said of the FCLP. "This program is designed to enhance critical thinking related to homeland security and public safety issues at the federal, state, local, tribal, and territorial levels."

State and major urban area fusion centers are state and locally owned intelligence gathering and sharing operations. They bring together multiple agencies to analyze crime and threats in their area of responsibility. Their subsequent reports are used to help ensure their communities are safe and secure, as well as complement the federal intelligence enterprise.

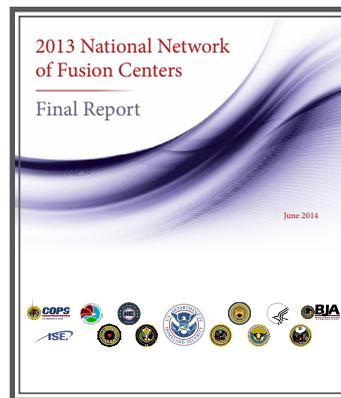
CHDS launched the FCLP in 2010 with support from DHS' Office of Intelligence and Analysis and other federal partners. The aim was to enhance the management capabilities across the national network of fusion centers and share best practices in information sharing and leadership.

"The partnership with NPS/CHDS to deliver the FCLP to fusion center leadership is a critical element in our overall effort to mature the National Network of Fusion Centers," said Scott McAllister, Deputy Under Secretary, Department of Homeland Security Office of Intelligence and Analysis. "The FCLP provides a unique opportunity to think critically about the challenges and opportunities facing the National Network, while at the same time engaging in dialogue with course facilitators, which include fusion center stakeholders and customers, as well as congressional partners and representatives from the privacy and civil liberties advocacy community."

FCLP differs from its peers in that it is not a training program, but a graduate-style educational program. The program content parallels the CHDS master's degree graduate program in addressing emerging topics, but fine-tunes the education to the fusion center enterprise. CHDS has been able to leverage experts that include leading practitioners in domestic intelligence, privacy and civil liberties advocacy community members, NPS faculty, and even graduates of the CHDS program who return to instruct as subject matter experts.

"It's important to note that fusion center leaders attribute CHDS/FCLP as the go-to place for expertise in managing intelligence and information sharing entities," said NPS faculty member Robert Simeral, director of the FCLP. "This recognition highlights the center's expertise in intelligence, information sharing and collaboration. FCLP has the unique ability to collaborate with subject matter experts, fusion center leaders and federal, state and local partners to provide a one of a kind academic experience."

Based on assessment results, federal partners are better informed to prioritize their fusion center support and gap-mitigation activities, and education and training topped those priorities, the report said.



Among the conclusions stemming from the survey:

- Fusion centers continue to achieve and sustain capabilities, with notable progress over the last three years in documenting and approving foundational plans, policies, or standard operating procedures (SOPs).
- Concerns about turnover in key positions were raised in the 2012 Final Report. These concerns are steadily being addressed given the improvements seen during the assessment period; even further reductions in turnover are expected for the next 12 months.
- Coordination and integration of field-based federal operations remains an area of emphasis for DHS and the FBI, along with other agencies, and many of the findings in this Final Report reflect the enhanced engagement of federal agencies with the National Network.
- The results of the assessment demonstrate an overall decrease in federal funding, while selectively targeting federal investment into the National Network to generate tangible performance outcomes.

See related story by CHDS alumnus Richard Giusti pages 10-11.

"The partnership with NPS/CHDS to deliver the FCLP to fusion center leadership is a critical element in our overall effort to mature the National Network of Fusion Centers."

Scott McAllister  
Deputy Under Secretary, Department of Homeland Security  
Office of Intelligence and Analysis  
Alumnus of ELP 0901

# Infusing the Fire Service into Intelligence Centers

By Richard Giusti, MA 1105/1106 Graduate



The San Antonio Fire Department (SAFD) and San Antonio Police Department (SAPD) are changing how both agencies achieve domain awareness, making San Antonio a safer city. The initiative provides situational awareness for both agencies during emergency responses through the use of a regional fusion center. The city's new Public Safety Headquarters (PSHQ) houses the command staff for both Fire and Police agencies and is home to the Southwest Texas Fusion Center (SWTFC). As with most fusion centers around the nation, the SWTFC focuses on coordination and collaboration with different agencies to provide a better strategic picture of criminal and terrorist threats to the region. This is a combined effort with many agencies at the local, state and regional levels of government, including those disciplines which traditionally have not been involved in the intelligence process. Although fusion centers have typically been centered around law enforcement, fire departments can greatly contribute and benefit from having personnel assigned to broaden the myopic perspective of both disciplines. SAFD's integration into the SWTFC focuses on strategies aimed at taking advantage of the collaborative environment to solve communication and coordination problems that may come about from misinformation (lack of, wrong, not current, etc.).

## Connecting the Dots

The strategic objectives for the SWTFC concentrate on information sharing partnerships with different agencies at all levels of government to provide a broad overview to connect the dots and prevent attacks while preparing for current threat trends. From the fire-fusion viewpoint, this is accomplished two different ways: developing a suspicious activity reporting and training program, and through the development of a fusion liaison partnership for surrounding fire departments and emergency response agencies.

Suspicious activity reporting (SAR) is a very simple concept; train responders what to look for and then tell them how to report it. Because Fire/EMS personnel go many places where law enforcement doesn't, it provides a means to glean information to prevent terrorist attacks that may not have been uncovered through traditional law enforcement methods. What is not so simple is having Fire/EMS agencies report suspicious activity while still maintaining the public's trust. To address these concerns, fire departments must develop and mandate SAR training for all personnel. That training not only teaches Fire/EMS personnel how to recognize a possible threat but also the parameters and ethical considerations we have as Fire/EMS professionals. SAFD personnel can report a SAR by calling the fusion center directly, by informing a supervisor, or they can report suspicious activity anonymously on-line through the department's share-point.

The fusion center liaison partnership is an outreach program aimed at pushing and pulling information from different agencies in order to provide a common operating picture (COP) at the strategic level. Although many agencies don't have the resources

to allocate a person full time to a fusion center, agencies can still be involved by leveraging technology to glean and share information in a timely manner for significant threats or events. The partnership also evolves from the relationships that are fostered during regular meetings (over coffee or breakfast tacos preferably) to discuss current trends or future operational collaborations. It is not surprising that most agencies involved in the liaison partnership transcend from a focused organizational perspective for their particular discipline, to one that provides a broader encompassing outlook that takes advantage of the insight of other entities to fulfill their own mission requirements.

## Intelligence Based Emergency Response

Although Fusion Centers were created as a strategic platform used to fuse information at the different levels of government ("connect the dots"), another benefit seen is the use of an intelligence-based approach to provide real time information for better situational awareness during emergency responses. One way this has been achieved at the SWTFC is through a multi-organizational TIOC (Tactical Information Operations Center).

The TIOC is a watch center that leverages a wide array of technology and puts police officers and firefighters together in an environment to monitor real time information and current actions of both organizations. One way this is accomplished is by screening many of the emergency calls for each organization through the CAD (Computer Aided Dispatch) system. When a call is dispatched, the TIOC operator for both fire and police take a look at what type of call it is to determine if further attention is warranted. If the call warrants further monitoring, personnel from each organization act as a liaison to exchange information and pass it on to responding police and fire units. This provides a level of situational awareness to emergency responders they have not had before. "The response climate that our firefighters and paramedics operate in has changed drastically over the years and law enforcement has always been a critical component to this equation," said Charles N. Hood, SAFD Fire Chief. "The opportunity to front load our response with information and coordination with the SAPD will enhance our survival and the care that our citizens receive when they are having their worst day."

Fire/EMS units that are called out for a stabbing at an address will be privy to the history of the address prior to their arrival and will also know if police are on the way. Police officers that are responding to a traffic accident involving hazardous materials will get information regarding approach and the location of the incident command post (ICP) so they can avoid downwind toxins. "Integrating Fire Department personnel into the Fusion Center is not only a force multiplier, helping channel actionable intelligence from hundreds of additional public safety officers operating in the community, but it is also increases our ability to effectively respond to a variety of threats," said William McManus, SAPD Police Chief. "Knowing in advance what roads to close and precautions to take benefits both Police and Fire personnel and bolsters their ability to protect the public. What's more, it helps build a foundation upon which interagency communication and development can occur." The coordination and sharing of information from the onset of an emergency call provides

responding agencies with representatives in the TIOC a common operating picture with timely information to make the best decisions in an unforgiving environment.

An example of this coordination occurred within the SWTFC when a call for a double shooting was dispatched to both fire and police. While in route to the scene, police officers assigned to the TIOC discovered information about prior responses to the address as well as information from 911 callers who were called back. The information garnered provided emergency responders with who the suspect was, where the subject lived, and where the subject was believed to be. It turned out that the shooter for this incident lived about a half block from where the shooting occurred. The Fire/EMS in the TIOC was able to provide the situational awareness and tell our emergency responders to relocate to a safer area instead of outside the suspected shooter's residence.

During active shooter incidents, the liaison that occurs in the TIOC provides a vital link to both organizations. Police officers are now trained to find and neutralize the threat immediately prior to the establishment of an incident command post instead of waiting for SWAT or the establishment of a command structure. While this allows officers to find and neutralize a threat faster, a disconnect could occur between the organizations if primary and redundant means of coordination are not identified and established prior to the event. This lack of pre-arranged coordination was evident in incidents like the shooting at Century 16 Movie Theater in Aurora, Colorado. Fusion centers should never take the place of a unified command, but because of the immediate response needed by law enforcement to neutralize the threat, a unified command may not take place until well after the threat is neutralized, which can cause a delay in coordinating the treatment and transport of patients. A mechanism to shift from "stop the killing" to a "stop the dying" mode of operation is critical for Fire/EMS personnel to perform their duties. Fusion centers with sworn fire and police representatives can bridge that gap to provide the real time information to coordinate actions between both agencies. This is especially important in large metro areas where putting fire and police on the same radio channels could cause additional confusion.

### **Taking Advantage of Dual Sworn Arson Investigators**

One partnership that has been very successful is the inclusion of the Arson Division within the SWTFC. SAFD Arson investigators have a very unique skill set of being dual sworn as firefighters and police officers, successfully completing both SAFD and SAPD academies. This skill set can greatly assist during investigations as well as emergencies with a multi-agency response.

In an example of an act of terrorism that employs an explosive device, the Arson Division is the agency responsible for post-blast investigations, while investigations into threats and acts of terrorism are assigned to the SAPD Criminal Intelligence Detectives within the SWTFC. Because personnel from both units work with each other regularly, there is a seamless interagency approach to accomplishing the mission. Also because acts of terrorism will either escalate or involve other agencies from different levels of government, the need to consolidate information and draw from the different viewpoints and skill sets is necessary to either prepare, mitigate, or investigate the incident effectively.



*On the left, Richard Giusti, a Battalion Chief with San Antonio Fire Department, participates in collaborative active shooter training with law enforcement.*

Another example of how SAFD is leveraging the dual sworn facet of our Arson Division is by utilizing investigators as liaisons during active shooter scenarios. Since police departments around the nation have adopted immediate response tactics which direct law enforcement officers to immediately find and mitigate the threat before incident command is established, problems can arise with communications and coordination, especially during mass casualty incidents. Arson

investigators that respond to these events can act as a liaison with law enforcement in forward operational areas bridging the communication gap so that Fire/EMS incident commanders get the needed insight to make informed decisions. They can also coordinate the establishment and security of evacuation corridors and casualty collection points with down range law enforcement officers when particular areas have been secured, but have not been declared safe. How emergency response agencies employ these redundant means of coordination and communication is key to effectively manage the event.

### **Conclusion**

Although the integration of the fire service into the intelligence community is still in its infancy, fusion centers with fire representatives can greatly benefit from the different perspective. This is done at the strategic and operational levels to provide a better insight into vulnerability and threats by taking advantage of the disciplinary knowledge intrinsic to the fire service. Hazardous materials, emergency medical response to mass casualties, technical rescue, building construction and aircraft rescue are a few areas of expertise that can be garnered for this purpose.

When we take a historical perspective of the fire service and how our institution has evolved from simply fighting fires, the postulation that the fire service will take a significant role to leverage information and technology to keep our citizens and responders safe can be easily seen as the next significant facet to an evolving discipline.

## Education, Experience Prepared Austin for Rear Admiral Role



*Rear Adm. Meredith Austin receives new shoulder boards from Rear Adm. Cari Thomas, Fourteenth Coast Guard District commander, and Rear Adm. James Rendon, Joint Interagency Task Force West director, during a promotion ceremony, Jan. 15, 2014. Austin is the 10th Coast Guard female to be promoted to admiral. U.S. Coast Guard photo by Petty Officer 3rd Class Tara Mollie*

When Meredith Austin graduated from the U.S. Coast Guard Academy in 1985, she served on an icebreaker when the Arctic Ocean was 100 percent ice-covered and the concept of homeland security was yet to be born.

Twenty-nine years later, Austin is now in the role of Rear Admiral (lower half) at a time where the U.S. Coast Guard leads the fight in protecting the nation's ports and waterways from terrorism and other domestic threats. Austin was promoted to the upper echelons of the Coast Guard in January.

Lessons learned in responding to some of the nation's most high-profile disasters coupled with a priority on education have prepared Austin for the top echelons of her agency.

Several years after graduating from the Academy and launching her career, she completed a Master of Science in Public Health in Industrial Hygiene from the University of North Carolina before earning a master's at CHDS. Her first assignment as a Rear Admiral is Commander of the Coast Guard Personnel Service Center (PSC). PSC supports mission execution by recruiting, accessing, assigning and developing careers, maintaining well-being, compensating, separating and retiring all Coast Guard military personnel.

"The Coast Guard places importance on continuous learning and expects our leaders to keep learning throughout their entire careers," Austin noted in a recent interview. "For me personally, my first master's degree in Industrial Hygiene helped me to ensure people working in maritime environments as well as responding to oil and hazardous materials spills could do so safely. My second master's degree in homeland security helped me better understand how the various levels of local, state and federal government work together to prevent and respond to security related incidents."

Austin has responded to the major incidents of the homeland security era, including the 9/11 attack on the World Trade Center, hurricanes Katrina and Rita as well as the Deepwater Horizon oil spill. During the latter, she initially served as Deputy Incident Commander before taking on the role of Incident Commander for the entire state overseeing more than 19,000 responders.

"In the aftermath of the Deepwater Horizon oil spill, I was able to apply what I learned in both graduate programs to help mitigate the effects of that spill in the Gulf of Mexico," she noted.

She paired her response background with academic research

as she wrote her CHDS thesis, “Engage the Media: The Coast Guard’s Public Affairs Posture during the Response to Hurricane Katrina.”

That research along with her experience has taught her invaluable lessons. Foremost of those is ensuring transparency with the public during catastrophic events by frequently engaging the media and other stakeholders.

“You can’t provide the Coast Guard perspective if you don’t talk with the media,” she noted, “and your leadership really never likes to be blindsided, even if the news is good.”

In pursuing a CHDS master’s degree, Austin was seeking to better her understanding of homeland security and increase her network of fellow responders from the state, local, federal and territorial levels. While serving as a Sector Commander from 2009-2012, she found CHDS’ critical infrastructure course proved especially applicable for protecting such maritime assets.

Her goal of expanding a professional network was more than successful.

“The network of alumni is very valuable,” Austin noted. “I still contact members of my cohort to bounce off ideas and keep in contact.”

*Austin’s CHDS thesis, “Engage the Media: The Coast Guard’s Public Affairs Posture during the Response to Hurricane Katrina,” is available from the CHDS Homeland Security Digital Library:  
<http://tinyurl.com/oqkd8m9>*

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“The Coast Guard places importance on continuous learning and expects our leaders to keep learning throughout their entire careers.”



“The network of alumni is very valuable,” Austin noted. “I still contact members of my cohort to bounce off ideas and keep in contact.”

*Meredith Austin, MA0503/0504  
Rear Admiral (Lower Half), U.S. Coast Guard*

## Austin’s Advice for Emergency Response Leaders

### **Be as transparent as possible with the public by providing frequent, proactive engagement with the media and other stakeholders.**

You can’t provide your organization, agency or group’s perspective if you don’t talk with the media. If there is more than one group responding to the disaster, form a Joint Information Center so the messages of all participants are unified rather than conflicting.

### **Keep your ego at the door.**

All major incidents will involve multiple players all of which have jurisdiction. You need to be able to work in a Unified Command (UC) with unity of effort. Form that UC as soon as possible so that each organization or agency knows the lines of authority clearly.

### **Leverage social media/crowd sourcing if possible to get unfiltered eye witness accounts to supplement observers in the field.**

### **Take care of your people and don’t forget to take care of yourself.**

Working for 48 to 72 consecutive hours doesn’t serve anyone well and can lead to poor decision making and/or injury.

### **A thick skin really helps when everyone - internal and external groups - start slinging arrows your way.**

If you’re doing the right things for the right reasons, the truth will come out eventually. Don’t let it discourage you, or let it affect the morale of your people.

### **Form a Unified Command as soon as possible and have a proactive Joint Information Center to keep stakeholders informed.**

You can have a great response but if the stakeholders don’t understand what you’re doing and why, it can be seen as our government, agencies or organizations don’t know what they are doing.

## Class Notes

### Alumni

#### MA 0302/0303

**Lawrence Greene** has joined the MITRE Corporation as an Enterprise Systems Engineer Lead in the company's Homeland Security Center.

#### MA 0401/0402

**Jeffrey Burkett** was confirmed by the U.S. Senate for appointment in the Reserve of the Air Force to the rank of Brigadier General. He has also been selected as the Director, Joint Staff, Nevada Military Department, in Carson City, Nev.

#### MA 0501/0502

**Mark Wells**, right, was appointed Fire Chief of the Sacramento Metropolitan Fire District in September.



#### MA 0503/0504

**John Nadeau** has been selected for promotion to Rear Admiral in the United States Coast Guard.



#### ELP 701

**Daniel Alexander**, left, has been named Assistant Director of the Office of Federal Disaster Coordination at FEMA Headquarters. In this new role, he will be the supervisor and supporting all of the Federal Disaster Recovery Coordinators assigned to the 10 FEMA regions.

#### MA 0705/0706

**Jeff Dulin** has been named Director of the Charlotte-Mecklenburg (North Carolina) Emergency Management Office.

#### ELP 801

Fire Commissioner Daniel Nigro appointed four executive staff members on Sept. 10, including **Robert F. Sweeney** as Chief of Staff.

#### MA 0803/0804

**Jennifer Harper** has been promoted to Assistant Director of the New Hampshire Division of Homeland Security and Emergency Management. She also attended Fusion Center Leaders Program (FCLP) 1002.

#### MA 0903/0904

**Beverly Good** was appointed Customs Border Protection Port Director at the El Paso (Texas) Office of Field Operations.

**Malcolm "Rob" McLellan** was promoted to Captain with the U.S. Coast Guard on July 1. He is currently the Commanding Officer of Marine Safety Unit Paducah, Kentucky.

#### ELP 1001

**James Gallagher** has been named Assistant Director, Intelligence Division, Office of Law Enforcement and Security, Department of the Interior.



#### ELP 1002

**Terry Wade** has been named special agent in charge of the criminal division at the FBI's Los Angeles Field Office. Wade most recently served as section chief of the executive development and selection program in the Human Resources Division at FBI Headquarters.

#### MA 1001/1002

**Mike Biasotti** has been selected as the 2014 recipient of the Muriel Shepherd Award awarded by the National Alliance on Mental Illness-New York State. He is also an alum of REP1301.

#### MA 1003/1004

**Kenneth C. Fletcher**, right, TSA's Chief Risk Officer, received the DHS Secretary's Meritorious Service Award – Silver Medal for his risk-based security initiatives. This award recognizes exceptional leadership, superior public service and/or unusually significant contributions to enhance homeland security.



#### Robert Giorgio

joined the Delaware Valley Regional Intelligence Center in November as an Intelligence Planner. Giorgio was formerly with the Cherry Hill (New Jersey) Fire Department.

**Cherie Lombardi** was awarded the DHS Secretary's Award for Excellence for significant enhancements to national security, operations and customer service for her work on the Biographic Visa and Immigration Information Sharing Team.

#### MA 1005/1006

**Nancy Dragani**, Executive Director of the Ohio Emergency Management Agency was presented the 2014 Lacy E. Suiter Distinguished Service Award by the National Emergency Management Association. Nancy is also an alumna of ELP 0601. (See related article page 23.)

**Chas Eby** has accepted the position of External Outreach Branch Manager with the Maryland Emergency Management Agency.

#### ELP 1101

**Robert Samaan** was promoted to Deputy Regional Administrator for the Federal Emergency Management Agency's (FEMA) Region IV.



## FEMA

### MA 1101/1102

**Eric Powell** has received an appointment as visiting professor at the Army War College in Carlisle, Pennsylvania. In addition, Powell was recently named Emergency Medical Services Instructor of the Year by the Tennessee EMS Educator's Association conference.



**John Wallace**, right, was promoted May 31 to Deputy Chief of the Riverside, California, Police Department.

**Christopher Ward** has been promoted to Captain with the New York City Fire Department. Ward is an intelligence analyst with the FDNY's Center for Terrorism and Disaster Preparedness.

### MA 1105/1106

**Christopher Mercado** will be commencing doctoral studies in Criminal Justice at the City University of New York.

**Tamara Spicer** has joined Immigration Customs Enforcement as Public Affairs Officer in the Tampa, Florida, District.

### ELP 1201

**Joanna Nunan** has been selected for promotion to Rear Admiral in the United States Coast Guard. She is also an alum of Pacific ELP 1101.



**Michael Loehr** has been named Chief of Emergency Preparedness and Response with the Washington Department of Health.

### MA 1201/1202

**Patrick Walsh** has been named Police Chief in Lompoc, California. Walsh has more than 30 years of law enforcement experience.

**Jeffrey Cole** has been promoted to Assistant Chief with the Denver Fire Department effective July 3.



**Susan Dixon**, right, has been promoted to Planning and Training Bureau Chief with the Iowa Homeland Security and Emergency Management Department.

### MA 1205/1206

**Max Geron** was promoted to Major with Dallas Police Department in April. Geron works in the Department's media relations office and may be followed on Twitter @MaxDPD.

### ELP 1301

**Dr. Laura Manning Johnson** has accepted a position as a Professor of National Security Studies at the National War College.

### MA 1301/1302

**Timothy Coyle** has been promoted to Detective Sergeant First Class with the New Jersey State Police. Coyle is detailed to the Regional Intelligence Operations Intelligence Center (ROIC) Assistant Unit Head - Intelligence and Analysis Crime Unit.



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### ELP 1302

**James Rowan** has accepted a new position as Program Manager of Security for the North American Transmission Forum.



### MA 1301/1302

**Derrick Sawyer**, right, was named Commissioner of the Philadelphia Fire Department.

## Current Participants

### MA 1303/1304

**Dee Harwood**, left, IT Specialist, Office of Cybersecurity and Communications, DHS, National Protection & Programs Directorate, was part of a team honored with the "One CS&C" award for deployment of the TAXII server to support the sharing of cyber threat information.



### MA 1305/1306

**Ryan Fields** was promoted to Lieutenant at Aurora (Colo.) Fire Department.

### ELP 1401

**Donald Alway** has been named special agent in charge of the FBI's Jackson Division. Alway most recently served as section chief for the Investigations and Operations section of the WMDD at FBI Headquarters (FBIHQ).

### MA 1401/1402

**Danjel Bout** has been named Assistant Director for Response, California Governor's Office of Emergency Services. He was formerly State Military Coordination Officer for the California Governor's Office of Emergency Services.

### MA 1405/1406

**Paul Arnett** was promoted to Captain (O-6) U.S. Coast Guard on October 1st.

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

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**B**rigadier General Mike McDaniel was considering the ramifications of the plethora of homeland security legislation marshalled through Congress following the 9/11 attacks as he enrolled at the Center for Homeland Defense and Security in 2006.

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 both passed, along with related regulations and administrative rules.

"I kept asking myself, how are the laws Congress is passing or the Executive Orders from the president affecting homeland security?" McDaniel said. "At the same time, I asked myself is this creating a new area of law?"

McDaniel parlayed his interest in the issue into his CHDS thesis, "The Development and Recognition of Homeland Security Law," and was able to apply his research beginning in January 2011 when he accepted a full-time professor's position with Thomas M. Cooley School of Law. His mission was to establish a Master of Laws curriculum centered on homeland security.

In August 2014, the school merged with a state university to become the Western Michigan University Thomas M. Cooley Law School.

"There are already over 40 students pursuing their Master of Laws in Homeland Security and, with our affiliation with WMU, we look forward to collaborating with their graduate programs to reach even more students."

McDaniel established the program, and more recently an academic law journal, using his thesis as a roadmap. The research outlined the varied responses to the 9/11 attacks including congressional legislation, executive orders and the associated agency regulations implementing those laws. A series of legislation had been passed as of the writing of the 2007 thesis, including USA Patriot Act; Terrorism Risk Insurance Act; Aviation and Transportation Security Act; Maritime Transportation Security Act; the Border Security and Visa Defense Act; Public Health Security and Bioterrorism Preparedness and Response Act of 2002.

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.

Demand from the private sector for attorneys versed in this area of law was growing while laws and regulations continued to proliferate. As an example, his thesis notes that the TSA issued 167 pages of regulations on air cargo while the thesis research was underway.

"First, if homeland security is not yet recognized as a separate practice area, it will be, and probably soon," he wrote. "The continuing and even escalating number, and length, of the federal regulations promulgated by the Department of Homeland Security

or one of its sub-agencies since 2002 will likely have a great impact on private industry."

Upon accepting the job at Cooley Law School, McDaniel had the opportunity to develop the kind of educational program his thesis predicted would be needed.

"That was the opportunity to put into practice and implement what I had been talking about at CHDS, -- the whole idea of homeland security law as a distinctive field," he said.

Since joining the law school McDaniel has developed a Master of Laws in Homeland Security program in homeland security law, a process that involved developing curriculum and garnering approval from the American Bar Association and the Higher Education Commission.

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There is no question that this program would never had been able to get started without the education and guidance I received from CHDS."

*Mike McDaniel, MA 0503/0504  
Director of Homeland Security Studies  
Thomas M. Cooley School of Law, Lansing MI*



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As part of that program he developed 12 courses that relate to topics in his thesis. And, he uses CHDS resources as he builds the program. McDaniel draws on the work of CHDS instructor Nadav Morag for a course on comparative government in homeland security and employ's Morag's textbook on the subject.

The courses mirror topics identified in the thesis as potentially distinguishable in the realm of homeland security law: Maritime Law and Admiralty Law; Practice before Government Agencies; Administrative Law; Federal Government Contracting; Physical Security of Facilities; Cyber Security; Information Security and Privacy; Risk Management and Insurance; National Security Law; and, Anti-Terrorism.

The school launched the Homeland and National Security Law Review, an online academic journal, in spring 2014 as a mechanism for academics and practitioners to write about homeland security law.

He credits CHDS programs and pioneering academic work in the field for setting a foundation for applying homeland security topics to law education.

"There is no question that this program would never had been able to get started without the education and guidance I received from CHDS," McDaniel said.

*McDaniel's thesis is available at the CHDS Homeland Security  
Digital Library: [tinyurl.com/kzdh5d4](http://tinyurl.com/kzdh5d4)*

## Assistant City Manager Adds Reserve Police Officer to His Homeland Security Resume

Like most kids of his time, Michael Falkow grew up watching classic cop and firefighter television shows like Adam-12 and Emergency.

Education and his career path steered him in a different direction, but the Inglewood, California, Assistant City Manager and Center for Homeland Defense and Security's master's degree graduate fused his childhood dream with his adult profession. He completed the Los Angeles Police Department Reserve Academy in June and was sworn in as a Level III Reserve Officer with the Inglewood Police Department.

"The primary motivation for wanting to become an Inglewood Reserve Police Officer was to leverage my CHDS education and training in homeland security coupled with my emergency preparedness and disaster planning experience by becoming a law enforcement officer/first responder," Falkow noted in a recent interview. "In addition, I feel as though my in-depth computer science education and experience could be valuable in helping solve cyber-related and technology-centric crimes."

He plans on applying the certification by resurrecting the city's police reserve program as well as in his varied roles overseeing emergency and disaster management policies.

Inglewood's police reserve program has been dormant, but with municipal budget constraints, a new crop of volunteers could help supplement police department staffing.

"When I first met with the Chief of Police to discuss becoming a Reserve Police Officer, we discussed all the internal and external benefits bringing the program back to Inglewood after almost 15 years would generate," Falkow said. "The Chief was highly receptive and eager to address many issues that the lack of staffing and lack of expertise within the department have caused especially in the areas of homeland security."

Typically, Level III officers do not perform duties that would result in arresting a suspect. They are generally assigned to behind the scenes desk duty or working with the custody division on inmate-related issues. This level of reserves may also be assigned to apply their professional skills and specialties to department tasks, such as financial and budget analysis or information technology work.

Resurrecting the program comes as the city is facing prosperity, and related homeland security opportunities that come with it. The Forum, former home of the Los Angeles Lakers during its "Showtime" years of the '80s, has undergone a \$100 million refurbishment by owners MSG and the 18,000-seat arena will once again become a large public meeting space. Rumors have been swirling in sports circles that a long-sought NFL franchise for the Los Angeles region may locate a team in Inglewood, bringing with it the prospects of a very large stadium. With the related mass of



*CHDS master's degree graduate Michael Falkow, right, was sworn in as a Level III Reserve Officer with the Inglewood Police Department by Police Chief Mark Fronterotta.*

people attending such events comes more security concerns for the city, and Falkow said he hopes his background and certification would make him a greater asset.

"I'm confident my homeland security education and experience would be leveraged (by the police department) if and when that comes to pass," Falkow said.

As Assistant City Manager, he already oversees the non-public safety aspects of disaster and emergency planning while handling an array of tasks that includes serving as the town's Deputy Director of Emergency Services.

He also serves as commission advisor to the Inglewood Citizens Police Oversight Commission and is the lead negotiator for the city in labor agreements with all six of the city's labor organizations, which includes the city's two police unions. The Level III certification gives him another level of street credibility with full-time officers there.

"Being a sworn law enforcement officer will certainly give me more value to the City's Police Commission, as I can provide more in-depth and even first-hand perspectives into the areas they oversee," Falkow said.

Attaining his goal was a time-demanding mission on par with pursuing a CHDS master's degree. The program requires 144 hours of instruction over 10 weeks where he learned such matters as arrest tactics, firearms, batons, first aid and CPR, and the use of lethal force. The training meant going to the academy all day on Sundays as well as leaving work early two nights a week for training from 6-10 p.m. while still carrying the load of his full time job.

"I answered a lot of emails at one in the morning," he recalled. "The biggest challenge wasn't the pushups, the running, or getting up at 3 a.m. on a Sunday. Even though the City Council and City Manager were very supportive, I still had all these regular duties. The hardest part was the constant juggling of my schedule."

## No Easy Solutions for Border Security Challenges

A flow of Central American migrants that clogged the U.S.-Mexican border during summer 2014 may have ebbed, but there are no easy panaceas to stem migrants seeking entry into the United States in the long-term, according to a leading expert from the Center for Homeland Defense and Security.

An estimated 63,000 unaccompanied minors (about three-quarters of them from the three nations of El Salvador, Guatemala and Honduras) were detained near the border from October 2013 through July 2014, when the flow began to stem. By August, the migrant wave appeared to at least temporarily wane, attributed in part to redoubled enforcement and harsh summer heat.

“It was not a new issue, but the media has picked up on it,” said CHDS faculty member Rodrigo Nieto-Gomez. “Because we can’t fix the problem, the next best thing to do is look like we are fixing the problem. This mirage of public policy in all the nations concerned is made for the benefit of domestic audiences, not to fix the problem but to give the appearance of action to the electorate.”

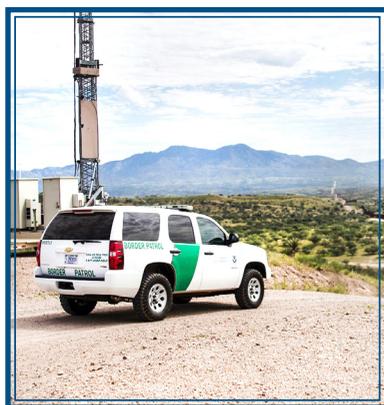
Opinions vary widely as to the immediate cause of the surge, but Nieto-Gomez believes long-term solutions go well beyond harsh enforcement and aspirations of impenetrable borders.

The Trafficking Victims Protection Reauthorization Act of 2008 likely contributed to backlogs in processing as that measure gave unaccompanied minors an opportunity to appear at a hearing and have access to counsel.

Longstanding “push” factors will require multi-faceted, bilateral solutions to curb the plight of Central American countries.

“In a perfect world, all of these nations would be able to sit together and negotiate an agreement to benefit all parties in order to assure that human rights and prosperity is achieved. In the world we have, that doesn’t happen.”

Unbridled violence, drugs and a lack of jobs and opportunity need to be addressed in those nations, Nieto-Gomez explained, using the



Mobile surveillance tower near Nogales, AZ, helps monitor U.S. Mexico border

Photo by Josh Denmark

United States as a metaphor as the “nicest house on the block” in a bad neighborhood.

The homicide rate in Honduras, for example, is among the world’s deadliest at 90 per 1,000 people during 2013; El Salvador was second deadliest, according to a United Nations Office on Drugs and Crime analysis. About half of child migrants interviewed by UNHCR in 2013 cited violence as a primary motivation for leaving their home nations.



“In a perfect world, all of these nations would be able to sit together and negotiate an agreement to benefit all parties in order to assure that human rights and prosperity is achieved. In the world we have, that doesn’t happen.”

CHDS faculty member  
Rodrigo Nieto-Gomez

Poverty is another push factor. Overall, Honduras, Guatemala and El Salvador are among the poorest nations in Latin America with 30 percent, 26 percent, and 17 percent, respectively, of their people living on less than \$2 a day, according to a Pew Research Center report.

Those factors show that U.S. immigration policy is interconnected with its neighbors and, in this case, neighbors of neighbors, he said.

“This is a problem that will require long-term policies to fix the state of the immigration environment in North America, Central America and the Caribbean,” he said. “You cannot be the prettiest house on the neighborhood for long and think that your white picket fence will keep everything out. We better make sure our neighbors are prosperous and doing well. If we don’t, we lose curb appeal.”

Nieto-Gomez points to Costa Rica as a role model as the nation enjoys political stability and the economic prosperity that typically accompanies governmental consistency.

“We don’t hear anything about unaccompanied minors from Costa Rica,” he noted. “Costa Rica is the Switzerland of Central America. It’s a prosperous nation with a strong middle class. So, we don’t need walls with Costa Rica. So what did Costa Rica do right and what can we do to foster what it did right in the rest of the region. Maybe the answer is to stay out of the way.”

Admittedly, garnering multi-nation cooperation among the United States and its Central American neighbors is challenging due to historical mistrust, and at times, meddling. Unlike its counterparts, Costa Rica has seen democratic continuity since gaining independence while nations such as El Salvador have been scenes of ideological proxy wars with U.S. involvement and backing of dictatorships.

U.S.-Mexican relations are fraught with similar distrust, which has hindered effective partnering on immigration issues.

“Because we have a very strong reciprocal mistrust between the United States and Mexico, we have not been able to coordinate these policies,” Nieto-Gomez said. “Now we’re paying the price. Most of the policies we would need to take place to affect change in this situation would have to take place not just in the U.S. but at the North and Central American scales.”

## Walsh Honored for Cyber Security

### Education Effort

Wendy Walsh began work at the Center for Homeland Defense and Security as a liaison whose role was to link Center students to the wealth of research and expertise with the broader Naval Postgraduate School community.

Nine years later, Walsh has taken on a bevy of roles centering on security and defense education. Her latest accomplishment continues that trend in a wholly different medium: Walsh was awarded the 2014 Security Leadership in Education Award from the California Information Security Office (ISO) at the 2014 Cyber security Symposium in Sacramento, Calif., in September.

The honor is for Walsh's volunteer work with the California Cyber Security Task Force, a coalition of state government, academia and private industry dedicated to the state's information network protection through collaboration and education.

"I've been fortunate to connect with the NPS Cyber Academic Group and its chair, Dr. Cynthia Irvine, and learn about what kind of cyber security offerings are here at the school," Walsh said during an interview at her Spanagel Hall office. "In that work I kind of just got my toe in the water and discovered cyber security is a network of needed capabilities to secure our cyber environment. It's not just coders and white hats and hackers, it's everyone's responsibility."

As part of that work, she is co-chair of the Task Force's Workforce Development and Education Subcommittee, whose aim is ensuring future education opportunities develop skills that will be necessary in the future to ensure cyber-security. The group, one of seven Task Force subcommittees, studies what educational levels will be needed for future professionals in the field and what industry's needs will be. There is also a singular effort on veterans to provide education and job opportunities they may need whether or not their military job was network-related.

"It's looking at how we create a cyber secure environment strategically; which always comes down in my mind to including the whole of community," she said. "The education subcommittee

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"I always want to be available to (CHDS) students if they are interested in field experimentation or who want to connect their education to the broader NPS community. I want to make sure students have the opportunity to be connected with anything I'm seeing out there that is cool and would have relevance to their education or research."

*Wendy Walsh  
Homeland Defense and Security Coordinator  
Naval Postgraduate School*

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*NPS Homeland Defense and Security Coordinator Wendy Walsh, displays the 2014 Security Leadership in Education Award she received from the California Information Security Office for her volunteer work with the California Cyber Security Task Force.*  
*Photo courtesy NPS*

is looking at how do we build and support that next generation of cybersecurity workers. We want to create opportunities to get people interested in this world and how they fit into the world of cybersecurity."

Future cyber threats continue to evolve as hackers adapt to security measures in a near tit-for-tat battle for cyber supremacy. Proliferation of mobile devices increasingly used for industrial control systems purposes, internet control linkages to critical infrastructure and information manipulation as big data analytics are just some of the current emerging threats, according to a 2014 Georgia Tech Research Institute report.

"There is a huge need," Walsh noted. "It's pretty overwhelming what the projections say for what the cybersecurity workforce will need now and in the future."

During her day job at NPS, Walsh is the Homeland Defense and Security Coordinator, but her duties extend well beyond that label. She currently is assigned to the Modeling, Virtual Environments and Simulation (MOVES) and the Littoral Operations Center. Originally, she was hired by former CHDS Director Paul Stockton as a liaison for the Center and the NPS community to ensure campus research could be utilized and maximized.

"So, anything that falls under that purview of research, education or activity that could fall under that purview of homeland defense and homeland security I can be engaged in," she said.

She remains actively engaged with the Center, seeking out subject matter expertise that may be valuable to the rest of NPS, and vice versa.

"I always want to be available to (CHDS) students if they are interested in field experimentation or who want to connect their education to the broader NPS community," Walsh said. "I want to make sure students have the opportunity to be connected with anything I'm seeing out there that is cool and would have relevance to their education or research."

## Hafez Brings Middle East Insight to CHDS

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As he grew up in Southern California, Mohammed Hafez had one foot planted in the United States and another in the Arab world from where he emigrated.

“I never quite left the Middle East. I have a lot of family and relatives that live there,” said Hafez during an October afternoon interview from his Glasgow Hall office at the Naval Postgraduate School.

Hafez became chairman of the NPS National Security Affairs (NSA) department in 2013. In that role, he has shared his unique blend of education and life experience with students at the Center for Homeland Defense and Security in the master’s degree and Executive Leaders programs.

He earned his doctoral degree from the London School of Economics and Political Science in 2000 and came to Monterey following stints as a visiting professor at the University of Missouri-Kansas City and working as a counterterrorism consultant to the U.S. government. Hafez’s areas of specialty include Politics of the Middle East and North Africa; Islamic Social Movements; Jihadism and Foreign Fighters; Terrorism and Suicide Bombings; and Radicalization.

After moving to America at age 11, his interest in Middle East politics began to develop.

“Being of Arab descent, politics is in your blood,” he remarked. “In high school events would happen in the Middle East, sometimes friends would ask you about what was going on, sometimes they tease you about what is going on. I like the role of a bridge between the two civilizations. I am very comfortable in the U.S. as an American citizen, but I am also very comfortable being from that part of the world and being interested in its travails.”

The NPS and CHDS academic approach drew him to Monterey, after a colleague encouraged him to apply for the NSA job.

“When I looked at the mission and faculty here and what they were doing it really intrigued me,” he said. “What NPS and NSA are into is defense and security-centric teaching and research. I thought this would be a good place to continue my career.”

For social science academics, on-the-ground research is a necessity. The best way to stay current is to constantly research and talk to the people they are studying. Turmoil in the Middle East, from the summer Israeli-Palestinian conflict to the widening influence of ISIS, has constrained the ability to travel.

“One can keep up by reading news, delving into open source materials and informed analysts in the region,” Hafez noted. “It’s been harder to keep in touch with the region largely because travel restrictions and the security environment are not easy.”

Hafez has accomplished his research despite the challenge, contributing a chapter on sectarian terrorism in Iraq to a book, “The Evolution of the Global Terrorist Threat: From 9/11 to Osama



*Dr. Mohammed Hafez lectures in the CHDS classroom*

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“Their work is more important than ever in securing the homeland. We’re witnessing that with the emergence of foreign fighters, including from the United States, going to Syria and Iraq. Historically, we know that at least some of them have the potential to return as nefarious actors in the homeland.”

*Dr. Mohammed Hafez  
on the importance of CHDS students’ work*

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bin Laden’s Death,” released in October 2014 and co-edited by noted terrorism expert Bruce Hoffman and Spanish scholar Fernando Reinares.

When he interacts with CHDS students he stresses the students’ crucial roles in combating what may at times seem to them as a distant, abstract issue.

“I tell them the problem is one that is over there, but it could easily be over here,” Hafez said. “Their work is more important than ever in securing the homeland. We’re witnessing that with the emergence of foreign fighters, including from the United States, going to Syria and Iraq. Historically, we know that at least some of them have the potential to return as nefarious actors in the homeland.”

Hafez notes that, as 9/11 proved, safe havens for terrorists training can affect the United States.

“Even if we are not afraid of foreign fighters who are coming back, the fact that there is a safe haven being created for violent extremists in a part of the world that has historically exhibited anti-Westernism and anti-Americanism is of concern. This means this problem could come back to haunt us in the same way it haunted us on 9/11. So, their (CHDS students) work is more important than ever to be vigilant, to study problems carefully, not to overreact to it, to mitigate the threats.”

*Related story next page >>>*

## NSA Chair: Defeating ISIS More Than a Military Challenge

The rise of the Islamic State of Iraq and Syria from the Syria Civil War to a pseudo-state invading and holding geographical territory across two countries poses a policy quandary, believes Dr. Mohammed Hafez.

The wars in Iraq and Afghanistan have left a U.S. public weary of another foreign entanglement just as a new threat emerges.

“The United States is sitting on the horns of a dilemma. On the one hand, President Obama has promised to disentangle us from the Middle East,” Hafez said. “On the other, it is obvious the U.S. will have to be involved for some time to contain this new threat. Otherwise there will be genocide, and American regional interests as well as the American homeland could be seriously threatened.”

“If we think that we can defeat ISIS and that is it, we are deceiving ourselves. We defeated al-Qaida in Iraq, which is the basis of ISIS, from 2007 to 2011, but the problem returned. Why? Because the conditions that lead to disenchantment, to frustration, to radicalization, have not been removed.”

*Dr. Mohammed Hafez  
NSA Chairman and CHDS Instructor*

Utilizing America’s superior air assets along with building alliances with Kurdish and Iraqi ground forces is an appropriate strategy, he added, but ultimately a political solution that brings together the major communities of Iraq – the Sunnis, the Shiites, and the Kurds – is necessary.

“That is the hardest part of it all, how to get all three sides to agree to a power sharing formula that would be acceptable to each community,” Hafez said.

Each of the parties views the other two with distrust. Iraq’s majority Shiite population was systematically repressed during the reign of Saddam Hussein; the Sunnis find themselves alienated from political power; and the Kurds retain their longstanding goal of a nation of their own, a challenge punctuated by disputes over northern Iraq’s vast oil wealth.

“The Shiites recognize that institutions like the military and Ministry of Interior, if they are given up, could result in military coups that topple the ruling elite and bring about the old Sunni power structure,” Hafez said. “There is a natural hesitancy to share power with people who oppressed you for a long time.”

And, defeating ISIS will require ground troops from neighboring countries, and not just the United States. Rather, nearby regional powers such as Turkey have an important role to play.

However, fair governance and economic development are necessary for a lasting peace.

“If we think that we can defeat ISIS and that is it, we are deceiving ourselves,” Hafez said. “We defeated al-Qaida in Iraq, which is the basis of ISIS, from 2007 to 2011, but the problem returned. Why? Because the conditions that lead to disenchantment, to frustration, to radicalization have not been removed.”

The tribulations facing Iraq are in many ways symptomatic of the region. Young people, especially, are increasingly disillusioned with the Arab Spring’s failure to dislodge authoritarian governments and provide economic opportunity. “Instead of creating democratic institutions, the Arab Spring created chaos in places like Syria, Egypt, Libya and Yemen,” Hafez observed.

That has left a generation of youth whose education and hard work have failed to produce opportunity, but instead are faced with economic and human insecurity. For many, finding better prospects means moving to a rich Gulf nation or a western country. “Most don’t have that option,” he said. “They’re really trapped.”



*Iraq and Syria are at the center of the Islamic State insurgency*

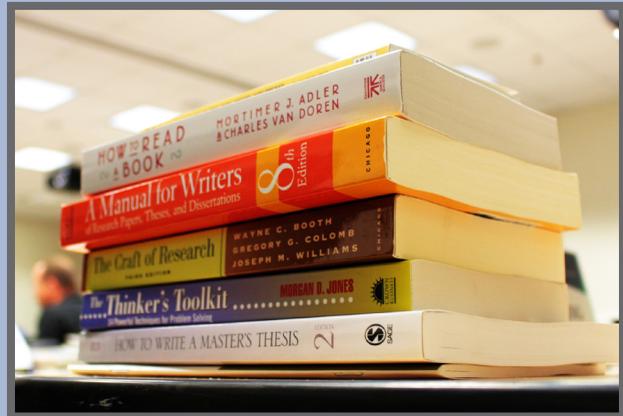
# CHDS Photo Album



*Master's Program graduates return to campus to share their thesis writing wisdom with current students.*



*NPS Provost Dr. Douglas A. Hensler, above, welcomes new Master's cohort 1405/1406 to campus. The cohort also met their first round of reading materials, right, during their initial IR.*



*Angi English of NCR Master's Cohort 1303/1304 took this photo, above, of the turning leaves while in residence in Harper's Ferry, W. Va. Angi is also an alumnae of ELP 1201. Following a full week in the classroom, some members of 1303/1304 and their OC Scott Martis went on a White House tour.*



*CHDS students get younger every cohort. The Cleveland contingent gets together to discuss homeland security - and diapers.*





*The anniversary of 9/11 was commemorated at NPS at Herrmann Hall. Glen Woodbury, CHDS Director, delivered the keynote address.*



*The ladies of MA1301/1302 gathered for a photo on their graduation day in September.*



*Front and center, Captain Reba Gonzales, Emergency Preparedness Officer at Seattle Fire, directs response at the scene.*



*Chris Kelenske of MA 1003/1004, Linda Scott of MA 0501/0502 and Michael Johnson of MA 1301/1302 have a Michiganander reunion.*

## CHDS Master's and ELP Alumnae Nancy Dragani Receives 2014 Suiter Distinguished Service Award



*Nancy Dragani  
Alumnae of CHDS Master's  
Cohort 1005/1006 and  
ELP 0601*

The National Emergency Management Association has presented the 2014 Lacy E. Suiter Distinguished Service Award to Nancy Dragani, Executive Director of the Ohio Emergency Management Agency. The honor was given to Dragani on October 11, 2014 during the association's Annual Emergency Management Policy and Leadership Forum held in Atlanta, Ga.

"Nancy is one of the most knowledgeable and respected emergency management professionals in the nation and is most deserving of this award," said Charley English, NEMA President and CHDS master's alumnus.

Lacy E. Suiter was one of the nation's most experienced and respected emergency management and homeland security leaders and served as director of executive education programs for CHDS. The CHDS classroom is dedicated to his memory.

Dragani has served over twenty years in positions of ever increasing responsibility and leadership in the emergency management profession. She was named agency director in 2005 by Gov. Bob Taft. She has continued in that position under Govs. Strickland and Kasich. Ohio achieved accreditation through the Emergency Management Accreditation Program (EMAP) under her leadership and she has led the state through numerous disasters. She serves as Tri-Chair of the National Homeland Security Consortium.

Dragani has served in various leadership positions within NEMA including president, chair of the Response and Recovery Committee and chair of the Homeland Security Committee. The Federal Emergency Management Agency (FEMA) has appointed her multiple times to the National Advisory Council as chair of the Recovery Sub-committee and then Insurance and Mitigation Sub-committee. She also served on the Memorial Institute for the Prevention of Terrorism Advisory Board. Dragani earned an advanced degree in homeland security through the Naval Postgraduate School Center for Homeland Defense Security Studies.

*Courtesy of NEMA*



## Educational Resources

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

### Homeland Security Digital Library

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

### Self-study Courses

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

### Homeland Security Affairs Journal

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

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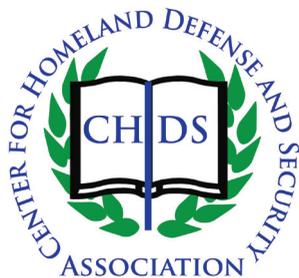
email: [techsupport@chds.us](mailto:techsupport@chds.us)

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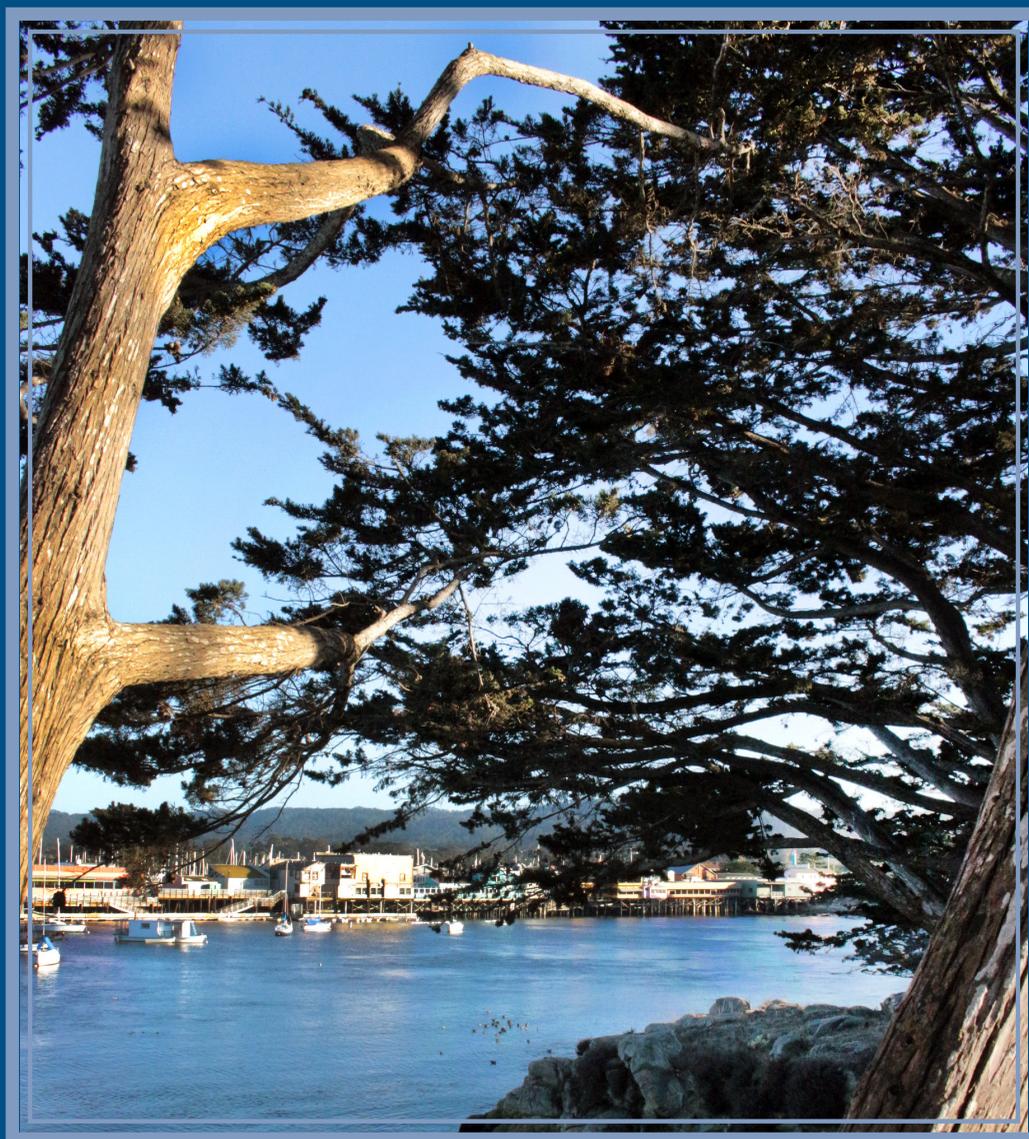
## CHDS Association Launches Website

The CHDS Association is now online. Alumni and other supporters of homeland security education can visit the Association at [www.chdsa.org](http://www.chdsa.org). The Association was established earlier this year by alumni of the Center for Homeland Defense and Security to support the advancement of the homeland security enterprise and public safety through educational and professional activities. It partners with CHDS on activities like the annual APEX workshop to promote the development of a productive alumni network for attendees of CHDS programs. The Association is an independent 501(c)(3) nonprofit organization not affiliated with any government entity. Visitors to [www.chdsa.org](http://www.chdsa.org) can learn more about the organization's mission, make online tax deductible donations, and order clothing and accessories with the NPS CHDS alumni logo.

## Why is this magazine titled Watermark?

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

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



*In 1602, Sebastian Vizcaino landed in Monterey and named the harbor after the sponsor of his expedition, Don Gaspár de Zúñiga y Acevedo, Count of Monte Rey. In 1770, Gaspar de Portola founded the city of Monterey for Spain, and it remained under Spanish rule until Mexico took control 50 years later. In 1846, during the Mexican-American War, Commodore Sloat landed in Monterey and claimed California for the United States.*



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The Alumni Magazine of  
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