

# ANNUAL REPORT 2019



CENTER FOR HOMELAND  
DEFENSE AND SECURITY  

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NAVAL POSTGRADUATE SCHOOL

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THE NATION'S HOMELAND SECURITY EDUCATOR



FEMA



# FDNY

**JOHN SUDNIK**  
Chief of Department

January 8, 2020

Director Glen Woodbury  
Naval Postgraduate School Center for Homeland Defense and Security  
1 University Circle, Bldg. 220  
Monterey, CA 93943

Director Woodbury,

In the days, months and years following September 11<sup>th</sup>, 2001, the New York City Fire Department (FDNY) was confronted with new and difficult challenges. Needing to adapt to a growing threat of global terrorism, the agency's traditional role in emergency response was forever changed. Quickly realizing that a modification to our existing capabilities would be required to fulfill our homeland security mission, the FDNY urgently needed to better prepare our members with enhanced training and formal education.

Since 2002, the Naval Postgraduate School Center for Homeland Defense and Security (CHDS) has provided the FDNY leadership with an opportunity to participate in a first-class Master's degree program in Security Studies. To our great benefit, CHDS recognizes that homeland security does not begin and end with traditional law enforcement, but needs to include members from the fire service, emergency medical service, and emergency management.

Currently, in every program CHDS offers, FDNY leaders collaborate with homeland security officials from various jurisdictions, agencies, and disciplines across the Nation. With discussion and coursework focused on policy, strategy, and organizational response, the wealth of knowledge acquired by our members is an invaluable tool to have at our disposal.

Our partnership with CHDS has clearly proven to be beneficial to our Department, and the City of New York. Of the twenty-one members currently on the FDNY Executive Staff, eight are graduates of the Master's or Executive Leader programs. Participation in these programs are a highly-valued component of an executive's professional development when they are considered for critical positions within the Department.

The citizens of NYC know first-hand the reality of the threats against our Nation, and the challenges we face on a daily basis. With a population of over 8 million people, and several millions more who come to work and visit every day, FDNY units respond to approximately 1.8 million fire, emergency, and medical incidents every year. The sheer size of these numbers requires that FDNY members receive the finest and most comprehensive homeland security education possible.

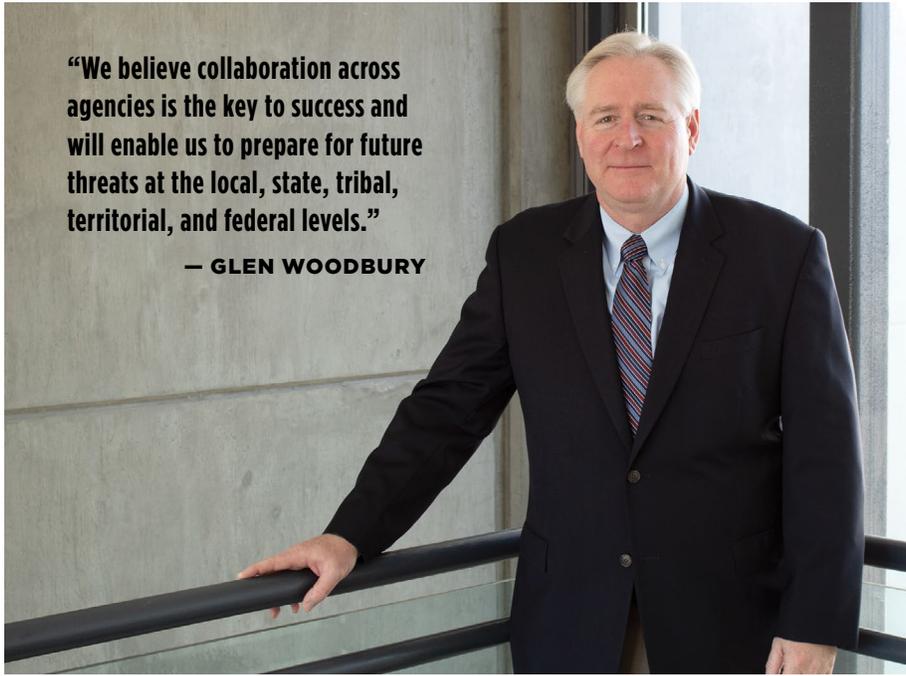
Today, the FDNY is better prepared to handle complex emergency response issues in a post-9/11 environment. The Naval Postgraduate School Center for Homeland Defense and Security has been instrumental in helping us reach our goals and objectives, and has been an integral part in the readiness and resilience of the FDNY.

Respectfully,  


John Sudnik  
Chief of Department

**“We believe collaboration across agencies is the key to success and will enable us to prepare for future threats at the local, state, tribal, territorial, and federal levels.”**

**— GLEN WOODBURY**



Dear Homeland Security Partners,

We are very fortunate to have so much talent and passion amongst our faculty, staff, participants, and alumni. Over the last 16 years, the Center for Homeland Defense and Security (CHDS) has grown to offer many rigorous and engaging academic programs to a wide variety of stakeholders at all phases of the homeland security profession.

In addition to our Master's Program which hosts in-residence sessions within a traditional classroom setting in Monterey and Maryland, our Executive Education Programs (EEP) can bring the education to you—providing facilitated programs locally to elected officials, agencies, and professional associations who want to benefit from the expertise of our faculty, subject matter experts, and alumni. Executive Education Seminars range from a couple of hours to several days in duration and can be delivered in the form of a seminar, symposium, workshop, presentation or short course at local venues. The evolution of EEP will allow us greater flexibility to deliver targeted curriculum and address the CHDS core mission of educating homeland security leaders to address the emerging threats to our nation. The Center's mobile education team delivered 67 custom-tailored sessions to over 5,200 executive leaders, officials, and associations in 2019. Another program under the banner of EEP experienced change last year: the University Agency Partnership Program (UAPP) has a revamped title and purpose (formerly referred to as the University Agency Partnership Initiative). The 2019 UAPP Conference was tremendously successful and had a record high attendance.

We also celebrated two more cohorts of students as they completed the burgeoning Emergence Program, increasing the number Emergence alumni to 128 since program inception in 2017. Emergence is a unique opportunity for homeland security professionals in the early stages of their careers; encouraging them to explore issues affecting their organization and become agents of change by implementing their innovative solutions.

Whether you are on staff, applying what you have learned in your profession, or working hard to graduate from our programs, you are part of our ongoing mission to provide smart practices and advanced thinking to the nation's homeland security community. Your hard work has created curriculum, research, and facilitated workshops that have improved relationships, strategies, and policies to more than one thousand local, state, tribal, territorial, and federal agencies and three thousand alumni. We are looking forward to your continued support and success in 2020!

Truly yours,

Glen Woodbury  
Director, Center for Homeland Defense and Security



**CENTER FOR HOMELAND  
DEFENSE AND SECURITY**  
NAVAL POSTGRADUATE SCHOOL

The Naval Postgraduate School (NPS) Center for Homeland Defense and Security (CHDS) remained the gold-standard educational resource in 2019, continuing its mission of innovation, critical thinking, and policy development.

**MISSION**

To strengthen the national security of the United States by providing graduate level educational programs and services that meet the immediate and long-term leadership needs of organizations responsible for Homeland Defense and Security.

**VISION**

The Center will become the nation’s leading educational institution for the innovation and refinement of highly relevant curricula, the creation of repositories of applicable knowledge and the national center for the distribution, transfer and exchange of Homeland Defense and Security information and education products.

**PROGRAM  
GOALS**

- Strengthen the national capacity of Homeland Security by advancing the study of Homeland Security as substantive field of research, scholarship, and professional discipline.
- Create a “multiplier effect” to maximize federal investment by sharing program content, research results, and educational resources with organizations across the nation to build national Homeland Security preparedness through education.

**VISION 2.0**

CHDS is the premier homeland security program that creates and shares exceptionally innovative practices, emerging curriculum and leadership-focused educational programs that dramatically advance the nation’s ability to not only survive in an increasingly complex security world, but to thrive in it.

**STRATEGIES**

- Work with partners, sponsors and stakeholders to identify the grand challenges and most wicked problems facing the security and safety environment.
- Create a diverse input and idea exchange forum to engage in possibilities and approaches outside the traditional management and governmental problem-solving methodologies.
- Experiment with new and emerging learning and teaching approaches supplemented with leading-edge and state-of-the-art technologies.
- Embrace creative disruption, sense-making, and complexity as a guidepost for looking forward in program evolution and delivery.

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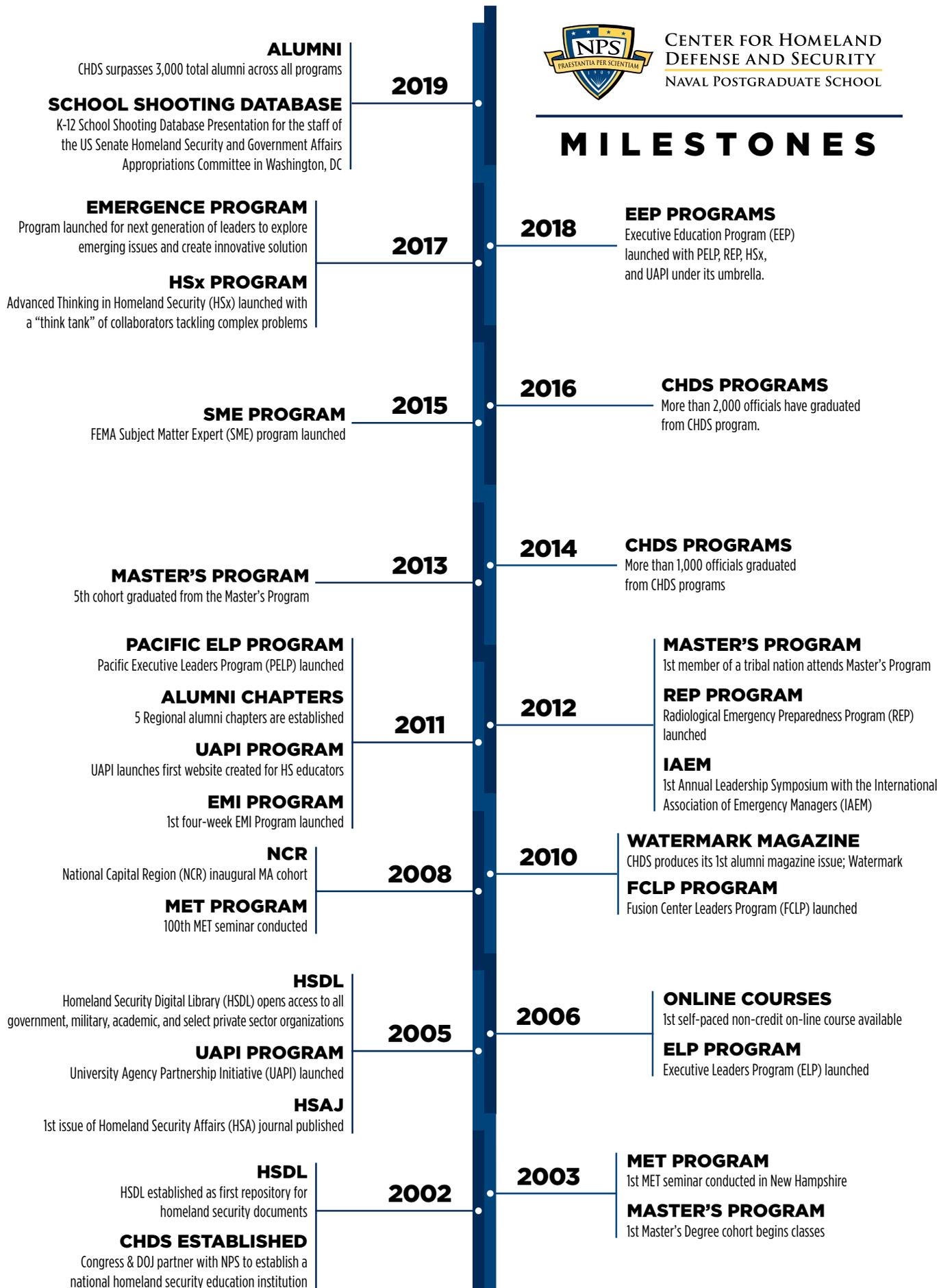
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# MILESTONES



# CENTER FOR HOMELAND DEFENSE AND SECURITY PURPOSE

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. In the months following the 9/11 terrorist attacks, the United States Congress and Department of Justice partnered with NPS to establish a national institution to:

- Lead the development of the emerging field of homeland security education;
- Educate government and business officials and build a national cadre of homeland security leaders with advanced skills in organizational collaboration and innovative policy and strategy development;
- Serve as a national resource to grow the country's homeland security knowledge base and disseminate valuable research and educational materials;
- Bring diverse individuals and organizations together in a neutral educational forum to discuss, debate and solve homeland security challenges.

## CHDS IS A NATIONAL INSTITUTION\*

The Center for Homeland Defense and Security at the Naval Postgraduate School answered the call for action and has become an integral component of the nation's homeland security framework. The key to CHDS' success is how its growing portfolio of programs and resources are developed and delivered in an integrated model that maximizes savings and learning. The Center has built a vast network of relationships with hundreds of agencies, universities and homeland security organizations around the country and provides to them, at no cost, its extensive portfolio of resources upon which these groups now rely.

99,000 users depend on CHDS websites for research, digital library holdings, online courses and lectures, journal articles, and more to do their jobs and further their knowledge of homeland security issues. Agencies and departments rely on CHDS programs to develop their next generation of leaders. The Center's alumni occupy senior leadership positions in local, state, tribal, territorial, and federal government as well as executive positions with major U.S. corporations.

Many alumni credit their CHDS education as a significant factor in their promotions and appointments. CHDS launched the nation's first homeland security graduate program in 2003 with a pilot class of 13 officials. The Center now provides a master's degree and other graduate level programs for more than 300 leaders each year. Governors, mayors and other senior officials use the CHDS Executive Education Program team to conduct on-site sessions around the country to ensure they are prepared to prevent and respond to terrorist attacks and natural disasters.

National associations and U.S. Department of Homeland Security (DHS) advisory committees and working groups depend on CHDS for its neutral educational status and ability to organize, facilitate, and conduct special programs. CHDS has a global reputation for academic excellence and cutting edge innovation.

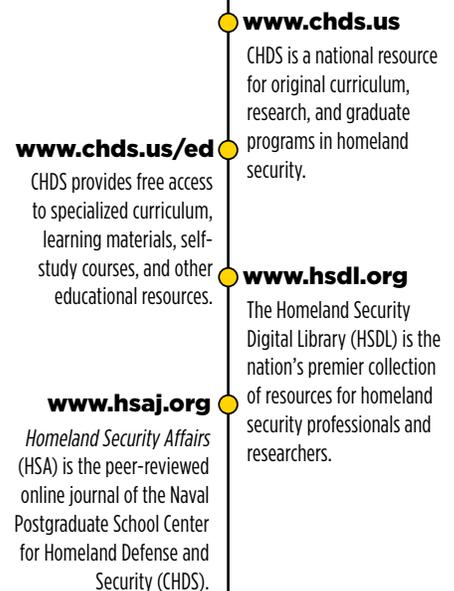
\* Unless otherwise indicated, statistics provided throughout this publication are 2019 calendar year-end data.

### OUR DIGITAL MEDIA OUTLETS ARE A NATIONAL RESOURCE



MORE THAN 100,000 MONTHLY VISITORS TO CHDS WEBSITES IN 2019.

RESEARCH  
ONLINE COURSES & LECTURES  
DIGITAL LIBRARY HOLDINGS  
JOURNAL ARTICLES



### SOCIAL MEDIA PLATFORMS



@npsCHDS



npsCHDS

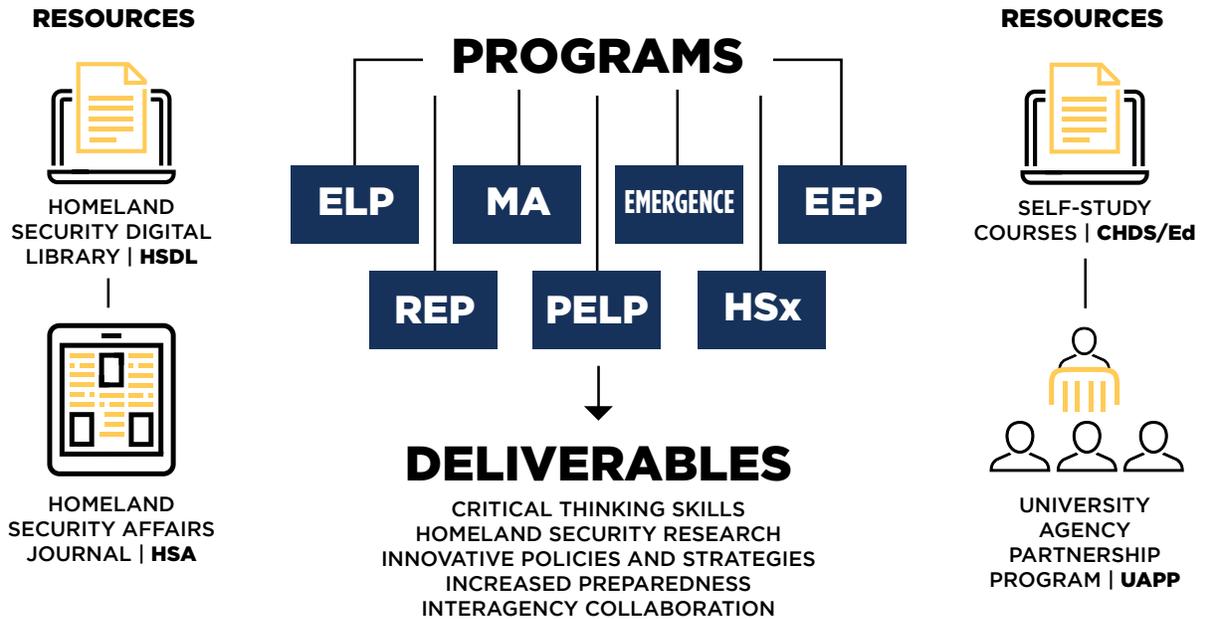


npsCHDS

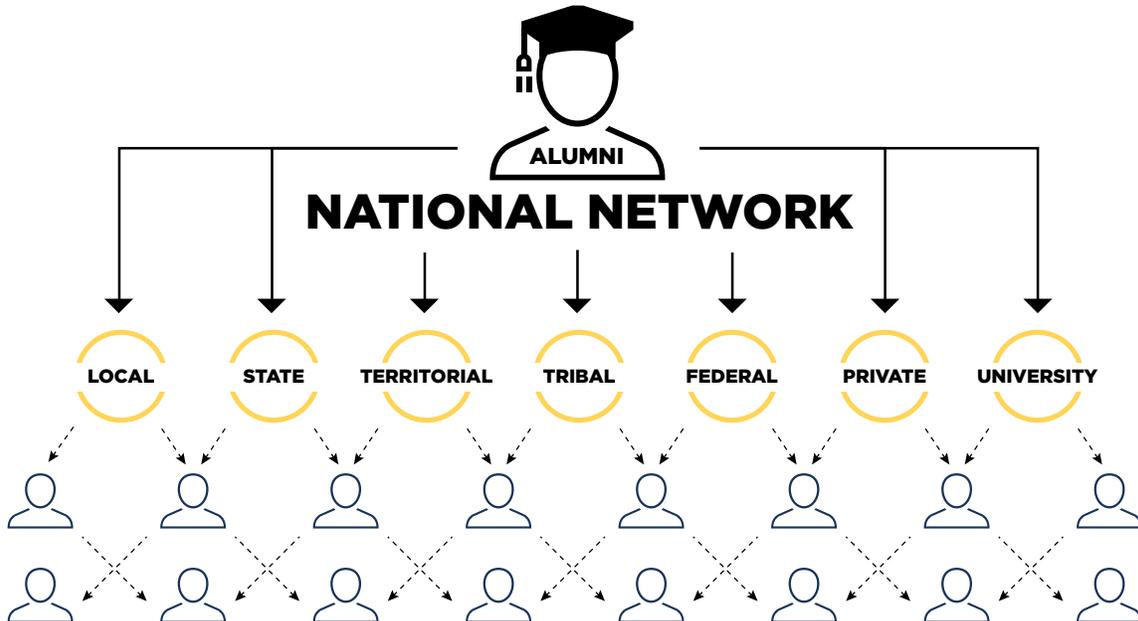
# CHDS MULTIPLIER EFFECT



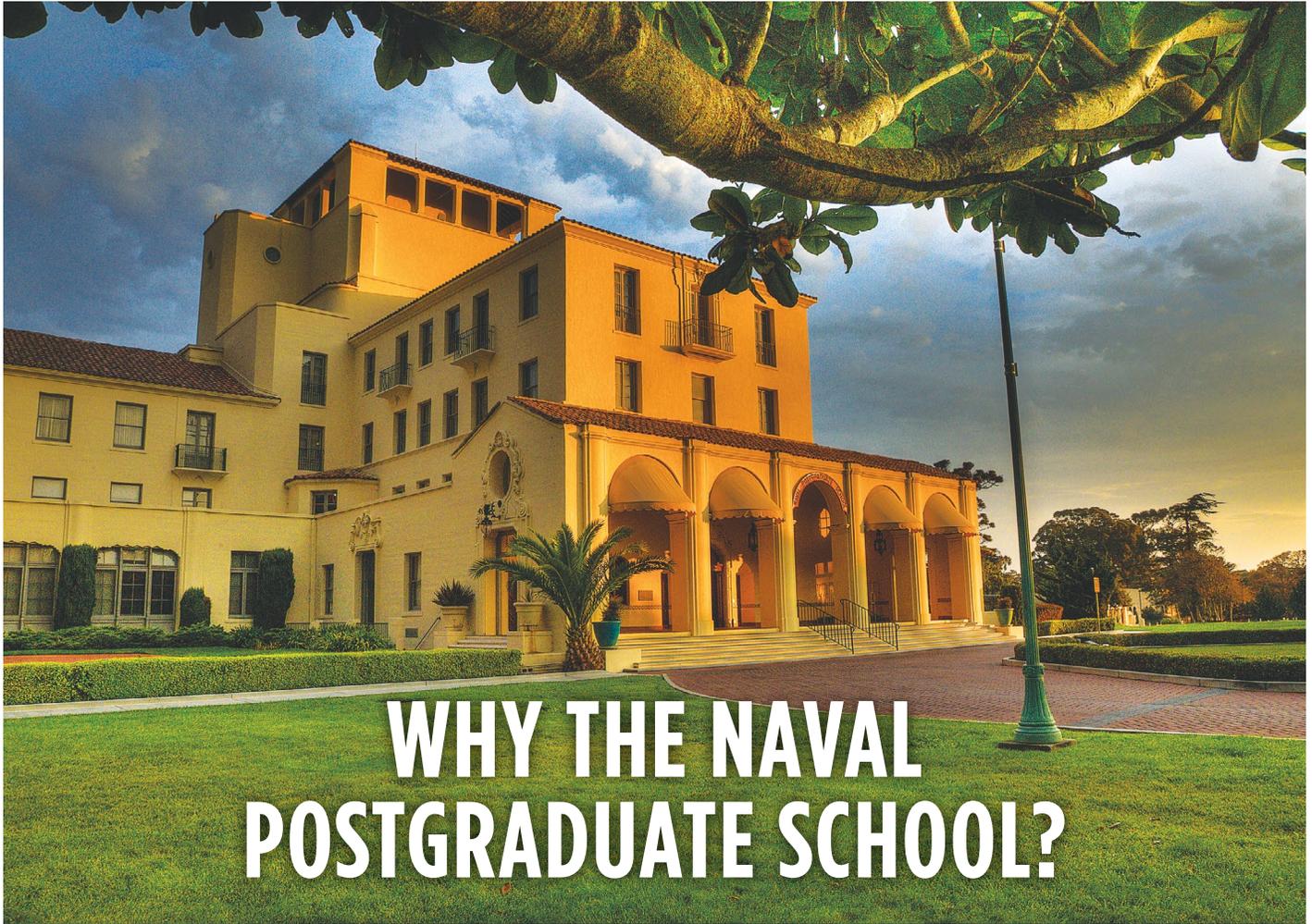
CENTER FOR HOMELAND  
DEFENSE AND SECURITY  
NAVAL POSTGRADUATE SCHOOL



ALUMNI TAKE THE KNOWLEDGE OUT OF THE CLASSROOM AND INTO THE REAL WORLD.



AGENCIES AND UNIVERSITIES ACROSS THE COUNTRY USE CHDS RESOURCES TO DEVELOP THEIR OWN EDUCATIONAL PROGRAMS.



Herrmann Hall | Photo by Angi English

# WHY THE NAVAL POSTGRADUATE SCHOOL?

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**As an executive branch institution, NPS is required by law to provide services on a cost reimbursable basis. NPS cannot charge for traditional university overhead expenses such as executive salaries, facilities, and profits.**

In 2001, the concept of homeland security in the United States was new and existed only in name. No one knew what this emerging discipline would look like in the years to come. However, there was an immediate need for local, state, tribal, territorial, and federal officials to become educated in issues they had never before had to address, such as intelligence and information sharing, terrorism and asymmetric threats, weapons of mass destruction (WMDs), cyber-security, and critical infrastructure protection. Overnight, these officials were being asked to develop homeland security policies and strategies that had never existed in the United States and in topical areas in which few Americans and organizations had experience.

There was an urgency in developing resources to assist these officials with their new roles and responsibilities. NPS has since worked for decades with United States and ally nations conducting research and teaching many emerging homeland security priority concepts. Harnessing NPS' extensive educational capabilities and retooling them for domestic officials was a way to expedite the U.S. homeland security development process.

The U.S. government needed to establish an institution to be the focal point for activities to support the homeland security educational needs of local, state, tribal, territorial, federal and private sector leaders. This became the mission of the CHDS.

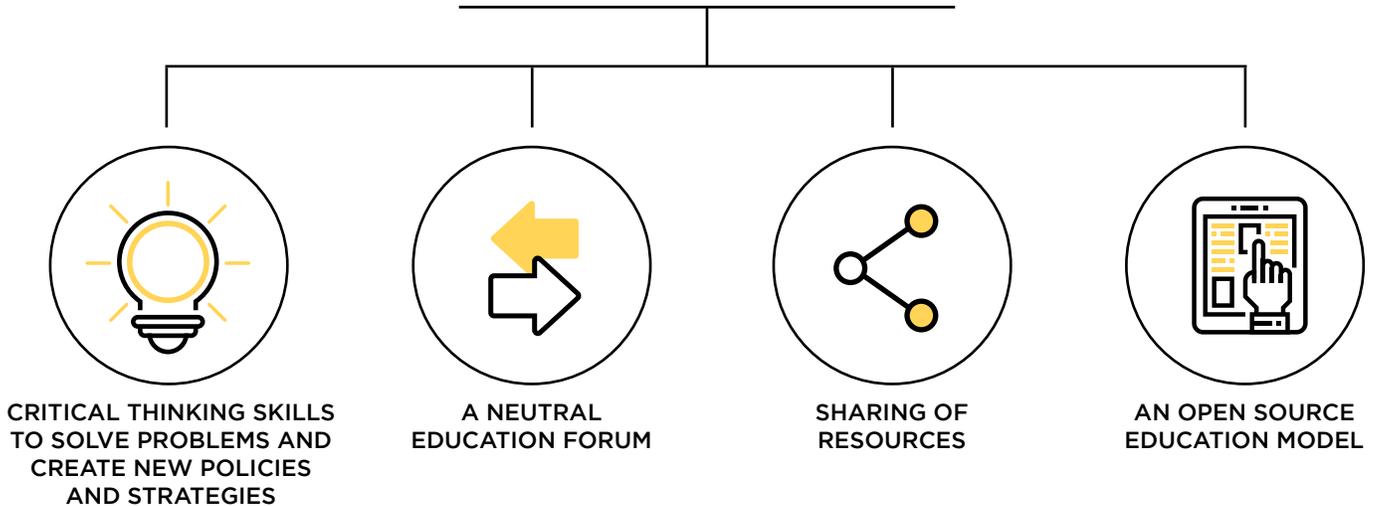
It was apparent that Americans faced new threats, and addressing these threats required leaders at all levels of government to:

- Work together in new partnership arrangements;
- Realign their organizations and resources;
- Develop new innovative programs, policies and strategies to be able to protect the nation and respond to future attacks.

# CHDS EDUCATION ENHANCES NATIONAL SECURITY

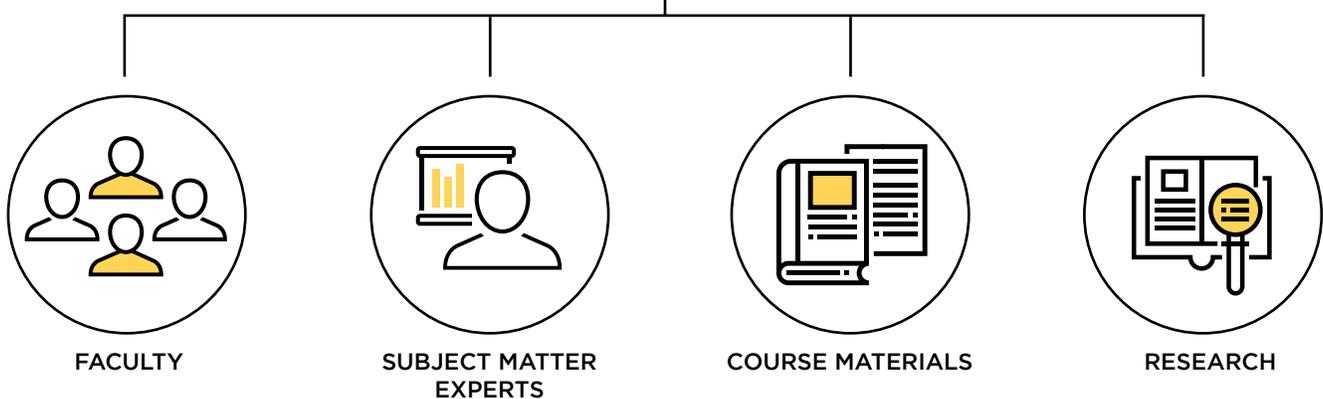
National associations, DHS advisory committees and working groups depend on CHDS for its neutral educational status and ability to organize, facilitate, and conduct special programs.

## CHDS PROVIDES



## THE CHDS MODEL INTEGRATES

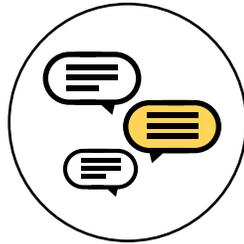
BETWEEN ALL PROGRAMS



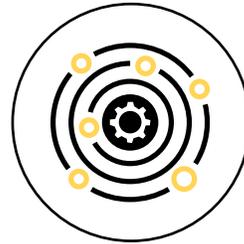
# CHDS EDUCATION IS CONSTANTLY EVALUATED AND UPDATED



COURSE  
DELIVERED



CLASS PARTICIPANTS  
GIVE FEEDBACK



RELEVANCY OF CONTENT  
STRENGTHENED



UPDATED CURRICULUM  
FOR NEW COHORTS

At the core of the CHDS mission is the charge to lead the national development of homeland security education and address new leadership challenges. CHDS programs provide officials educational opportunities at each stage of their career. It developed and launched the first homeland security master's degree program in January 2003. The Master's Degree Program is the gold standard for academic homeland security programs across the United States. Each time a course is delivered, faculty and instructors receive feedback on how to strengthen the relevancy of the content. As a result of the evaluative process, the curriculum is very dynamic and always changing to reflect the evolution of the homeland security world within which officials operate.

The CHDS model integrates faculty, subject matter experts, course materials, and research between all programs. The common sharing between multiple CHDS programs provides content, case studies and faculty insights that would otherwise be difficult to achieve economically and academically. The Executive Leaders Program (ELP) brings together the most senior local, state, tribal, territorial, federal, and private sector homeland security leaders to discuss and debate current issues. The next generation of leaders explore emerging issues and create projects for change in the Emergence program.

The integration model drives content

development and innovation. The faculty share information across program lines and leverage existing curriculum and logistical support to create new programs that avoid significant start up and delivery costs associated with stand-alone programs developed and conducted independent of one another.

To help address the growing demand and need for homeland security academic programs across the country, CHDS created the University and Agency Partnership Initiative (UAPI). The UAPI bundles CHDS resources to build a national network of homeland security academic programs. CHDS serves as a clearing house for sharing at no cost homeland security curriculum, course materials, and multi-media lectures from not only CHDS, but dozens of other UAPI partners. The UAPI is a cost-effective multiplier effect that increases by tens of thousands the number and diversity of people with access to homeland security education. Through the UAPI, CHDS has assisted 410 academic institutions in developing their own homeland security academic programs. CHDS teach-the-teacher workshops facilitate faculty development for other schools and assist them in jump-starting their own homeland security course offerings by reducing the expense and difficulty of institutions having to "reinvent the wheel" and build curricula and programs from inception.

## ALUMNI OUTSTANDING THESIS AWARD WINNERS FOR 2019

### KRISTOPHER THORNBURG | MA1705/1706

(Human Performance Support & Training Engineer, USCG) for his thesis "Disruptive Emergent Systems in Disaster Response."

[WWW.CHDS.US/C/ITEM/9154](http://WWW.CHDS.US/C/ITEM/9154)

### DIONE NEELY | MA1801/1802

(Assistant to the Special Agent in Charge, U.S. Secret Service) for her thesis "Level the Playing Field: Are Law Enforcement Policies and Practices Rigged Against Women and Mothers?"

[WWW.CHDS.US/C/ITEM/9926](http://WWW.CHDS.US/C/ITEM/9926)

### SCOTT FENTON | MA1803/1804

(Captain, Monterey County Regional Fire District) was recognized for his thesis "Misinformation Contagion: A View Through an Epidemiological Lens" and Gary Cummings (Lieutenant, Garland Police Department) for his thesis "Civil Rights Auditors: Defining Reasonable Time, Place, and Manner Restrictions on First Amendment Activities."

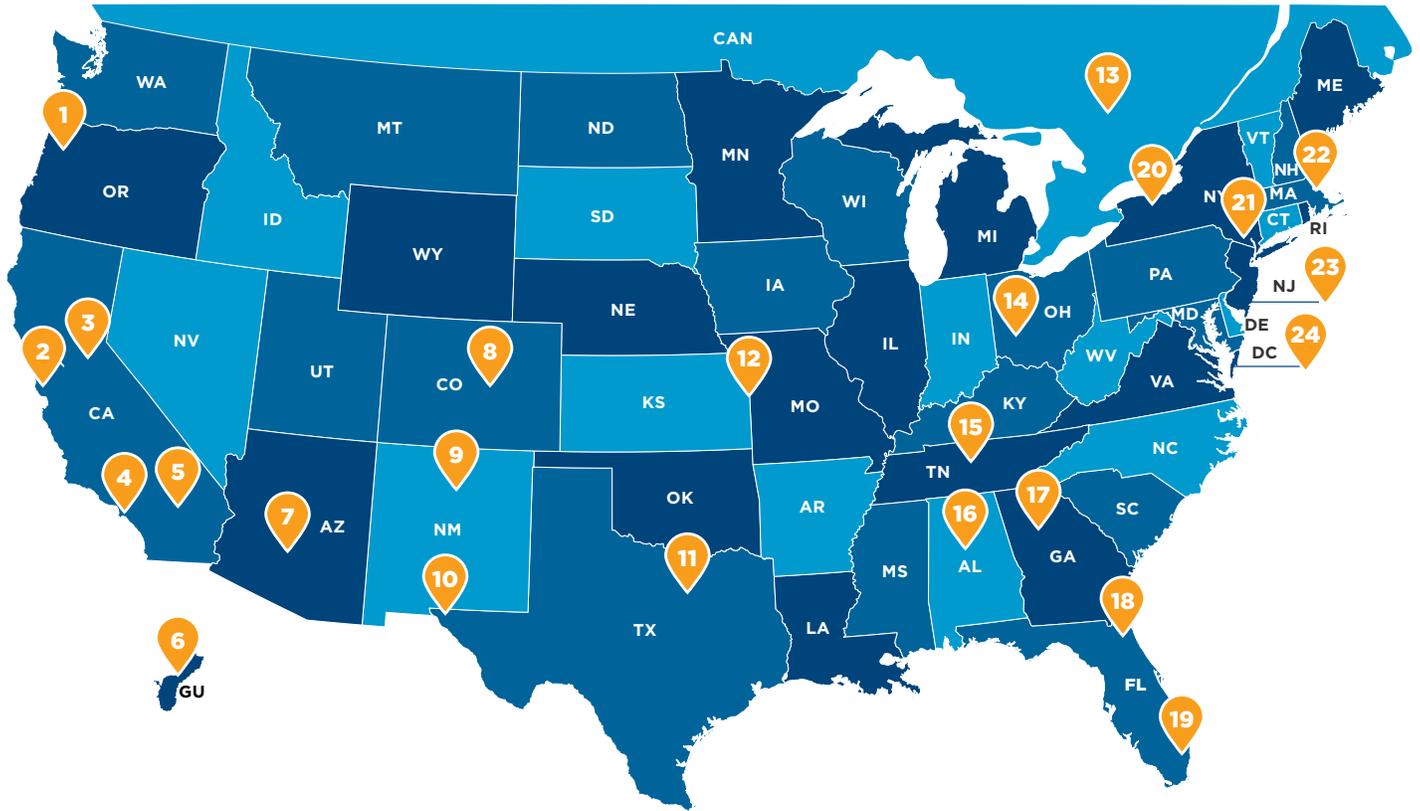
[WWW.CHDS.US/C/ITEM/10520](http://WWW.CHDS.US/C/ITEM/10520)

FOR A COMPLETE LIST VISIT:

[WWW.CHDS.US/C/CHDS-THESES](http://WWW.CHDS.US/C/CHDS-THESES)

# REGIONAL ALUMNI CHAPTERS

CHDS education programs promote collaboration, communication and information sharing among leaders both during and after their CHDS programs. In order to keep in touch and create a national network of homeland security professionals, 22 regional chapters have been established by alumni throughout North America and United States territories.



- 1 OREGON**  
PORTLAND  
Chris Voss

---

- 2 CALIFORNIA**  
NORTHERN  
GREATER  
BAY AREA  
Sara Kay

---

- 3 CALIFORNIA**  
SACRAMENTO  
Eric Saylor

---

- 4 CALIFORNIA**  
LOS ANGELES  
Frank Forman

---

- 5 CALIFORNIA**  
INLAND EMPIRE  
David Green  
Jason Lappin

- 6 GUAM**  
WESTERN PACIFIC  
Frank Ishizaki

---

- 7 ARIZONA**  
PHOENIX  
Sylvia Moir

---

- 8 COLORADO**  
ROCKY MOUNTAIN  
Ryan Fields-Spack

---

- 9 NEW MEXICO**  
ALBUQUERQUE  
Angi English

---

- 10 TEXAS**  
EL PASO  
Calvin Shanks

- 11 TEXAS**  
DALLAS  
Will Bierman  
Gary Cummings

---

- 12 KANSAS/  
MISSOURI**  
Erica Hupka

---

- 13 CANADA**  
ONTARIO  
John Dehooge

---

- 14 OHIO**  
DAYTON  
Darren Price  
Bruce Robertson  
Jeff Payne

---

- 15 TENNESSEE**  
NASHVILLE  
Patrick C. Sheehan

- 16 ALABAMA**  
HUNTSVILLE  
Jonathan Gaddy

---

- 17 GEORGIA**  
ATLANTA  
Kelly Nadeau  
Wendy Smith

---

- 18 FLORIDA**  
NORTHERN  
Ronald Lendvay  
Thomas Guglielmo

---

- 19 FLORIDA**  
SOUTHERN  
Romeo B. Lavarias  
Deanna Kralick

---

- 20 NEW YORK**  
WESTERN  
Patrick O'Flynn

- 21 NEW YORK**  
NORTHEAST  
Richard Blatus  
Thomas Richardson

---

- 22 MASSACHUSETTS**  
NEW ENGLAND  
Phil McGovern

---

- 23 NEW JERSEY**  
MID-ATLANTIC  
Walt Smith  
Robert Giorgio

---

- 24 WASHINGTON D.C.**  
NATIONAL  
CAPITAL REGION  
Samantha Korta  
Heather Issvoran

# CHDS IS BUILDING THE NATION'S CADRE OF HOMELAND SECURITY LEADERS

CHDS programs develop officials' critical thinking, analytical and problem-solving skills to prepare them to overcome obstacles and create new policies and strategies in order to protect the nation. CHDS alumni occupy senior leadership positions at all levels of government and in the private sector.

As a result of their research and theses, alumni are recognized as subject matter experts and asked to serve on national policy working groups to provide advice on complex homeland security issues. The 2,888 alumni share common bonds that facilitate their collaboration and problem-solving across organizations and jurisdictional lines. Alumni remain

very active in Center activities. They serve as guest speakers, promote the use of CHDS programs and resources in their agencies, and recruit new students. They act as an on-call think tank to assist DHS, Congress, and others to solve problems. Additionally, they share information and assist each other daily through their own secure online forum – the Alumni Network. They have organized into 21 regional alumni chapters and hold an annual two-day continuing education workshop, the Alumni Professional Exchange (APEX), to further their networking, awareness, and understanding of current homeland security topics.

## ALUMNI BY PROGRAM

<b>MA</b>	<b>MASTER'S DEGREE PROGRAM</b> TOTAL ALUM <b>1,189</b>
<b>ELP</b>	<b>EXECUTIVE LEADERS PROGRAM</b> TOTAL ALUM <b>761</b>
<b>EMERGENCE</b>	<b>EMERGENCE PROGRAM</b> TOTAL ALUM <b>128</b>
<b>PELP</b>	<b>PACIFIC EXECUTIVE LEADERS PROGRAM</b> TOTAL ALUM <b>322</b>
<b>REP</b>	<b>RADIOLOGICAL EMERGENCY PROGRAM</b> TOTAL ALUM <b>425</b>
<b>EEP</b>	<b>EXECUTIVE EDUCATION SEMINARS</b> TOTAL EVENT PARTICIPANTS <b>22,457</b>

## CHDS SENIOR ALUMNI LOCAL, STATE, AND FEDERAL OFFICIALS



Federal Bureau of Investigation (FBI)

**JAY TABB**  
Executive Assistant Director  
ELP1601

**11** out of **49** CHDS graduates from the FBI hold senior-level positions.



Federal Emergency Management Agency (FEMA)

**PETER GAYNOR**  
Acting Administrator  
ELP1201

**74** out of **131** CHDS graduates from FEMA hold senior-level positions.



U.S. Coast Guard (USCG)

**MEREDITH AUSTIN**  
RADML Deputy for Operations, Policy and Capabilities  
MA0503/0504

**28** out of **96** CHDS graduates from USCG hold senior-level positions.



New York City Emergency Management Department

**DEANNE CRISWELL**  
Commissioner  
MA1003/1004

**63** out of **128** CHDS graduates from the State of New York hold senior-level positions.



Los Angeles Police Department (LAPD)

**MICHEL MOORE**  
Chief  
ELP1101

**6** out of **19** CHDS graduates from LAPD hold senior-level positions.



Northern Command (USNORTHCOM)

**JAMES RIZZO**  
DEPUTY DIRECTOR  
JOINT CYBER CENTER  
MA1903/1904

**11** out of **43** CHDS graduates from NORTHCOM hold senior-level positions.

# EXECUTIVE EDUCATION PROGRAM

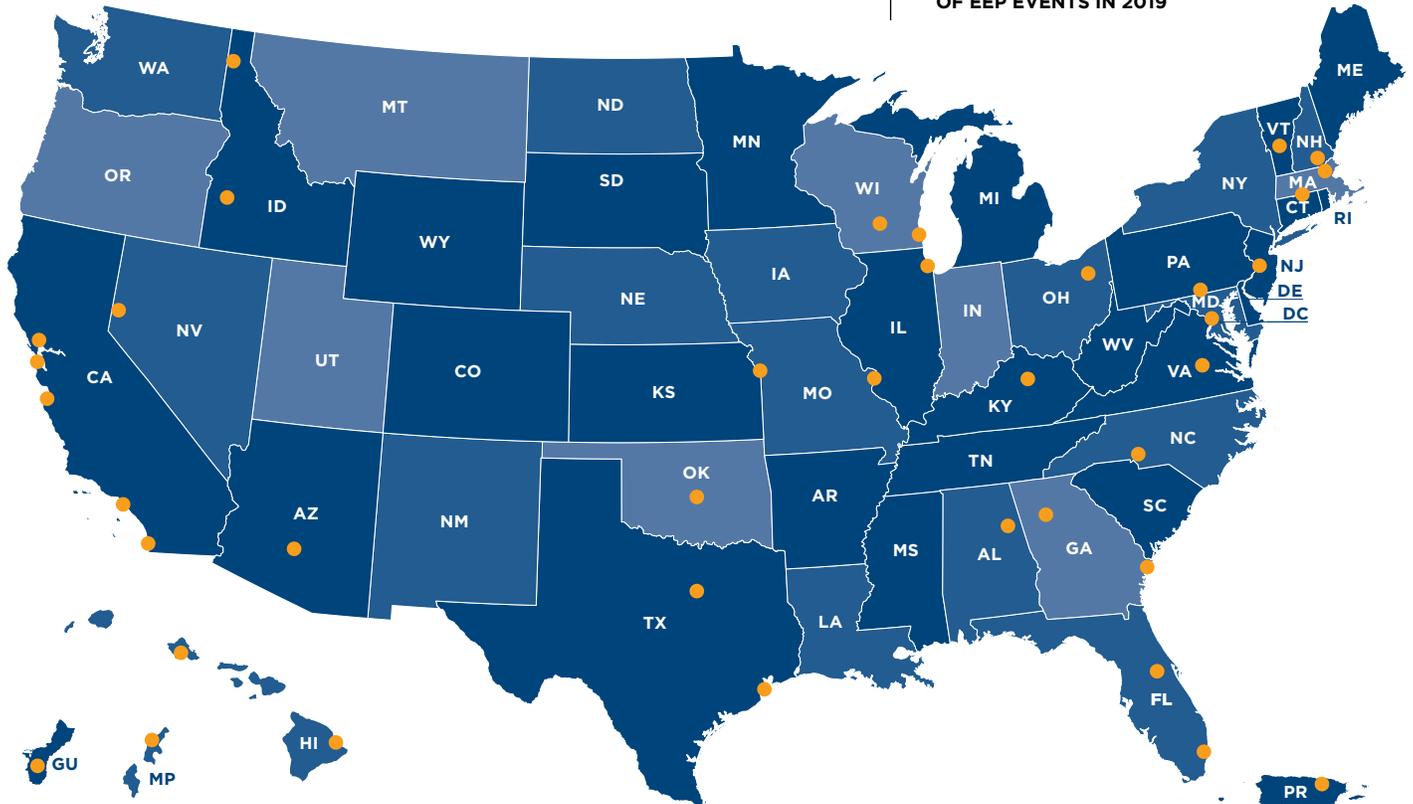
EEP PROVIDES FLEXIBLE EXECUTIVE EDUCATION PROGRAMS DELIVERED LOCALLY

The Executive Education Program (EEP) provides a wide range of tailored homeland security educational opportunities designed to help strengthen U.S. capability to prevent, deter, prepare for, respond to, and recover from terrorist attacks, natural disasters, and public safety threats, and to build the intergovernmental, interagency, and civil-military cooperation that homeland security requires.

## FROM GUAM TO PUERTO RICO TO NEW HAMPSHIRE, EEP EVENTS SPAN THE COUNTRY

2019 EEP DELIVERED EVENTS: 67 EVENTS; 5,291 PARTICIPANTS

● UNIQUE LOCATIONS OF EEP EVENTS IN 2019



## SELECTED 2019 EVENTS LISTED BELOW

### DHS/FEMA Support

- **Washington, DC**  
FEMA National Preparedness Directorate Strategy Session - Part 2 (Note: Part 1 was in late 2018)
- **Atlanta, GA**  
FEMA Region IV RISC Meeting (facilitation)
- **Washington, DC**  
Law Enforcement Executives and FEMA Executives Roundtable

### National Organization Support

- **Washington, DC**  
National Homeland Security Consortium - School Shooting Database Presentation
- **Anaheim, CA**  
Public Agency Risk Management Association (PARMA) Conference
- **Washington, DC**  
Governors Homeland Security Advisors Council (GHSAC) New Homeland Security Advisors Meeting

### Emergent Issue Spotlighting

- **St. Louis, MO**  
2019 Preparedness Summit - School Shooting Database Presentation
- **Sonoma, CA**  
PrepTalks Symposium
- **Monterey, CA**  
CHDS Communications Curriculum Forum

### Support for Regional HS Leaders/Issues

- **Honolulu, HI**  
Pacific Executive Leaders 1901 (topical course)
- **Wisconsin Dells, WI**  
Wisconsin Emergency Management Governor's Conference Executive Education Seminar
- **Killington, VT**  
Vermont Law Enforcement Executive Summit

# CENTER FOR HOMELAND DEFENSE AND SECURITY

## ABOUT CHDS

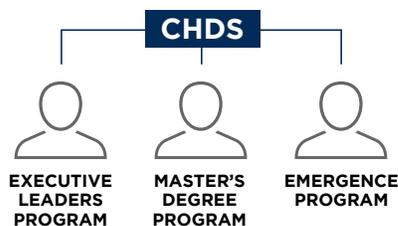
Established in 2002 by the U.S. government to build a national cadre of homeland security leaders with advanced skills in organizational collaboration and innovative policy and strategy development. CHDS is a one-of-a-kind educational forum that brings together local, state, tribal, territorial, federal, and private sector leaders to learn, debate, and solve homeland security challenges while bridging gaps in interagency and intergovernmental cooperation. In addition to its academic programs, CHDS provides homeland security professionals with research, digital library holdings, online courses, educational materials, networking, and resources to do their jobs and further their knowledge.

## MA | MASTER'S DEGREE PROGRAM

- This accredited 18-month program brings together officials from across the U.S. and all levels of government to critically think about HS issues and research solutions.
- Through rigorous inquiry, participants develop skills necessary to create innovative policies and strategies to protect the U.S. from a wide range of threats and public safety risks.
- Participants are in-residence two weeks per quarter; remainder of coursework is completed via network-based learning.
- Approximately 160 students from diverse disciplines are enrolled in concurrent cohorts – law enforcement, fire, emergency management, public health, military, etc.; classes are held in Monterey, California and in the National Capital Region (currently at the Bolger Conference Center).
- Participants complete a thesis on actual policy issues confronting their city, state, or sponsoring organization; these are implemented by agencies around the nation to solve HS challenges.

**SINCE INCEPTION 2003**  
GRADUATED COHORTS **43** • ALUMNI **1,189**

## EDUCATION FOR EACH STAGE OF YOUR CAREER



## STAY CONNECTED WITH CHDS



## ELP | EXECUTIVE LEADERS PROGRAM

- Four one-week seminars over 12 months for senior-level public and private sector officials.
- Two cohorts are conducted each year with over 60 participants graduating annually.
- An educational forum for senior-level homeland security/public safety leaders designed to enhance decision-making and foster collaboration to strengthen the security of the U.S.

**SINCE INCEPTION AUGUST 2006**  
GRADUATED COHORTS **25** • ALUMNI **761**

## EMERGENCE PROGRAM

- Six-month program with two one-week in-residences and network-based learning that brings together the variety of professional backgrounds and geographic areas that comprise HS.
- Program enhances the next generation of HS leaders' critical and design thinking, understanding of the HS discipline, emerging trends, and their commitment to a HS career.
- A significant part of Emergence is an innovation lab to research and develop ideas for change that participants brief to their agency leadership and implement to solve organizational challenges.

**SINCE INCEPTION MARCH 2017**  
GRADUATED COHORTS **4** • ALUMNI **128**

## EED | EXECUTIVE EDUCATION PROGRAM

- The Executive Education Program (EED) provides a wide range of tailored homeland security educational opportunities designed to help strengthen U.S. capability to prevent, deter, prepare for, respond to, and recover from terrorist attacks, natural disasters, and public safety threats, and to build the intergovernmental, interagency, and civil-military cooperation that homeland security requires.
- The academic program offerings are conducted around the country by CHDS mobile education teams comprised of nationally-recognized experts from a variety of fields related to homeland security.
- The CHDS teams work with requesting government agencies and associations to customize educational content and structure to meet participant needs and objectives.
- The curriculum may cover a wide range of homeland security issues important to leaders and decision-makers or be designed to explore a single challenge in-depth.
- Sessions are flexible and may range from a couple of hours to several days in duration and can be delivered in the form of a seminar, symposium, workshop, presentation or short course at local venues.

**EED EVENTS SINCE INCEPTION 2003**  
EXECUTIVE EDUCATION EVENTS CONDUCTED **509**  
EXECUTIVE EDUCATION PARTICIPANTS **22,457**



**FEMA**

The Nation's Homeland Security Educator | Sponsored by the U.S. Department of Homeland Security

## REP | RADIOLOGICAL EMERGENCY PREPAREDNESS EXECUTIVE EDUCATION SEMINARS

- The CHDS Executive Education Program (EEP) also conducts topical Radiological Emergency Preparedness (REP) Executive Education Seminars to enhance preparedness of local and state communities and federal agencies to respond to and manage the consequences of a radiological release from a fixed nuclear power plant.
- These seminars challenge local leaders to think about the complexity of a major radiological incident and the public's response in the post-Fukushima environment.
- The challenges of public warning, evacuation, decontamination, environmental impact and crisis communications are central themes to each seminar.

REP EVENTS SINCE INCEPTION AUGUST 2012  
ALUMNI 425 • SEMINARS 9

## PELP | PACIFIC EXECUTIVE LEADERS PROGRAM

- Graduate-level education curriculum to address specific challenges facing officials in the Pacific Region.
- Five-day intensive program for mid- and senior-level homeland security professionals.
- Cultivates the background and critical thinking skills needed to address emerging regional security issues, terrorist threats and public policy debates.

SINCE INCEPTION AUGUST 2011  
GRADUATED COHORTS 14 • ALUMNI 322

## REP | RADIOLOGICAL EMERGENCY PREPAREDNESS EXECUTIVE EDUCATION PROGRAM

- Five-day, invitation-only program designed to support the renewal and advancement of activities associated with off-site nuclear power plant preparedness.
- Allow private, local, state and federal partners to explore the complex and unique challenges associated with preparing for, responding to, and recovering from a commercial nuclear power plant major incident.

SINCE INCEPTION AUGUST 2012  
GRADUATED COHORTS 12 • ALUMNI 282

## HSx | ADVANCED THINKING IN HOMELAND SECURITY

- Support the acceleration of participants to be extraordinary change leaders in a vast, highly complex, ambiguous, interconnected, and constantly evolving field of homeland defense and security.
- Advance the homeland defense and security body of knowledge to identify and address current and emerging complex problems through the creation of new frameworks, strategic foresight and cognitive abilities.
- Test and apply newly created skills through the development of entrepreneurial initiatives that work to advance the homeland defense and security community in large and significant ways.

SINCE INCEPTION 2018, NOT CURRENTLY BEING OFFERED  
ALUMNI 17

## HSDL | HOMELAND SECURITY DIGITAL LIBRARY

- Nation's premier collection of homeland security policy and strategy related documents; supports local, state, tribal, territorial and federal analysis, decision-making, and academic research.
- All documents are selected by a staff of librarians and subject matter specialists.
- Online at [www.hSDL.org](http://www.hSDL.org)

TOTAL REPORTS AND RESOURCES DOWNLOADS IN 2019 991,805  
TOTAL RESOURCES OVER 200,000

## HSA | HOMELAND SECURITY AFFAIRS JOURNAL

- Peer-reviewed academic journal published electronically with submissions from national experts.
- Articles propose and debate strategies, policies, and organizational arrangements to strengthen homeland security.
- The journal is catalogued by more than 857 libraries worldwide and is indexed by EBSCO and ProQuest.
- Online at [www.hsaj.org](http://www.hsaj.org)

TOTAL RESEARCH ARTICLES SINCE INCEPTION 127  
PUBLISHED VOLUMES 15

## UAPP | UNIVERSITY AGENCY PARTNERSHIP PROGRAM

- CHDS offers its curriculum, learning technologies, and educational resources to institutional and individual partners, who also share their curriculum and specialized expertise with CHDS and other UAPP partners.
- "Multiplier effect" increases number and diversity of students with access to homeland security education nationally.
- Organizes the annual Homeland Defense and Security Education Summit which attracts more than 90 academic institutions and agencies.
- Collaborates with FEMA and DHS advisory groups on homeland security curriculum development and higher education initiatives.

SINCE INCEPTION SEPTEMBER 2005  
AGENCY AND UNIVERSITY PARTNERS 412  
SPONSORED CONFERENCES, SEMINARS, WORKSHOPS, AND SUMMITS 12

## CHDS/ED | LEARNING MATERIALS FROM CHDS SELF-STUDY COURSES, LECTURES, PODCASTS, THESES, AND MORE

- CHDS provides free access to specialized curriculum, learning materials, self-study courses, Homeland Security Digital Library holdings, and other educational resources. Open to public and private sector partners, the goal is to make available courses, content and original research to help agencies and practitioners solve problems and carry out their missions, and for academics to further homeland security education. The educational materials on [chds.us/ed](http://chds.us/ed) also include multimedia elements such as interviews, podcasts, media-enhanced lectures, and Viewpoints interviews with subject matter experts.
- Online at [www.chds.us/ed](http://www.chds.us/ed)

### LEARN MORE ABOUT CHDS

Heather Issvoran, Director, Strategic Communications  
[hissvora@nps.edu](mailto:hissvora@nps.edu) | 831.402.4672 (c) | [www.chds.us](http://www.chds.us)



# MASTER'S DEGREE PROGRAM

## ABOUT THE PROGRAM

The U.S. Department of Homeland Security's National Preparedness Directorate, FEMA and the Naval Postgraduate School Center for Homeland Defense and Security (CHDS) are collaborating to provide graduate education programs for homeland security. Since 2003, CHDS has built a cadre of graduate education programs and resources used by universities and agencies across the country. The Master of Arts (MA) degree program is offered at no cost to eligible local, state, tribal, territorial, and federal officials. To accommodate participants' time constraints, students are in residence just two weeks every quarter during the 18-month program. Students complete the remainder of their coursework via network-based learning. The degree is fully accredited by the Western Association of Schools and Colleges (WASC) and is awarded by the Naval Postgraduate School.

## GOALS AND OBJECTIVES

The degree provides leaders with the knowledge and skills to:

- Develop policies, strategies, plans and programs to prevent terrorist attacks within the United States, and reduce America's vulnerability to the full range of other homeland security threats and potentially catastrophic events.
- Build the organizational and interagency arrangements needed to strengthen homeland security.
- Help mayors, governors, other elected officials and federal leaders improve homeland security preparedness by developing actionable policies and strategies.

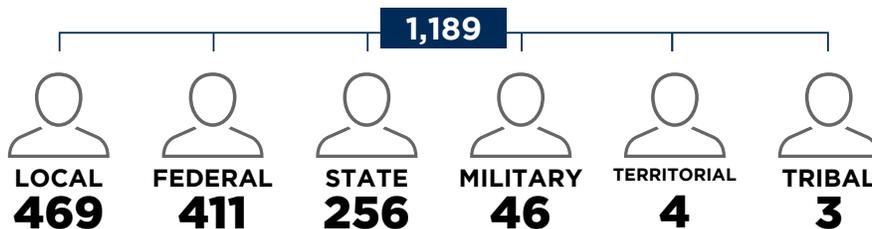
## PROGRAM STRUCTURE

The degree program requires 18 months of continuous enrollment and coursework and a thesis. It involves a significant commitment on the part of the participants and their agencies. The courses are organized in quarters rather than semesters. Each quarter requires two weeks in residence at the NPS campus, located in Monterey, California, or in the National Capital Region (at the Bolger Center outside of Washington, DC). The remainder of the coursework is completed via network-based learning. Participants spend an average of 15-20 hours per week during the network-based learning periods of study – reading assigned materials, participating in online discussions with faculty and other participants, and preparing papers and projects. Participants and their agencies must be cognizant of this commitment and should view it as an investment in enhancing the individual's and the jurisdiction's homeland security capabilities.

The internationally respected faculty guide discussions and focus the attention of the participants, establishing the predicate for continued study through network-based learning methodologies for the non-residential period. The thesis is a qualitative or quantitative research project on a significant homeland security topic. The thesis may, for example, have a strategic planning focus, a model-development perspective, or a threat-risk assessment concentration. The thesis should be of significant benefit to the participant's agency or jurisdiction.

<b>COHORTS 2019</b>	<b>SINCE INCEPTION JANUARY 2003</b>	<b>ANNUAL APPLICATION DEADLINES</b>	<b>LOCATIONS</b>
<b>PARTICIPANTS</b> <b>91</b> <b>COHORTS</b> <b>3</b>	<b>COHORTS</b> <b>43</b> <b>ALUMNI</b> <b>1,189</b>	<b>MAY 1st</b> <b>AND</b> <b>DEC. 1st</b> <b>APPLY NOW</b> <a href="http://chds.us/masters">chds.us/masters</a>	 <b>MONTEREY, CA.</b> <b>NATIONAL CAPITAL REGION (NCR)</b>

## ALUMNI BY JURISDICTION



## LEARN MORE ABOUT THE MA PROGRAM

Heather Issvoran,  
 Director, Strategic Communications  
[hissvora@nps.edu](mailto:hissvora@nps.edu) | 831.402.4672 (c)  
[www.chds.us](http://www.chds.us)



**FEMA**

The Nation's Homeland Security Educator | Sponsored by the U.S. Department of Homeland Security

# EXECUTIVE LEADERS PROGRAM

## ABOUT THE PROGRAM

The Executive Leaders Program provides a unique educational opportunity for senior-level homeland security/public safety leaders who are at the forefront of the Nation's homeland security mission. This non-degree, graduate-level educational program meets the immediate and long-term needs of leaders responsible for homeland security/public safety by bringing together a variety of disciplines and jurisdictions into one room. Each class consists of a diverse group of federal, state, local, territorial, tribal, and private sector leaders who become enhanced decision-makers and innovative collaborators. Participants learn from each other by discussing relevant issues and complex problems while developing policies and strategies to heighten their organization or agency's homeland security/public safety mission.

## PROGRAM OBJECTIVES

- Provide frameworks to develop innovative strategies, policies, and organizational elements needed to strengthen the national security of the United States.
- Improve homeland security leaders' capacity to identify complex homeland security problems and respond decisively and consistently.
- Acquire a deeper understanding of the current and emerging homeland security issues, public policy debates, the multitude of threats, and evolving best practices.
- Provide an educational forum that builds networks and strengthens collaboration across regions, agencies, and local-state-federal jurisdictional and private-sector lines.

### COHORTS 2019

#### PARTICIPANTS

**65**

#### ALUMNI

**61**

### SINCE INCEPTION AUGUST 2006

#### COHORTS

**25**

#### ALUMNI

**761**

### ALUMNI BY JURISDICTION

**761**



**LOCAL  
277**



**FEDERAL  
252**



**STATE  
134**



**PRIVATE  
81**



**MILITARY  
17**

## CURRICULUM

Each of the one-week seminars offers presentations on selected topics such as international and domestic threats and hazards, cyber and technology challenges, understanding leadership challenges, border/immigration issues, crisis and risk communication, and leadership frameworks, as well as the emerging homeland security issues.

All of the topics discussed will be on a strategic, policy, and organizational design level with particular attention to the complexity of the inter-jurisdictional collaboration challenges. The participants will consider complex issues and case studies, and work through problems that enable them to strengthen working relationships across regions, agencies, and local-state-federal jurisdictional and private-sector lines.

## PROGRAM STRUCTURE

- Twelve-month program with (4) one-week in-residence sessions at the Center for Homeland Defense and Security, Naval Postgraduate School in Monterey, California.
- The cohort of approximately 32 senior local, state, tribal, territorial, federal government, military, and private sector officials are chosen from a national applicant pool and reflect the variety of professional backgrounds and geographic areas that comprise the homeland security/public safety community.
- The instruction will be a combination of presentations and facilitated discussions between faculty, participants, and subject matter experts.
- Designed to accommodate the busy schedules of participating executives and will not require the workload of traditional graduate-level education programs.
- Instructors are experts in their field and offer unique perspectives on how emerging trends can be leveraged and applied to the participant's organization.

## COST

All costs associated with participating—tuition, course materials, and travel—are covered by the Center for Homeland Defense and Security through its sponsor, the U.S. Department of Homeland Security's National Preparedness Directorate, FEMA.

### ANNUAL APPLICATION DEADLINES

**JANUARY 15th AND JUNE 15th**

APPLY NOW [chds.us/elp](https://chds.us/elp)

### LEARN MORE ABOUT THE ELP PROGRAM

Ellen M. Gordon, Associate Director,  
Executive Education Programs

[chds-elp@nps.edu](mailto:chds-elp@nps.edu) | 831-656-3829 | [www.chds.us](https://www.chds.us)



# EMERGENCE PROGRAM

## ABOUT THE PROGRAM

Emergence is a unique opportunity for homeland security/public safety professionals who are in the early stage of their careers. The program provides an educational forum and innovation lab for participants to explore “emerging” trends in the world around us (e.g., technology, social, and public threats). Participants will discuss both the challenges associated with these complex trends as well as the opportunities to rethink how we protect our communities and the nation. In addition, program sessions will assist participants in “emergence” strategies for implementing innovative ideas, being a leader, and for a successful homeland security career.

## PROGRAM OBJECTIVES

- Enhance the next generation of homeland security leaders’ understanding of the homeland security discipline and emerging trends.
- Facilitate participants’ homeland security perspectives and what they view as opportunities for change and contributions their generation can make to the evolving discipline.
- Emphasize and enhance critical inquiry, analysis, and evidence-based research to understand complex problems, and to develop and implement new ideas.
- Develop and explore strategies for success in a changing work environment.
- Inspire participants to a career in homeland security/public safety.

## PROGRAM STRUCTURE

- Six-month program with (2) one-week in-residence sessions and network-based learning prior to both in-residences. The in-residence sessions are held at the Naval Postgraduate School in Monterey, CA.
- The cohort of 32 participants is chosen from a national applicant pool and will reflect the variety of professional backgrounds and geographic areas that comprise the homeland security community.
- Sessions are a mixture of interactive and informative presentations, discussions, and group exercises.
- A significant part of the Emergence Program includes an innovation lab for participants to research and develop an idea for change within their organizations (e.g., new policy, approaches, program, procedure, system, use of technology, etc.). Participants will work collaboratively during the lab.
- CHDS staff will be available to assist with the drafting of individual innovation plans.
- As part of the program, participants will brief their “change initiative” to their agency leadership for consideration and feedback following the first in-residence session and will develop an action plan to guide its implementation.

## QUALIFICATIONS

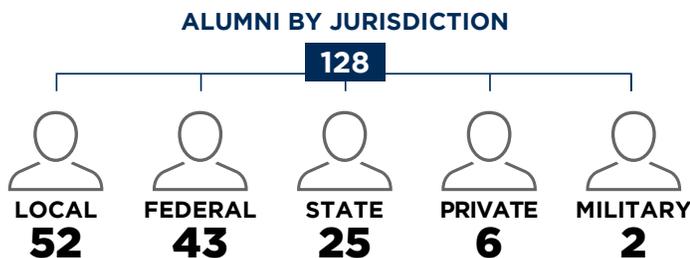
- Full-time government employee of a local, state, tribal, territorial, or federal homeland security/public safety agency or a private sector employee with security/safety responsibilities.
- Preferred, but not required, less than 12 years total full-time work experience (including all non-homeland security/public safety full-time jobs, but not counting high school, post high school, temporary, or college jobs), at least one year (approximately) with current agency or organization. (Interested applicants with considerably more than 12 years of full-time work experience should consider applying to the CHDS Master’s Degree Program or the Executive Leaders Program.)
- A demonstrated commitment to a career in homeland security/public safety.
- Applicants should have strong collaboration, creativity, critical thinking and problem-solving skills, and an appreciation for continuous education and professional growth.
- Applicants should enjoy learning through interactive activities (program includes a group walk on established outdoor trails).

COHORTS 2019/2020	SINCE INCEPTION 2017
PARTICIPANTS <b>64</b>	COHORTS <b>4</b>
COHORTS <b>2</b>	ALUMNI <b>128</b>

**ANNUAL APPLICATION DEADLINE**  
**MAY 1st**  
APPLY NOW [chds.us/emergence](http://chds.us/emergence)

## COST

All costs associated with participating – tuition, books and travel – are covered by CHDS through its sponsor, the U.S. Department of Homeland Security’s National Preparedness Directorate, FEMA.



## LEARN MORE ABOUT THE EMERGENCE PROGRAM

Heather Issvora, *Director, Strategic Communications*  
hissvora@nps.edu | 831.402.4672 (c) | [www.chds.us](http://www.chds.us)



**FEMA**

The Nation’s Homeland Security Educator | Sponsored by the U.S. Department of Homeland Security

# EXECUTIVE EDUCATION SEMINARS

## ABOUT THE PROGRAM

The Center for Homeland Defense and Security (CHDS) Executive Education Program provides a wide range of tailored homeland security seminars to help strengthen U.S. capability to prevent, deter, prepare for, respond to, and recover from terrorist attacks, natural disasters, and public safety threats. Each event is designed to build the intergovernmental, interagency, and public-private sector cooperation that homeland security requires.

Since 2003, CHDS has conducted more than 500 Executive Education Seminars with senior elected officials and homeland security leaders around the country, including governors, mayors/county executives of major metropolitan areas, and their senior staff/cabinets. Executive Education Seminars are delivered by CHDS Mobile Education Teams (METs) comprised of nationally recognized experts from a variety of homeland security and emergency management-related fields.

Executive education focuses on the strategic planning, policy development, and organizational design challenges that homeland security can pose for senior leaders. Seminars are designed to complement the full range of diverse training and exercise programs that currently exist for operational staff.

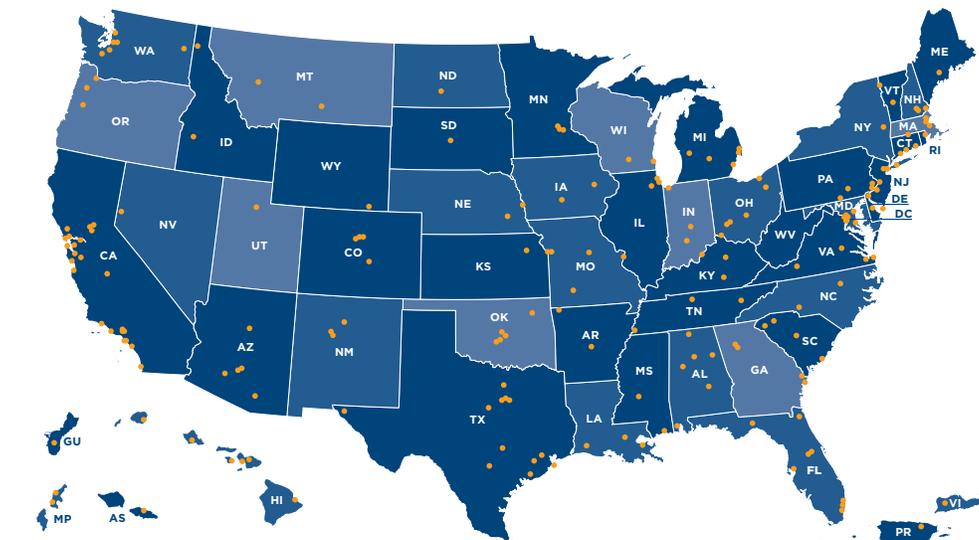
## PROGRAM DESIGN

The unique needs of each locality and the diverse threats they face drive the length and format of each seminar. Seminars with senior elected officials range from subject matter expert briefings over a few hours in a boardroom setting, to half-day or full-day roundtable discussions with their full cabinets. Multi-day workshops and symposia are also available for interagency, multi-jurisdictional, or regional events and collaborations.

CHDS teams work with requesting government agencies and professional associations to customize educational content to meet participant needs and organizational objectives. Seminars may cover a wide range of homeland security issues important to leaders and decision-makers, or be designed to explore a single challenge in depth.

## WITHIN THE EXECUTIVE EDUCATION PROGRAM

- Executive Education Seminars
- Emergence Program
- Pacific Executive Leaders Program (PELP)
- Radiological Emergency Preparedness (REP) Executive Education Program
- University Agency Partnership Program (UAPP)



215 JURISDICTIONS VISITED SINCE PROGRAM INCEPTION JANUARY 2003

## LEARN MORE ABOUT THE EEP PROGRAM

Dawn Wilson, Associate Director,  
Executive Education Programs (EEP)  
ndwilson@nps.edu | (515) 556-4770  
www.chds.us

David Fukutomi, Deputy Associate Director,  
Executive Education Programs (EEP)  
djfukuto@nps.edu | (415) 720-3058  
www.chds.us

**2019**

**EXECUTIVE EVENTS CONDUCTED**

**67**

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**EXECUTIVE EVENT PARTICIPANTS**

**5,291**

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**SINCE INCEPTION JANUARY 2003**

**TOTAL EXECUTIVE EVENTS CONDUCTED**

**509**

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**TOTAL EXECUTIVE EVENT PARTICIPANTS**

**22,457**



# RADIOLOGICAL EMERGENCY PREPAREDNESS

## ABOUT THE PROGRAM

Leaders from government agencies, national associations and the private sector are at the forefront of our nation's emergency preparedness mission. In a rapidly changing environment, leaders need continuous education and professional development to cultivate a more thorough understanding of emerging issues, public policy debates, and the underlying causes of the hazards and threats we face. Recognizing this, the Center for Homeland Defense and Security (CHDS), in conjunction with the FEMA Technological Hazards Division, developed the Radiological Emergency Preparedness (REP) Executive Education Programs to provide government and industry leaders with the tools and resources they need to think and act strategically about off-site fixed nuclear facility emergency preparedness. The programs bring local, state, federal, tribal, territorial and industry partners together to enhance their critical thinking and develop a better understanding of the complexity of their mission.

CHDS delivers three REP program offerings:

- In-Residence REP Executive Education Program
- In-Residence REP Early Career Education Program
- Field-Delivered REP Executive Education Seminars

The in-residence and field-delivered (anywhere in the country) seminars are conducted in a highly interactive setting, including:

- Professional networking in a multi-jurisdictional, multi-discipline environment;
- Seminar discussion-driven delivery in which participants are involved in evaluating and addressing critical issues;
- Discussions centered around strategic and crisis communications, as well as changes in the REP program environment and evolving threats;
- Activities, case studies, and scenario planning that establish the predicate for class and small-group discussions.

## IN-RESIDENCE REP PROGRAMS

The in-residence REP programs are conducted at the Center for Homeland Defense and Security (CHDS) on the campus of the Naval Postgraduate School in Monterey, California. The programs are designed for local, state, federal, tribal, territorial, and industry professionals responsible for off-site, fixed nuclear facility emergency preparedness, response and recovery. All costs associated with participating – tuition, books and travel – are covered by CHDS through its sponsor, the FEMA Technological Hazards Division.

### IN-RESIDENCE REP EXECUTIVE EDUCATION PROGRAM

This program is designed to accommodate the busy schedules of participating executives and does not require the workload of traditional graduate-level education programs. There are 2 four-day in-residence sessions over the course of a six-month period. Participants must commit to attending all days of both sessions.

**APPLICATION DEADLINE  
NOVEMBER 15TH**

**APPLY NOW**  
[chds.us/c/in-residence-rep](https://chds.us/c/in-residence-rep)

### IN-RESIDENCE REP EARLY CAREER EXECUTIVE EDUCATION PROGRAM

This program assists REP professionals in the early stage of their careers in emerging strategies for implementing innovative ideas, being leaders, and for successful REP careers. The program provides an educational forum and innovation lab for participants to explore emerging trends in the world around us in technology, society, and terrorism. Participants discuss both the challenges associated with these complex trends, as well as the opportunities to rethink how we protect our communities and the nation.

**APPLICATION DEADLINE  
MARCH 15TH**

**APPLY NOW**  
[chds.us/c/ec-rep](https://chds.us/c/ec-rep)

### FIELD-DELIVERED REP EXECUTIVE EDUCATION SEMINARS

The field-delivered REP seminars are conducted around the country by CHDS teams comprised of nationally recognized experts from a variety of fields. Seminars are flexible in duration and may range from a few hours to multi-day sessions. Each seminar is designed to enhance preparedness of local, state, federal, tribal, territorial and industry professionals and challenge leaders to think about the complexity of a major off-site nuclear power plant emergency incident and the public's response. CHDS teams work with requesting agencies and organizations to customize educational content and format to meet participant needs and objectives. The field-delivered seminars are fully funded to include on-site event delivery costs.

**LEARN MORE ABOUT THE REP PROGRAM**  
[chds-ee@nps.edu](mailto:chds-ee@nps.edu) | 831-656-3829  
[www.chds.us/rep](https://www.chds.us/rep)



**FEMA**

The Nation's Homeland Security Educator | Sponsored by the U.S. Department of Homeland Security

# PACIFIC EXECUTIVE LEADERS PROGRAM

## ABOUT THE PROGRAM

Homeland security and emergency management in Hawaii and the U.S. Pacific territories is continuing to evolve and presents complex issues and challenges for the nation. The Naval Postgraduate School Center for Homeland Defense and Security (CHDS), in partnership with FEMA and other entities in the Pacific region, has developed the Pacific Executive Leaders Program (PELP), a graduate-level education curriculum, to address specific challenges facing officials in these unique areas. The program is designed for mid- and senior-level homeland security professionals as an opportunity to cultivate the background and critical thinking skills needed to address emerging regional security issues, terrorist threats, public policy debates and homeland security challenges including:

- Geographic isolation from the continental U.S. and other entities
- Predisposition to various types of natural disasters
- Port security, supply chain resiliency and safety concerns
- Proximity to mainland Asia and its geopolitical influences

## GOALS AND OBJECTIVES

- Strengthen national security by providing a non-degree, graduate-level educational program to meet the needs of leaders responsible for homeland defense and security in the Pacific region.
- Provide an educational forum to enhance senior leaders' capacity to identify and resolve homeland security problems.
- Create nationwide homeland security networks and build relationships between senior leaders across agencies, disciplines, and levels of government.

### ALUMNI AND COHORTS 2019

COHORTS

**2**

ALUMNI

**53**

### SINCE INCEPTION AUGUST 2011

COHORTS

**14**

ALUMNI

**322**

## COURSE STRUCTURE AND CURRICULUM

The traditional PELP consists of an intensive one-week in-residence session at the University of Hawaii campus in Hilo. The course is designed to accommodate the busy schedules of participants and does not require the workload of a traditional graduate-level course.

Instruction is a combination of presentations and facilitated discussions between faculty, participants and subject matter experts. Discussions include strategy, policy and organizational design, covering topics such as complex problem solving, resiliency, capacity building, critical infrastructure, border/immigration, threat and hazard identification, collaboration, crisis communications and emerging homeland security issues. Attendance and participation is required for the entire week and all sessions. Ideal candidates are located in the Pacific and or have significant responsibilities in the US Pacific jurisdictions.

CHDS also offers topic-specific or nontraditional PELP offerings and supports other events in the Pacific, based on priorities established by FEMA and its Pacific partners. Previous offerings have included sessions on port resiliency, power restoration and post-disaster housing plans.

## TARGET AUDIENCE FOR PELP



HAWAII



GUAM



AMERICAN SAMOA



COMMONWEALTH OF NORTHERN MARIANA ISLANDS (CNMI)

## LEARN MORE ABOUT THE PELP PROGRAM

David Fukutomi, *Deputy Associate Director,  
Executive Education Program (EEP)*

djfukuto@nps.edu | 415-720-3058 | www.chds.us



# ADVANCED THINKING IN HOMELAND SECURITY

## ABOUT THE PROGRAM

Technology, the natural environments of the earth, and the human experience are evolving at exponential rates. They are also intersecting with each other, producing changes in the homeland security environment that rapidly outpaces how we view and apply traditional leadership, strategy, policy and practice development.

Advanced Thinking in Homeland Security (HSx) is an 18-month collaborative program from the Center for Homeland Defense and Security. It is designed to build knowledge and create new paradigms for the future security challenges facing the nation and the global community. This program is not intended to forecast or predict one or more futures for which its participants will learn to operate in; they will be taught, discover and create skills and abilities to lead and thrive in an environment that is unknown, complex, chaotic, and evolving exponentially.

## STUDY EMERGING TRENDS

Study trends and factors of population, demography, and societies, as well emergent and disruptive technologies and the impacts of ecological and environmental factors that influence homeland security.

## DEVELOP FUTURE-ORIENTED THINKING

Examine and develop conceptual models and frameworks to better understand the complex, chaotic, and interconnected nature of today's homeland security trends and opportunities.

## LEAD CHANGE

Create and develop innovative learning and educational approaches that prepare leaders to thrive in future environments.

## IMPLEMENT INNOVATION

Learn how to ideate, develop and launch innovations for the larger community of national and global stakeholders.



K-12 School Shooting Database Briefing  
Desmond O'Neil (L) and David Riedman (R)



HSx 1701 Group Discussion



HSx group at Levi's Stadium



Open Space Activity



**FEMA**

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# HOMELAND SECURITY DIGITAL LIBRARY



**SECURING THE HOMELAND THROUGH  
THE POWER OF INFORMATION**  
[www.hSDL.org](http://www.hSDL.org)

## ABOUT THE LIBRARY

The Homeland Security Digital Library (HSDL) is the nation's premier collection of resources for homeland security professionals and researchers. If you're looking for documents that address homeland security policy, strategy, or organizational management, then you've come to the right place! More than 731,100 website users access HSDL resources to support their analyses, inform decision-making, and strengthen academic research.

## WHEN YOU NEED AUTHORITATIVE SOURCES

All the resources are curated by a team of librarians and content analysts who specialize in homeland defense and security issues. These resources cover a wide breadth of topics that are both timely in nature and relevant to current issues. By collecting and sharing an entire library of documents and resources, the HSDL is serving a key role in strengthening national security through collaboration across local, state, tribal, territorial, and federal agencies.

### SIGN UP FOR SERVICES

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- ASK A LIBRARIAN

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MONTHLY  
**82,650**  
ANNUAL  
**991,805**



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Questions? Please contact: [hSDL@nps.edu](mailto:hSDL@nps.edu)

 [@hslibrary](https://twitter.com/hslibrary)

## THE COLLECTION

The HSDL team of librarians and content analysts gathers and evaluates resources for inclusion in the HSDL collection. These resources cover a wide range of homeland security topics and issues:

- Active Shooters
- Border Security
- Climate Change
- Cybersecurity
- Domestic Terrorism
- Electronic Surveillance
- Fusion Centers
- Hurricane Resilience
- Immigration
- Infrastructure Protection
- Maritime Domain
- Social Media Use in Emergencies
- School Shootings
- Unmanned Systems
- Wildfire Mitigation

Many of these resources are also organized into special collections for quick access, for example:

- Policy, Strategy, and Legislation
- Government Reports and Research
- Featured Topics with key resources on homeland security issues.

## THE COLLECTION RESOURCES

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# HOMELAND SECURITY AFFAIRS JOURNAL



THE JOURNAL OF THE NPS CENTER FOR  
HOMELAND DEFENSE AND SECURITY  
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Dr. Stephen Twing, *Managing Editor*,  
[swtwing@nps.edu](mailto:swtwing@nps.edu) | [hsaj@nps.edu](mailto:hsaj@nps.edu)  
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Contributors to *Homeland Security Affairs* represent the leading subject matter experts and practitioners in the field of homeland security and include instructors, alumni, participants in CHDS programs and partners of CHDS. The journal captures the best of their collective work, as well as that of scholars and practitioners throughout the nation.

## POPULAR ARTICLES OF 2019

How FEMA Could Lose America's Next Great War	Changing Homeland Security: What is Homeland Security?	Causes and Explanations of Suicide Terrorism: A Systematic Review
Community Policing as the Primary Prevention Strategy for Homeland Security at the Local Law Enforcement Level	Public-Private Partnerships in Homeland Security: Opportunities and Challenges	The Disaster after 9/11: The Department of Homeland Security and the Intelligence Reorganization
Risk-Based Performance Metrics for Critical Infrastructure Protection? A Framework for Research and Analysis	Lessons We Don't Learn: A Study of the Lessons of Disasters, Why We Repeat Them, and How We Can Learn Them	9/11: Before and After

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# UNIVERSITY AGENCY PARTNERSHIP PROGRAM

When the Center for Homeland Defense and Security (CHDS) was established in 2002, it was entrusted with the goal of solving homeland security issues and sharing the knowledge base with local, state, tribal, territorial, federal, and private sector partners. By sharing the information, CHDS is helping to bridge gaps across various agencies and organizations, creating a stronger homeland security enterprise. One of the main platforms for disseminating this knowledge is the University and Agency Partnership Program (UAPP). UAPP brings together academic institutions and learning centers to increase the number of students and practitioners receiving homeland security education, accelerate the growth of high-caliber academic programs, and provide opportunities for collaboration. UAPP is currently comprised of over 400 academic institutions that have access to CHDS curriculum, distance learning technology, Homeland Security Digital Library, and other critical resources. By providing access to these resources and shared knowledge, the participants create an intellectual multiplier effect that furthers the study of homeland security.

Each year, UAPP organizes national and regional events that encourage collaboration between homeland security practitioners and academia. The cornerstone of these events is the annual UAPP Education Summit. The Summit attracts program faculty and directors who want to refresh their curricula, enrich and grow their programs, integrate best practices, and engage in professional development. In the past, UAPP hosted the Education Summit at inspirational venues like George Mason University, Valencia College, and the University of Albany. This year, the Summit was hosted in Monterey, CA at the newly renovated Conference Center. Each day provided a range of opportunities to learn from roundtable discussions, research presentations, and moderated panels with subject matter experts from top-tier institutions like the Bush School of Government and Public Service at Texas A&M University, the School of Professional Advancement at Tulane University, the National Domestic Preparedness Consortium, the Cybersecurity and Infrastructure Security Agency, the U.S. Army War College, St. John's University, Stanford School of Law, and of course, the Naval Postgraduate School and the Center for Homeland Defense and Security.



The Education Summit provides excellent opportunities to expand your network

“The 12th Annual Homeland Defense & Security Education Summit perhaps was the most timely ever,” according to UAPP Director Steve Recca. “This year’s themes around ‘public interest security’ – including information/disinformation campaigns and border issues – really struck a chord with the higher education and policy participants.” The theme Public Interest Security: Leveraging Education to Connect Policy and Operations with American Perspectives of Homeland Security produced a number of diverse discussion topics by focusing on two specific research presentation tracks: Border Issues and Technology and Influence Operations. To complement both tracks presentation topics, the three-day Summit also addressed pertinent sub-themes in the realm of evolving homeland security threats, critical infrastructure protection, emergency preparedness, and new approaches in homeland security education.

**SAVE THE DATE! THE 2020 EDUCATION SUMMIT WILL BE IN MONTEREY, CALIFORNIA NOVEMBER 3-5, 2020 | WWW.CHDS.US/UAPI**



Day two panel discussion on 'Border Issues'



(L to R) Former Commissioner of US Customs and Border Patrol CBP Gil Kerlikowske and CHDS Director Glen Woodbury

# ALUMNI PROFESSIONAL EXCHANGE



APEX 2019 had the highest number of alumni attendees and presenters to date!



CHDS Director Glen Woodbury bestows the 2019 Founder's Award to Andy Mitchell.



(L to R) ELP1101 alumni Mark White, Ed Hartnett, Steve Carter, Carol Cunningham, Grayden Lord, and Ray Fisher had a mini-reunion.

The Alumni Professional Exchange (APEX) Continuing Education Workshop provides alumni the opportunity to learn about and reflect on critical homeland security issues from different perspectives while visiting with classmates, expanding networks with professionals from other cohorts, and catching up with instructors. It's a great time to reconnect with your classmates, network with alumni from all CHDS programs, and explore what is new in homeland security.

There were 177 attendees registered for APEX in 2019—a new record. In addition to the traditional presentations and panel discussions on Wednesday and Thursday, a newly added pre-conference workshop was offered. The pre-conference workshop theme focused on the epidemic of school shootings by leveraging the K-12 School Shooting Database, created by NPS-CHDS alumni Desmond O'Neill and David Riedman as a project for the Advanced Thinking in Homeland Security (HSx) Program. Andy Mitchell received the CHDS Founder's Award in recognition of his 40 years of public and private sector service in homeland security, public safety, and criminal justice. His association with the Center goes back to 2001 when he served as Deputy Director of the Office for Domestic Preparedness (ODP) and helped establish the framework for the Center's mission and shared innovative concepts about how we educate state and local leaders.

2019 topics included:

- FEMA Update
- China and North Korean Influence on Global Security
- Current Trends in Biometrics for Homeland Security
- Domestic Terrorist Threats – Hate Groups 2.0
- New Wicked Issues and Security Challenges for Homeland Security Leaders
- Emerging Nano-Technology – How it can be Used for Good and Evil
- Immigration – Current Issues

**SAVE THE DATE! THE 2021 APEX CONFERENCE WILL BE HOSTED AT NPS ON FEBRUARY 16-18, 2021**  
[WWW.CHDS.US/C/ALUMNI-NETWORK/APEX](http://WWW.CHDS.US/C/ALUMNI-NETWORK/APEX)



Master's cohort 1403/1404 represents at APEX! (L to R) Chris Milburn (MA1403/1404), Jim Schwartz (MA1105/1106 & ELP0801), Gloria Chavez (MA1403/1404), Antonio Sajor (MA1403/1404), and Steven Dubay (MA1403/1404 & ELP1202)

# HSx K-12 SCHOOL SHOOTING DATABASE

## ABOUT THE PROJECT

The School Shooting Database Project is conducted as part of the Advanced Thinking in Homeland Security (HSx) program at the Naval Postgraduate School Center for Homeland Defense and Security (CHDS).

The research project is a widely inclusive K-12 school shooting database that documents each instance a gun is brandished, is fired, or a bullet hits school property for any reason, regardless of the number of victims, time, day of the week, or reason (e.g., planned attack, accidental, domestic violence, gang-related). The database is available for download as a csv file from the CHDS website.

## A RESEARCH TEAM TO ASSIST

The research team can provide law enforcement agencies with a spreadsheet of all recorded incidents within their jurisdiction. Case files provided to the research team are stored securely and are not be shared or released to the public. If you want to contribute:

- Verify the details of the case provided and make corrections if necessary.
- Send a copy of the police report (mail paper copy or email digital copies).
- Provide information about other school shootings in the jurisdiction that are not referenced in the request.

## GENERATE ACCURATE REPORTS

Users can filter between subsets within the data (e.g., cause, number of victims, pre-planning, type of weapon used, demographics, location). Through the inclusion, rather than exclusion, of criteria that is cross-referenced, unfiltered, and agnostic, users can conduct a more detailed analysis of incidents within their area of interest to make better informed decisions and generate more accurate reports.

## SOURCES

The database compiles information from more than 25 different sources including peer-reviewed studies, government reports, mainstream media, non-profits, private websites, blogs, and crowd-sourced lists that have been analyzed, filtered, deconflicted, and cross-referenced for accuracy. All of the information is based on open-source information and third party reporting.

## MEDIA OUTLETS REPORTED ON THE SSD

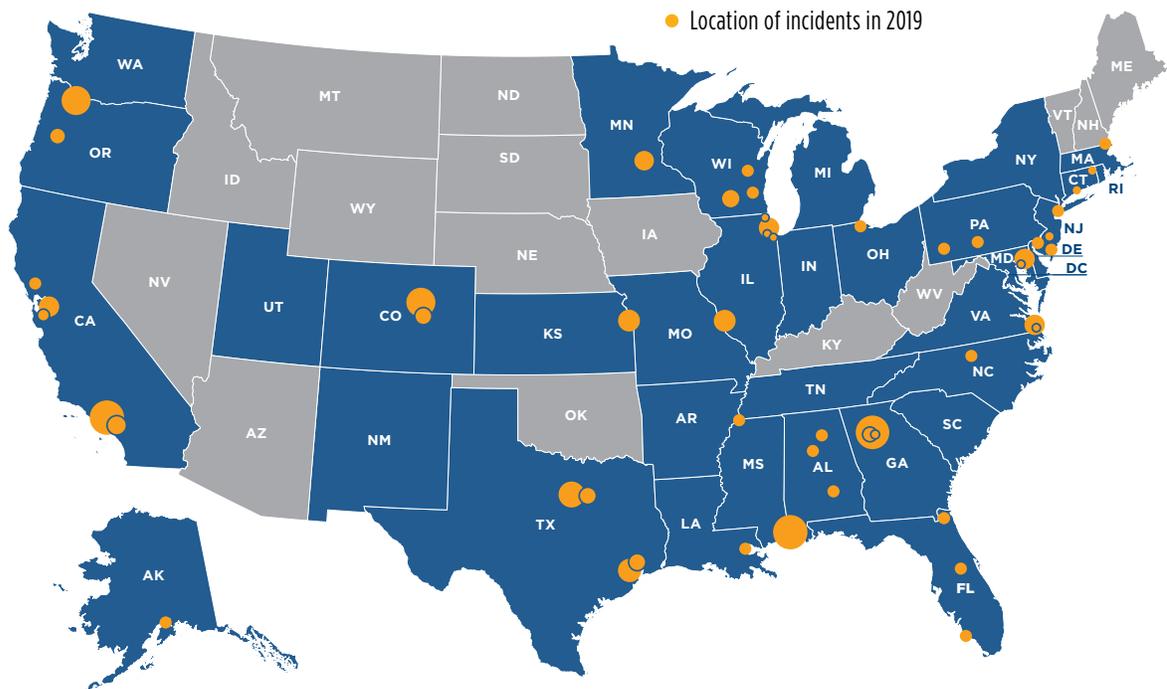
BBC News, The Guardian, Vox, The Inquirer, NPR, American Security Today, Campus Safety Magazine. For a complete list visit: [www.chds.us/ssdb](http://www.chds.us/ssdb)

## PLEASE DIRECT QUESTIONS OR CASE INFORMATION TO THE RESEARCH TEAM:

David Riedman or Desmond O'Neill  
[k12ssdb@chds.us](mailto:k12ssdb@chds.us) | [www.chds.us/ssdb](http://www.chds.us/ssdb)

## SCHOOL SHOOTINGS THAT OCCURRED IN 2019.

There were 111 incidents and 128 injuries/fatalities in 2019



# 2019 NEWS COVERAGE OF THE K-12 SCHOOL SHOOTING DATABASE

**Z is for Gen Z: The kids putting the world to shame.**  
*New Statesman*, Dec 31, 2019.

**School shootings are more common than you may think: A look at the incidents that went under the radar in 2019.**  
*ABC News*, Dec 13, 2019.

**New funding may help school districts enhance security, prevent violence.**  
*Carolina Public Press*, Dec 04, 2019.

**There have been 8 school shootings in Wisconsin since 2009.** *TMJ-4 Milwaukee*, Dec 02, 2019.

**‘Our entire community is changed forever’: California shooting victims face a new reality.**  
*ABC News*, Nov 15, 2019.

**Santa Clarita attack is latest in rising number of U.S. school shootings.** *ABC News*, Nov 14, 2019.

**School shootings in America: See a map of all incidents from 2010-2019.** *ABC News*, Nov 14, 2019.

**Sandy Hook group releases ‘hard to watch’ school shooting awareness video.** *The Guardian*, Sep 18, 2019.

**Latest Sandy Hook Promise PSA gives nightmarish look at school shootings.** *USA Today*, Sep 18, 2019.

**Warning: This Sandy Hook Promise PSA is exceedingly difficult to watch.** *MarketWatch*, Sep 18, 2019.

**This chilling back-to-school PSA shows the new normal for America’s kids.** *New York Post*, Sep 18, 2019.

**Sandy Hook Promise PSA gives graphic look at school shootings.** *MSN*, Sep 18, 2019.

**\$48M Michigan high school designed to thwart active shooters.** *MLive*, Sep 4, 2019.

**‘Some Of Us Might Not Make It Out Alive’: A Letter To My Students About School Shootings.** *Cognoscenti*, Sep 3, 2019.

**Back to School: Health and Safety Tips, Resources.** *Campus Safety*, Aug 23, 2019.

**School Safety Package Includes AI, Social Media Monitoring.** *Government Technology*, Aug 22, 2019.

**25 Years Later, Parents Of Butte School Shooting Victim Speak Out.** *Montana Public Radio*, Aug 21, 2019.

**Bulletproof backpacks: Sales soar in US after shootings.** *France 24*, Aug 12, 2019.

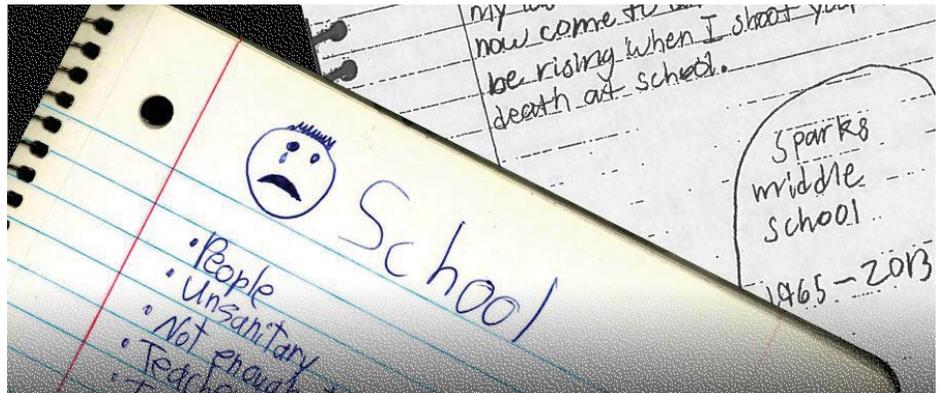
**Montana Summit Addresses School Shootings.** *Montana Public Radio*, Aug 20, 2019.

**Grayson College hosts “Why Teens Kill” seminar.** *KXII News*, Aug 9, 2019.

**Are School Shootings Becoming More Frequent? We Ran The Numbers.** *Guns & America*, May 17, 2019.

**A Half-Century of School Shootings Like Columbine, Sandy Hook and Parkland.** *The New York Times*, May 11, 2019

**Meme Inflates School Shooting Deaths.** *FactCheck.org*, May 14, 2019.



**Nation’s School Attack Toll: 202 Deaths Since 1970.**  
*The Crime Report*, May 13, 2019.

**Sohn: School shootings more numerous than reported.**  
*Chattanooga Times Free Press*, May 11, 2019.

**Tennessee among states with most ‘incidents’ involving guns at schools since 1970.** *FOX17 Nashville*, May 10, 2019.

**Factbox: U.S. States With the Most and Fewest School Shootings.** *U.S. News & World Report*, May 08, 2019.

**Factbox: U.S. states with the most and fewest school shootings.** *Reuters*, May 08, 2019.

**Viral image from Colorado school shooting shows young students embracing following deadly attack.**  
*The Inquirer*, May 08, 2019.

**What Conversations About School Shootings Sound Like In Europe.** *Refinery29*, May 07, 2019.

**Jeffrey Eric Jenkins/review | ‘On the Exhale’ will make you hug your children.** *The News-Gazette*, Apr 28, 2019.

**Opinion: The Hard Truths About How to Prevent School Shootings.** *Times of San Diego*, Apr 23, 2019.

**Three Decades of School Shootings: an Analysis.** *Wall Street Journal*, Apr 19, 2019.

**By the Numbers: School Shootings Since Columbine.** *NBC CT*, Apr 19, 2019.

**Twenty years and countless lives later, what have we learned from the Columbine massacre?**  
*Los Angeles Times*, Apr 19, 2019.

**What we know about school mass shootings since Columbine and how to prevent them.**  
*The Seattle Times*, Apr 19, 2019.

**20 years ago, the Columbine massacre changed everything about school security.**  
*New Jersey On-Line*, Apr 19, 2019.

**Report: School safety measures fall short.** *Arkansas Democrat Gazette*, Apr 19, 2019.

**Twenty years and countless lives later, what have we learned from the Columbine massacre?**  
*New York Daily News*, Apr 19, 2019.

**Hard truths about school shootings 20 years after Columbine. Here’s legislation that can help.**  
*CALmatters*, Apr 18, 2019.

**Three Decades of School Shootings: an Analysis.** *The Wall Street Journal*, Apr 17, 2019.

**Study: There’s no evidence that hardening schools to make kids safer from gun violence actually works.**  
*Washington Post*, Apr 16, 2019.

**Schools are less safe than 20 years ago, most parents say in poll ahead of Columbine anniversary.**  
*New York Daily News*, Apr 16, 2019.

**K-12 School Shooting Database.** *Government Technology*, Apr 2, 2019.

**VERIFY: Yes, 2018 was the worst year for gun violence on school grounds.** *WUSA 9*, Mar 13, 2019.

**Life after Parkland.** *New Statesman*, Feb 14, 2019.

**Pa. school districts struggle to find efficient, effective ways to prevent shootings.**  
*Penn Live*, Feb 13, 2019.

**Multiple-Victim School Shootings Are Rare. But They Are Becoming More Common And More Deadly.** *WAMU*, Feb 12, 2019.

**School Shootings and the Cheerily Gruesome World of DIY Classroom Prep.** *Jezebel*, Feb 12, 2019.

**Was there one school shooting a week in 2018, as a Florida lawmaker said?** *Politifact*, Feb 11, 2019.

**School shooters usually show these signs of distress long before they open fire, our database shows.**  
*The Conversation*, Feb 8, 2019.

**Gun violence: A growing threat at American schools.** *WKMG News 6*, Feb 8, 2019.

**13-year-old boy detained after telling Siri ‘I’m going to shoot up a school’.** *Inquirer.net*, Feb 5, 2019.

**Thirteen-Year-Old Student Arrested after Telling Siri ‘I’m Going to Shoot up a School’.** *Newsweek*, Feb 3, 2019.

**FOR A COMPLETE LIST VISIT:**  
[WWW.CHDS.US/SSDB/IN-THE-NEWS](http://WWW.CHDS.US/SSDB/IN-THE-NEWS)

# THE IMPACT OF CHDS EDUCATION

## MASTER'S DEGREE ALUMNI EXEMPLARS 2019

The CHDS classroom is a place where Master's program participants think critically about homeland security issues, work collaboratively to develop strategic solutions, and research and write course papers along with a final thesis. These original works concentrate on proposing creative policies, strategies and approaches to the public safety challenges facing their agencies and the broader homeland security community. The Center's newest program, Emergence, provides an opportunity for homeland security professionals in the early stages of their careers to experience transformational education provided through the long-standing Master's program. The following exemplars show the impact of a CHDS education on the safety and security of our nation.

### PROTECTING OUR INFRASTRUCTURE THROUGH EDUCATION

#### Mark Ray

Director of Public Works, City of Crystal, MN  
ELP1801



When we consider the fundamental elements of homeland security, we often overlook the critical role that public works departments are tasked with. Public works support communities by establishing, maintaining, and protecting the infrastructure that allow us to function as a society. In the past, public works operations may have been viewed as reactionary when it comes to emergency management or disaster recovery, but the paradigm has shifted towards proactive preparedness.

The same events that have potential to disrupt the normal pattern of public works are considered threats to homeland security—from natural disasters like wildfires and floods to man-made disasters like pandemics and bioterrorism. By protecting the community infrastructure and ensuring public safety, many public works departments are already performing homeland security responsibilities, even if it's not the first thing that comes to mind when considering the many facets of homeland security. But there is a lot of crossover between the two, and the relationship continues to grow as society evolves. Some of the areas of intersection include infrastructure, cyberspace, preparedness & resiliency, public safety, and keeping roads safe during winter storms. One of the current participants in the Naval Postgraduate School (NPS) Center for Homeland Defense and Security's Executive Leaders Program summarized it by stating, "We make normal everyday life happen." That is Mark Ray's poignant way of downplaying the impact public works has on homeland security. Ray is the Director of Public Works in Crystal, MN and Acting Chair of the American Public Works Association (APWA) Emergency Management Committee.

How can we strengthen the relationship or coordination between public works and homeland security? One of the most effective ways is through education. There are a number of

academic programs across the country that study the public works field as a form of homeland security. The Center for Homeland Defense and Security (CHDS) offers a master's degree program to local, state, tribal, territorial, and federal leaders in a unique learning environment. Participants are current or emerging leaders from diverse homeland security disciplines including, but not limited to, law enforcement, fire service, emergency management, military and public health. The wide range of expertise that participants bring to the classroom facilitates the exploration of homeland security issues from different perspectives and allows participants to gain a more thorough understanding of the issues, while building strong professional networks. "The CHDS program gave me the opportunity to sit down and have intentional conversations about public works security and have extended face-time with my peers from different communities," Ray said.

CHDS is able to offer the master's degree program at no cost to local, state, tribal, territorial, and federal government agencies because of the sponsorship of FEMA's National Preparedness Directorate. Participating organizations benefit tremendously as students integrate their newfound knowledge and resources into their public works operations. Many alumni credit their CHDS education as a significant factor in their career promotions and appointments. Jason Lappin, Public Works Manager for the City of Covina, was among the first in his field to complete the CHDS master's degree program, "I knew there was a greater role that public works could provide within the homeland security enterprise; but until I entered CHDS I was not fully sure how much that role could or should play. The importance quickly became clear to both my cohort and to me. I now have a vision for how I can improve the relationship between the two entities. Additionally, I brought back tools and knowledge to my agency that will enable me to be a catalyst within the industry." Lappin's thesis, "Homeland Security Enterprise and Public Works: Improving the Relationship," researched areas of intersection between the homeland security enterprise and provided recommendations to better the relationship in three core areas: national preparedness and resilience, cyberspace safety and security, and cyber-physical systems.

Read the Story: [www.chds.us/c/item/8888](http://www.chds.us/c/item/8888)

### DEMAR BRINGS 911 SAVES ACT TO D.C.

#### D. Jeremy DeMar

Director, Springfield Emergency Communications (MA)

MA1505/1506



D. Jeremy DeMar is an excellent speaker. Not just because he speaks loudly and projects his voice clearly, but because he has extensive experience speaking with the public during times of crises as an emergency dispatcher, firefighter, and emergency medical technician. That's part of the reason he was

## THE IMPACT OF CHDS EDUCATION

selected to represent fellow public safety telecommunicators at a press conference introducing the 911 Saves Act.

Center for Homeland Defense and Security (CHDS) master's graduate D. Jeremy DeMar, Director of Springfield Emergency Communications (SEC) in Massachusetts, was invited to Washington, D.C. to speak in support of the 911 Saves Act. The Act seeks to reclassify public safety telecommunicators as 'Protective Service Occupations' in the Office of Management and Budget Standard Occupational Classification. These occupations are currently classified as administrative or clerical jobs, which doesn't accurately represent the lifesaving work and dedication of these professionals. DeMar shared some insight, "The types of calls we deal with can produce vicarious trauma, secondary stress, and episodes of PTSD. On any given day, you never know what's going to be on the other end of that phone line."

To rally support for this zero-cost legislative fix, a press conference was held at the House Triangle of the United States Capitol in Washington, DC. The main drivers behind the 911 Saves Act are U.S. Representatives Norma Torres (CA-35) and Brian Fitzpatrick (PA-1). Torres is the only former 9-1-1 dispatcher serving in Congress and Fitzpatrick is a former Federal Bureau of Investigation (FBI) Special Agent and federal prosecutor. "I know first-hand the challenges our public safety dispatchers face, the stress they are put under, and the importance of their work," Torres shared. Also in attendance to introduce the bipartisan bill were U.S. Representatives Ro Khanna (CA-17), Donna Shalala (FL-27), Federal Communications Commissioner Jessica Rosenworcel and other leading public safety industry experts.

The push to reclassify public safety telecommunicators has been supported by the Association of Public-Safety Communications Officials (APCO) and the National Emergency Number Association (NENA) for years, but it's finally gaining momentum on a legislative level thanks to the 911 Saves Act. DeMar is excited to be a part of the progressive solution, "Based on the service we're providing, we're the first line of emergency response. Dispatchers are an important link in the chain that connects the public with first responders. So, for us, the reclassification is an obvious slam dunk. There's no reason why they shouldn't be considered a protective service—especially, with the evolution of technology and the way the program has changed, I don't think anybody would label the type of work as clerical."

DeMar first met Congresswoman Torres through the Massachusetts Communications Supervisors Association (MCSA), where he serves as a regional Vice President. During the NENA-sponsored *911 Goes to Washington* event, Torres was kind enough to accept a spur-of-the-moment meeting with MCSA President Christopher Campbell and she was very interested in the push for reclassification. *The 911 Goes to Washington* event culminated in a conference that brought together professional telecommunicators and national policymakers to discuss emergency communications issues and policy challenges facing public safety. After deciding to introduce the legislation, she reached out to MCSA and asked if they would be willing to send some representatives to attend the 911 Saves Act press conference in Washington. Also in attendance from the MCSA

were Charles Robert Goodwin, Lee Ann Delp, and Erin Weldon Hastings. DeMar added, "It was a great opportunity to go out there and talk with our representatives. Congresswoman Torres and Congressman Fitzpatrick are both very much committed to seeing this bill move forward."

There's also a direct correlation between his master's thesis research and the 911 Saves Act. His thesis, *Next Generation 9-1-1: Policy Implications of Incident Related Imagery on the Public Safety Answering Point*, emphasized the evolution of the public safety telecommunicator profession—specifically, the arrival of incident-related imagery. As the Next Generation 9-1-1 (NG9-1-1) system becomes implemented nationally, it will change the way in which 9-1-1 calls are processed—allowing callers to send images, video, and other media directly to 9-1-1 dispatchers. "Our profession for the previous fifty-plus years was focused on listening. And suddenly, we're going to be plunged into this situation where we are exposed to graphic images or videos. What is the impact going to be?" DeMar wondered. Current CHDS master's student, Kevin Haight, Captain of Statewide Emergency Communications for Idaho State Police, is doing similar research for his thesis. By way of reclassification, the Act opens up many different support mechanisms that law enforcement and fire service professionals already have access to. This would help dispatchers dealing with critical-incident stress or PTSD, and it could potentially enhance recruitment and retention of dispatchers as well.

If we truly want to support the public safety telecommunicators who form a critical lifeline between the general public and first responders, we need to provide them with the resources to perform at the highest level. DeMar added, "There's not enough dialogue about 911 dispatchers; we need to continue having these discussions to fully understand the side-effects of stress in this profession. The 911 Saves Act goes a long way towards bridging the gap in resources."

Read the Story: [www.chds.us/c/item/9368](http://www.chds.us/c/item/9368)

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## CHDS ALUMNA INVESTIGATES "FAUX FAMILIES" ON THE SOUTHERN BORDER

**Monica Mapel**, Assistant Special Agent in Charge,  
DHS-ICE Homeland Security Investigations  
MA1205/1206



No matter how you consume news—via television, newspaper, radio, or online—you have probably heard reports about immigrants arriving at the Southern U.S. Border. But in the current climate of politically-charged reporting, it's becoming increasingly difficult to distinguish real news from 'fake news.'

One particularly concerning news report indicates that there is a growing trend of immigrants taking advantage of the system by posing as family units. The stats seem to validate these reports of what have been termed "Faux Families." The number of adult male immigrants accompanied by young children has increased dramatically over the past few months. Is it mere coincidence or are they attempting

to exploit a loophole in the system? As a result of the Flores settlement, immigrating families with children can only be held in detention for a maximum of 20 days. Due to a backlog of cases and limited capacity of detention centers, these families are often released and assigned a later court date.

As a DHS-ICE Homeland Security Investigator, that's what Center for Homeland Defense and Security (CHDS) alumna Monica Mapel, Assistant Special Agent in Charge, is tasked with investigating. "I am challenged with huge political and social issues and these needed sound research and execution of facts to push through for solutions," she summarized. Mapel credits her CHDS education as one of the reasons she is able to investigate this potential shift in immigration trends with an unbiased approach. Mapel received a Master of Arts in Security Studies from CHDS in 2014 (master's cohort 1205/1206) and her thesis was titled "Protecting Those Who Protect Us: Federal Law Enforcement Deconfliction." Her thesis research focused on federal law enforcement deconfliction processes within the United States and proposed solutions that reduce federal law enforcement inefficiencies while saving lives.

Mapel says her time at CHDS truly helped sharpen the critical-thinking skills necessary to perform her job at the highest level. The combination of Mapel's lifelong experiences and the techniques she honed in CHDS make her a valuable asset to the HS community. The main crux of her job is to identify anomalous trends, fill in the gaps, and do what is necessary to protect the children and others who are being preyed upon. Identifying vulnerabilities in the immigration process is a dynamic job, because the world evolves and migrant movements evolve—but the immigration process is like a large, slow ship and it doesn't turn very quickly.

When it comes to the subject of Faux Families, Mapel's immediate focus in San Antonio was to locate stakeholders and establish partnerships where they can understand what the numbers and trends mean, then address it as a team. In 2014, less than one percent of males apprehended at the border had children with them, but in 2019, it's a staggering 50 percent. Another alarming statistic: in April, May, and June of 2018, there was an average of 9,500 family units apprehended, but the first three months of 2019 saw averages of 29,000 family units per month. Mapel and her stakeholders have been able to identify some gaps and create a better process for determining if someone is trying to exploit the system. "We always want to make sure that a child is with their parent and that the child isn't with somebody pretending to be their parent. We cannot allow the kids to be used as pawns. It's very concerning and you can imagine the pressure to get that right with all the eyes on you and the well-being of the children in mind. It's a delicate position to be in because we are all human and we all care for each other." The delicate nature of this issue is reminiscent of the situation that resulted from the tractor-trailer smuggling case a few years ago—in that case, there were many illegal aliens crammed in the trailer and some escaped before the ambulances arrived. Health and safety are always the priority, so, while we want to make sure all of the survivors are not suffering long-term effects from the incident, the storyline of Federal law enforcement tracking down people who were abused and narrowly avoided death by heat exhaustion is a delicate situation. On a wall

in her office, Mapel has photos of the children she's helped. It serves as a reminder. Two years ago it was tractor-trailers and now it's Faux Families. Next year may be something else.

"The bottom line is every part of what I do every single day, CHDS is woven into the fabric of how I operate and hopefully I'm teaching the folks that I work with and those who come after me to do the same thing," Mapel reiterated.

Read the Story: [www.chds.us/c/item/9512](http://www.chds.us/c/item/9512)

## PREPARING TO PROTECT THE HOME FRONT

### Jeffrey Burkett

Vice Director of Domestic Operations and Force Development,  
National Guard Bureau

MA0401/0402



As we transition into the second half of hurricane season, parts of the country are still recovering from record flooding and devastating tornadoes. The National Guard plays a crucial role in preparing for, and recovering from, hurricanes and other major disasters. While we might usually equate the National Guard with recovery operations on the home front, they are continuously training and preparing to handle a variety of emergency situations. Proper training is a crucial element of the National Guard's success. In fact, there are over 5,000 airmen and soldiers positioned throughout the Gulf, Caribbean, and Atlantic coastlines who are prepared to respond to natural or manmade disasters, Chemical, Biological, Radiological, and Nuclear Response Enterprise (CBRNE) incidents, and even cyber-attacks.

One of the leaders charged with preparing the troops for these diverse missions is Center for Homeland Defense and Security (CHDS) master's graduate, Jeffrey Burkett. Brigadier General Burkett is an accomplished commander who has led at the National Guard's Group, Wing, and Joint Task Force levels while serving with distinction on multiple combat tours. Burkett is currently the Vice Director of Domestic Operations for the National Guard Bureau and credits his CHDS education as "invaluable in what I have been doing since graduating. Everything I approach is influenced by having a greater appreciation of the other homeland security partners. Applying the intellectual rigor honed in Monterey to complex problems is a huge benefit to what I do today." Burkett is responsible for the planning, coordination, and integration of National Guard activities relating to domestic operations at the national level. Specifically, he provides supervision of the National Guard Bureau's Coordination Center, Counterdrug Program, current and future domestic operations planning, and joint exercises and training, as well as CBRNE. He also advises senior civilian and military leaders at the national and state level on matters related to domestic operations.

Homeland security has always been an integral part of Burkett's responsibilities, but he decided to expand his operational knowledge of the homeland security enterprise by entering the CHDS master's degree program in 2004 (cohort MA0401/0402). He subsequently graduated the following year.

## THE IMPACT OF CHDS EDUCATION

His master's thesis titled, "Opening the Mexican Door: Continental Defense Cooperation," focuses on U.S.-Mexican security challenges and argues that a bilateral transnational emergency management framework can serve as the cornerstone of North American defense by incorporating a civil-military partnership. Burkett was honored with the Philip Zimbardo Award for his thesis research.

Part of Burkett's coordination plan is guided by principles he developed at CHDS. "My classmates were an amazing group that represented a wide range of the homeland security enterprise from police chiefs to FBI agents to FEMA officials to firefighters and other emergency responders." Collaboration and communication are key components of emergency preparedness. While the National Guard troops are continuously training, they are also establishing local response networks for "when" (not "if") they are called upon. The coordinated response to emergencies begins at the local level. Local authorities form the first line of defense in the case of disasters while the National Guard acts as the cavalry. "We step in when local law enforcement, emergency responders, and public health teams are overwhelmed or need specific forms of support," echoed Burkett.

The last few years have seen a high frequency of natural disasters. The National Guard continues to prepare by introducing more robust planning that anticipates what resources they may need and who to contact in every contingency. Which, again, speaks to the skills Burkett honed while at CHDS. "The people you meet in the program, and even later as an alumnus, are doing things that are extremely important," Burkett said. "You can't put a price on that, especially when you share a passion for our nation's security."

Read the Story: [www.chds.us/c/item/9720](http://www.chds.us/c/item/9720)

## APPLYING DISASTER RESPONSE STRATEGIES TO THE OPIOID EPIDEMIC

### Jason Biermann

Director, Snohomish County Department of Emergency Management  
MA1305/1306



The rugged landscape of Snohomish County, WA is a testament to the powerful forces of nature. From the steep banks of Puget Sound in the west to the frozen austere Glacier Peak volcano in the east, it is a place that can play host to a diverse range of natural disasters. Severe weather and seasonal flooding are the most common hazards, while earthquakes pose the greatest threat to public safety. But it

was a March 2014 mudslide near the small community of Oso that brought worldwide attention. The mudslide, often called the SR530 disaster, claimed 43 lives—the greatest loss of life to such a hazard in U.S. history. It reshaped a mile-wide swath of the Stillaguamish River Valley. It also transformed the Snohomish County Department of Emergency Management, fundamentally changing the way it helps the community prepare for and respond to disasters.

Now, five years later, the county is attracting attention

as leaders apply the Oso mudslide's hard lessons to another unfolding disaster – the opioid epidemic. Jason Biermann was among the handful of Center for Homeland Defense and Security (CHDS) alumni tasked with responding to the SR530 disaster. Biermann is the Snohomish County Department of Emergency Management (DEM) Director and he knows first-hand what a disaster looks like. Biermann's department was asked to coordinate the county's response to the opioid epidemic. In general, Snohomish County only contains about 10% of the state's population but in recent years, it has accounted for up to 18% of the opioid deaths statewide. "People mostly know about our community due to the Oso mudslide, but for each of the last several years we've had double the number of opioid deaths than we did during that disaster," Biermann said. An estimated 70,000 people died in the U.S. in 2017 due to opioids. "Imagine if a hurricane or natural disaster or terrorist attack resulted in 70,000 deaths," Biermann said. "And it's something we're a part of, leading the response, using the ECC and the processes that were adapted to fit our group. It's worked well—most of the partnering agencies would say they brought structure to the overall epidemic process." The multi-agency group focused work around seven broad goals then identified granular objectives. Working collaboratively, participants have identified 153 different objectives to accomplish in the fight against the opioid epidemic.

Of course, Biermann is not working alone. His agency coordinates this work, but they're supported by a number of jurisdiction and agency partners including those led by CHDS master's alumni Dave DeMarco (Everett Fire Chief), John DeRousse (Everett Police Captain), Tom Davis (Lynnwood Police Chief), and ELP alumna Laurel Nelson (Deputy Director of Seattle Office of Emergency Management), among others. "We are a community that can say: over the course of the time since November 2017 until now, collaboratively as a multi-agency group, we have successfully accomplished 106 of the 153 different objectives we initially identified" to fight the opioid epidemic, Biermann added. The overarching theme here is derived from his time at CHDS: learning to look at things in novel ways. "We have doctrine and we have things that guide us, but we allow for the proverbial thinking outside the box, and sometimes that's just understanding *what* the box looks like. If you can first define the box, you'll have a better chance of fixing the problem."

A number of agencies involved in the opioid response also were part of the SR530 response, but they often worked the problems separately. By activating the county's emergency management system and encouraging multiagency collaboration, leaders are applying disaster response structure to the opioid epidemic. People at many agencies combined to define the box, including elected officials, public health experts, human services professionals, social workers, sheriff's deputies, corrections officers, public works engineers, paramedics, planners, code enforcers, etc.

If the list of people working the opioid epidemic in Snohomish County reads like a directory for local governments, that's by design. "I don't know who else is doing it this way—although I know there are some...because on a recent spot on NPR, one of our partners stated that we were the only ones doing it this way, and we got feedback pretty quickly from other agencies saying that they're doing it, too (Montgomery County

in Ohio, for example),” Biermann said. The Pacific Northwest is an interconnected place, and it makes sense to encourage collaboration to tackle a community-wide problem. But it is more than just a novel approach because it’s truly working.

Read the Story: [www.chds.us/c/item/10303](http://www.chds.us/c/item/10303)

**FROM THESIS RESEARCH TO PRESIDENTIAL POLICY**

**H. Quin Lucie**, Legal Advisor, FEMA

MA1101/1102



Quin Lucie is a problem solver. It may be attributed to his diverse background as a scholar, Marine Corps Judge Advocate, and FEMA attorney. Or, maybe he’s just wired that way. Regardless of the circumstances, he has an incredible knack for “cutting through the BS.” As a graduate of the Center for Homeland Defense and Security (CHDS) master’s degree program, his drive to understand and address security issues

reinforces the point that we must continue learning or be doomed to repeat our collective mistakes. Mr. Lucie is also an excellent writer. He has authored numerous in-depth articles that take aim at issues afflicting the homeland security enterprise. “Professional writing has allowed me to break out of the silos that separate agencies. It’s a platform that can speak not just to the public but to your peers and get things jump-started that may otherwise languish,” he said. The impact of his writings can be measured in results, from new Presidential Policy Directives to federal anti-fraud plans to FEMA’s adoption of the disaster deductible concept. While some of his contributions may seem innocuous at first glance (e.g., *Stafford Act Disaster Response Authority for Federal Military Forces*), his most recent article initially sounds quite abrasive: “*How FEMA Could Lose America’s Next Great War*.” But the *Homeland Security Affairs* journal entry is far from scathing; it’s more like a comprehensive summary of his CHDS research. In the article, Quin combines his knowledge of force mobilization and the history of FEMA to explore the strategies and programs that are responsible for protecting the United States from attack by a peer adversary on home soil.

“One of the things I learned while working on my thesis is you can practically cut and paste Hurricane Katrina and Hurricane Andrew. I don’t think a lot of people understand that; almost all the issues that you saw with Katrina, you also saw with Andrew—many of which related to breakdown in communication. It is fascinating when you look at both of them,” he concluded. The action plans and response programs were very similar, but they had not effectively incorporated lessons learned from previous disasters, so it was plagued by the same issues. Quin’s thesis argues the most efficient way for the President to supervise the federal response to an existential catastrophe is by delegating authority for operational consequence management decisions to a single federal official that would allow the President and his cabinet to focus on strategic decisions. In his proposed plan, the FEMA Administrator would lead the portion of the federal operational response, formerly known as consequence management, while the Commanding General for U.S. Northern

Command, and presumably the Attorney General or their designee, would lead all federal military and law enforcement efforts. Together the three would provide the President complete unity of command over all federal disaster response efforts rather than the more distributed unity of effort that currently exists among federal agencies. After publication, the thesis permeated across the agency; it was directly turned into a Presidential Policy Directive a couple years ago under the Obama administration—to designate lead federal agencies, in all types of events. “This is a great feather in CHDS’ cap. I couldn’t have done it without the help of Dr. Bellavita and the rest of the staff.”

Back to the present, it is easy to see the correlation between Quin’s thesis research and his most recent article, “*How FEMA Could Lose America’s Next Great War*.” In the article, Quin argues that our capacity in wartime is diminished without a strategy to protect the civilian population and defense industrial base, or to mobilize and sustain the nation. The initial response to his article may have been skeptical, due to the potentially salacious title. “As I went down this road beginning a few years ago, I started with the concept of looking at civil defense before I discovered much of what I was reading actually supported the closely aligned concept of national mobilization,” he explained. Now the article is gaining momentum within the federal government. “The U.S. Air Force Academy is making it mandatory reading for the Military and Strategic Studies program next year,” Quin added.

After completing the CHDS program, Quin taught a homeland security course at George Washington University for two semesters. “I heavily relied on the CHDS materials that are available to us post-graduation. While homeland security is being incorporated into more courses and programs at private institutions, CHDS provides that leading edge to the rest of the enterprise; it really does set the standard. It’s a great nucleus for all of this other education to occur.” Earlier this year he was invited to speak at the National Defense University’s (NDU) Eisenhower School, where he addressed more than 300 members of faculty and staff. According to Quin, NDU has a mobilization program but over the years it has become narrow in its focus after FEMA gave up its national mobilization mission. He received positive feedback and was invited to return next year (he even received a letter of appreciation from an Air Force Brigadier General as the school Commandant). “CHDS has greatly affected my work and will continue to be an integral part of my knowledge-base for years to come.”

Read the Story: [www.chds.us/c/item/10614](http://www.chds.us/c/item/10614)

**HSX PARTICIPANTS TEAM UP TO TACKLE REAL-WORLD PROBLEMS**

HSx1701

How do you truly walk in another person’s shoes? The concept is simple to understand, but it’s not as easy as it sounds. We’re not talking about a pair of size 10 Nikes. The idea of ‘walking in another person’s shoes’ is to develop empathy for others by experiencing the beliefs, perceptions, and culture of another person.

The Naval Postgraduate School Center for Homeland Defense and Security (CHDS) Advanced Thinking in Homeland Security program (HSx) is an 18-month collaborative program designed to build our understanding of future security challenges facing the nation and global community. In what’s commonly referred

## THE IMPACT OF CHDS EDUCATION

to as a “Grand Challenge,” HSx participants are required to identify and research a complex issue that has potential to affect homeland security. The techniques they apply in addressing their grand challenge provide a foundation that can be used to understand and solve many different types of issues. So, it shouldn’t come as a surprise that a group of HSx graduates were awarded the grand prize in the HeroX Building Empathy Challenge. The purpose of this competition is to design an application that allows users to develop empathy by experiencing another person’s life. The team was comprised of Merideth Bastiani and Michael Brown (both are NPS-CHDS master’s graduates and HSx participants). Bastiani, who is a Manager of the Child Care Subsidy Program with the New York State Office of Children and Family Services, served as the Team Lead for the project. Their grand prize-winning submission is titled “GREENER: The Other Side of the Fence.” GREENER is a two-tier Virtual Reality sandbox style app that rewards and instills empathy through simple, user-generated tools that enable a player to walk in the shoes of someone else. It immerses the player into others’ experiences, showing that the grass may or may not be always greener on the other side of the fence.

Bastiani was encouraged to jump feet-first into Building Empathy Challenge after her team was named finalists in the DHS Hidden Signals Challenge, even though she only had one week to put together a proposal. Bastiani credits her NPS-CHDS education with laying the foundation for being able to understand an issue and solve it quickly without sacrificing perspective. “One of the outcomes of HSx is that it brought us together and created a strong skill set that allows us to work quickly,” she stated. “You can’t develop a proper solution unless you fully understand and acknowledge the surrounding issues.”

But the HSx project success doesn’t stop there. More recently, a team of NPS-CHDS graduates and HSx co-founders had their FindMe System selected as Honorable Mention Award winners in Phase I of the U.S. Coast Guard’s Ready for Rescue Challenge. It was the third time a team of HSx participants received accolades for collaborating on a public open-source challenge in the last year. For the Ready for Rescue Challenge, the team included Merideth Bastiani, Steven M. Polunsky, Angi English, Andre Billeaudeau, Greg Bernard, Michael Larranaga, and William Pilkington. These graduates are members of the first cohort to complete the HSx program, thus earning the ‘co-founders’ moniker. As Bastiani put it, “We were sort of building the airplane as we were flying.” The Ready for Rescue Challenge is a competition to create solutions to make it easier to find people in the water. “Sometimes the best ideas are the ones that are the most simple and right in front of us,” Billeaudeau noted. “In the FindMe case, our diverse team focused on re-imagining how previously disparate and previously non-associated maritime elements might be brought together to give scared and desperate individuals a better chance of survival in an often-deadly aquatic environment.” The FindMe System (FMS) is designed for broad appeal to all types of recreational boaters and includes a lightweight waterproof pouch with powered rescue light, signaling mirror, dye-pack lanyard, and survival apps.

Before the FMS team identified their solution, they considered dozens of other ideas and concepts. They arrived at their innovation by employing a process that can be described

as a hybrid between ‘rapid prototyping’ and ‘design thinking.’ The group coalesced around the idea of a FindMe System and decided to go for it. By applying the skills the team honed in the HSx program, they were able to quickly identify an ideal human-centric design even though the USCG challenge wasn’t specifically a homeland security issue.

What’s next for Team FMS? Billeaudeau summed it up by stating “The FindMe System was just one example of the ‘gloves off’ HSx process at work and we’re very excited to move from the cerebral to the working dimension in the next round. It’s time to build and test that better mousetrap...this is where the fun begins.” So, the journey isn’t over quite yet and there’s still much work to do, but Team FMS is up to the challenge—which is reinforced by their catchy team slogan ‘We’re up all night to save lives.’

Read the Story: [www.chds.us/c/item/8766](http://www.chds.us/c/item/8766)

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## EMERGENCE ALUMNA MAKING A DIFFERENCE: SHARING INFORMATION IN THE BIG EASY

**Laura Mellem**, Public Engagement Manager, New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP)

### Emergence 1901



Celebrating Mardi Gras in Louisiana, and specifically in the city of New Orleans, is a way of life. With over 60 parades annually, it is also a significant contributor to city congestion, traffic and crowd control challenges, and concerns for those charged with public safety. These concerns drove Center of Homeland Defense and Security (CHDS) Emergence 1901 graduate Laura Mellem, serving as the Public Engagement

Manager for the New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP), to search for a solution to improve public awareness.

Encouraged by the NOHSEP Director, Mr. Collin Arnold, Mellem entered Emergence cohort 1901 with a focused project and outcome in mind. “I was new to the homeland security and emergency preparedness environment, but I realized the benefit to the public and first responders if we could develop a tool for sharing information on the various events in the city,” Mellem stated. Beyond the basic thought of creating a website to collect and display special events such as parades and festivals, her conceptual framework focused on the inclusion of other significant challenges to the normal flow of people within the city, such as detours for construction and the all too common problem associated with flooding. Mellem commented, “In my mind, my project seemed well thought out and ready for production. However, the insightful, diverse, and ‘out of the box’ feedback provided by my faculty and peers at Emergence truly elevated the project.” Continuing, Mellem said, “My cohort got me thinking about basic communication within the various city departments and how I could best collect and synthesize all of the possible inputs into the system...the benefits of which improved communication between departments external to this project.” Beyond the conceptual design, Emergence additionally provided Mellem with tools for turning her idea into a reality.

Between the first and second in-residence session of Emergence, Mellem applied the course instruction to move into the next phase of development. Capitalizing on the exceptional talents of the New Orleans Department of Information Technology and Innovation, and working with the New Orleans Police Department, Mellem delivered a beta-version of the new application entitled “RouteWise” (<https://routewise.nola.gov>) prior to the major Mardi Gras events leading up to Fat Tuesday in March 2019. “We began coding prior to the first in-residence session and had the basic structure of the website ready...we really fine-tuned the layout and interface after the first Emergence session...the benefit of that first [Emergence] session was immeasurable,” Mellem stated. Appreciation and praise from the public and New Orleans city government quickly followed.

Less than two weeks after the culmination of Mardi Gras festivities, Mellem and the team of developers received one of the inaugural Hero Awards from New Orleans’ Mayor LaToya Cantrell. The recognition provided another avenue for creating greater community awareness for the RouteWise website, which received over 40,000 hits in the first weeks of operation. In a city thriving on tourism, parades, and major events within a condensed downtown environment, the expansion of RouteWise is inevitable. Mellem explained, “The expansion of the system to assist in emergency management and planning is essential and we are already looking into how best to incorporate it during this hurricane season and how to address low income and special needs residents.”

Emergence provided an opportunity for Mellem to expand her skillset and background in community relations to improve homeland security preparedness in New Orleans. She commented, “Without a doubt, the welcoming environment and openness of faculty and participants is something very unique to Emergence... although I may have been concerned with my limited experience in the field before attending, the overall experience was extremely collaborative and conducive with learning.”

Read the Story: [www.chds.us/c/item/9607](http://www.chds.us/c/item/9607)

**EMERGENCE ALUMNUS MAKING A DIFFERENCE: UNIFIED COMMUNICATION FOR EFFECTIVE CHANGE**

**William Powell**, Public Affairs Specialist, FEMA Emergence 1901



The breadth and complexity surrounding effective organizational communication confounds the most knowledgeable and effective leaders in both small and large, public and private organizations. Center of Homeland Defense and Security (CHDS) Emergence 1901 alum William Powell, serving as a Public Affairs Specialist for the Federal Emergency Management Administration (FEMA) Region III,

understood the difficulties surrounding communication. Encompassing the states of Delaware, Maryland, Pennsylvania, Virginia, West Virginia, and the District of Columbia, Region III represents a unique and diverse collection of geographic,

demographic, and cultural areas. With almost five years of public affairs service in the organization, Powell viewed Emergence as an opportunity to not only expand his current skill set through the experiential diversity of each cohort, but also to leverage the instruction provided in his efforts to create or improve those processes responsible for generating region-wide guidance.

Collaborating with the Director, External Affairs, Dan Stoneking, and the Deputy Regional Administrator, Janice Barlow, of FEMA Region III, Powell arrived at Emergence with a solid framework for modifying the creation of annual organizational strategic goals to deliver a vibrant and rich dialogue between divisions during their development and throughout the year to track progress. Powell commented, “We had started working towards a direction similar to my project prior to Emergence...although the basic structure of the plan remained intact, there were significant changes in the operationalization of the concept as a result of Emergence.” Reflecting upon the specific changes, Powell continued, “I had a vision for the project. However, my first week in Monterey caused me to take a step back...I may be writing the strategy, but the goals were really for our stakeholders across the five states and the District of Columbia...I had to be innovative in a way that benefits both our audiences and internal programs and remove any ego associated with my involvement in the project. It was about our success as a region.” For Powell, the first in-residence session was simply the beginning of the project’s transformation.

The second Emergence in-residence in April 2019, brought an increased focus on applying the skills introduced in February. In doing so, the project began to infuse the substance and rigor in outlining the types of goals and communication strategies required to produce a successful launch by September 2019. Following graduation, Powell returned to Region III headquarters in Philadelphia, Pennsylvania to begin the hard work of creating the first draft of what is envisioned to be a unified annual strategy document. He commented, “Currently, we are in the writing phase and anticipate delivering a draft to the entire region for review and edits...we hope to be live by the end of the fiscal year.” The annual effort includes an increased focus on intra-region communication to drive the final product. “Moving forward for future iterations, we envision a late-spring review of goals to determine how our communication strategy can support each division’s specific goals, and this can only be accomplished with a new sense of collaboration across the region,” Powell stated.

Reflecting on his overall Emergence experience, Powell remarked, “The two in-residence sessions provide distinct learning opportunities...while the first session focuses on developing the tools associated with ‘big picture’ thinking and organizational change, the second session really brings a focus on their practical application and a discussion of the issues in homeland security through our new lenses acquired in the first session.” However, the benefits of Emergence extended beyond the classroom. In closing, Powell commented, “The networking opportunities and contacts gained across disciplines and jurisdictions are invaluable...I have several contacts within the cohort I speak to weekly and I have a much larger group of peers from which I can share ideas on new challenges concerning homeland security.”

Read the Story: [www.chds.us/c/item/9877](http://www.chds.us/c/item/9877)

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# WHAT ALUMNI SAY...

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“The Master’s Degree program at the Center for Homeland Defense and Security was both the most challenging and rewarding experience in my professional life. The opportunity to study and learn from CHDS’s internationally recognized staff has provided me numerous tools to increase the security and efficiency of my community. Studying and learning with homeland security professionals from across the nation and spanning all of the components of the homeland security enterprise has provided me with an extensive professional network with whom I can reach out to in order to respond to new challenges facing my jurisdiction. The academic programs at CHDS have changed my thinking with their emphasis on making decisions based on evidence and the quality of that evidence. The resources that CHDS provides to their students ensures that they become better speakers, writers, and thinkers. I strongly encourage any homeland security professional looking at a master’s degree to apply to the Center for Homeland Defense and Security at NPS.”

– **JASON LYON**,  
Battalion Chief, Billings Fire Department  
MA1801/1802

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“When asked, ‘What did the CHDS Master’s program do for you?’”, I often struggle to provide a response that is brief, yet captures the essence of the program’s profound effect on me. Two things stand out as needing to be mentioned. First, the value of diversity in the disciplines represented within the cohorts. Every assignment discussed by our cohort provided invaluable insight from leaders of disciplines other than my own. This was critical in helping me analyze issues through perspectives that were not biased by organizational group-think or by past precedence tendencies in my discipline.

Second, the benefits of participating in the cohort model will endure the rest of my career and beyond. The value of the cohort model is often understated in program testimonials. Once trust is established within the cohort, which happens quickly, the learning boundaries have no limits. A bond is formed within the cohort and subsequently extends even further to the legion of graduates before us. The CHDS program is the best environment for putting homeland security polices and emerging issues to the test and developing methods for improvement.

Perhaps the philosopher John Stuart Mill said it best... with my additions in parentheses, “The only way in which a human being can make some approach to knowing the whole of a subject (homeland security) is by hearing what can be said about it by persons of every variety of opinion (cohort model), and studying all modes in which it can be looked at by every character of mind. No wise man ever acquired his wisdom in any mode but this; nor is it in the nature of human intellect to become wise in any other manner”

– **DOUG BERGLUND**  
Director of Emergency Management, Washington County Sheriff’s Office  
MA1603/1604

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“I applied to CHDS because I was looking for a new challenge. CHDS did not disappoint, and the program was more rewarding (and demanding) than expected. CHDS offered the chance to explore beyond my professional boundaries and learn from subject matter experts on national security topics. Some of the experts were instructors while others turned out to be my own classmates. For agency leaders, CHDS is an opportunity to broaden their organizational knowledge about difficult challenges and threats facing homeland security and enhance their department’s ability to identify opportunities for tangible impact. I highly recommend CHDS to motivated homeland security practitioners who want to be part of the solution.”

– **JOSH SHAUGHNESSY**  
Indianapolis Metropolitan Police Department  
MA1405/1406

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As a local police executive, I recognized the importance of enhancing my ability to address the emerging unconventional threats to our communities in Miami. I applied to CHDS because of its reputation as the nation’s premier educator in the field of homeland security. The rigorous academic program has allowed me to enhance my critical thinking and problem-solving skills while creating a solid network of homeland security practitioners, available to assist by offering a unique perspective on the challenges impacting our nation.

The program is designed to bring together members from numerous governmental entities with expertise in various disciplines that allowed me the opportunity to view challenges to other professions and jurisdictions. The course material is designed to push you out of your comfort zone and expose you to scenarios that necessitate progressive thinking. If you are looking for an opportunity to attain a degree in higher education with the prospect to conduct research on a problem impacting your jurisdiction with the assistance of a world-class faculty, then this is the program for you.

CHDS offers a cost-free way to enhance the organization’s ability to develop the skills of their personnel to aid in their mission, regardless of their position or responsibility in the agency. The knowledge attained in the master’s program will enhance the aptitude of their team to effectively address the challenges they will face as part of the homeland security enterprise.”

– **MANUEL MORALES**  
Assistant Chief of Field Operations  
MA1505/1506

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“Applying and being accepted to CHDS has positively altered my career path in several ways. Enhancing critical thinking skills benefits my organization through increased production that includes disciplined thinking through both short and long term issues. Personally, the skills learned through solo and collaborative projects have revealed a desire to interact and contribute to homeland security issues on a larger stage, beyond the scope of a local responder. Agency leaders should strongly consider supporting members to apply to the CHDS program that show a self-driven determination and a desire to engage with traditional and non-traditional partners to solve common problems.”

– **CHARLES CAVNOR**  
Fire Lieutenant, Dallas Fire Rescue Department  
MA1605/1606

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“I truly believe the strength of this program is in the quality of people sitting in the classroom. The topics and presenters were simply outstanding; but the internal discourse and subsequent enduring conversations were, and are, vital to this program. For me personally, I now can say that I am a much better critical thinker, due in part to having heard so many differing and well-informed perspectives. Not only can I see more of the problem, I now have the ability and perspective to consider different options and solutions. ELP is outstanding and I will carry this experience with me forever.”

– **NICKOLAS SAVAGE**  
Assistant Special Agent in Charge, Federal Bureau of Investigation  
ELP1802

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“This program has broadened my ability to evolve as a leader. Listening to both speakers and classmates voice their positions, I find myself being able to analyze and make comprehensive decisions quickly and efficiently. Additionally, I have allowed myself to delegate tasks to subordinates that I would not have in the past. The ability to do this reinforces my commitment to trusting them, their ideas, and their ability to lead. Setting the vision and having others fill in the ‘how’ has moved my command to the next level.”

**– GENE MCCARTHY**

Deputy Inspector, New York Police Department -  
Counterterrorism Bureau

**ELP1802**

“The Naval Postgraduate School’s Executive Leadership Program is a fantastic opportunity for homeland security practitioners to learn and discuss significant issues and emerging trends in homeland security. The program afforded access to robust discussion and dialogue and to learn at the hands of exceptional faculty. The curriculum covered the gamut from climate change to terrorism, hate groups, and topics such as strategic thinking. It challenged each practitioner to think differently about our roles in our respective agencies and how we all contribute to the broader homeland security mission. I highly endorse this program and would encourage all of my agencies’ executive leadership and those broadly in the homeland security field to apply.”

**– BEN HAIMAN**

Executive Director, Metropolitan Police Department of the District of Columbia -  
Professional Development Bureau

**ELP1802**

“The CHDS-NPS Executive Leaders Program is tremendously valuable and unique in the realm of homeland security. The instructors are truly experts in their fields, and they have tailored the program to the varied needs of public servants working across the country. From speaking to FDNY members who graduated from this course before me, I knew going in it was going to be an extremely rewarding experience; and it surpassed my high expectations. I feel fortunate and honored to have had this educational experience and the opportunity to connect with leaders in government agencies at city, state, and federal levels. The course made an impact on me and I know it will greatly benefit the Department and our life-saving mission.”

**– LAURA KAVANAGH**

First Deputy Commissioner, Fire Department of the City of New York

**ELP1802**

“The Emergency Management Executive Education Seminar held yesterday at the Gus George Academy was attended by a diverse group of county, municipal, school and private sector leaders; and ably facilitated by the advisory team from the Center for Homeland Defense and Security at the U.S. Naval Postgraduate School in Monterey, California. Participants showed a willingness to discuss areas of emergency response that worked well, as well as those areas that need improvement. Their frank and candid discussions of a variety of risks confronting Fort Bend County added significant value to the seminar for all who attended.”

**– BOB HEBERT**

Fort Bend County Judge

**EEP PARTICIPANT**

“We really appreciate what CHDS did for our Port Complex. You started a discussion that Port Partners (federal, state, and local) will continue at all levels within our organizations. The panel you assembled provided invaluable and timely insights for us as we work with the state and other regional partners on a variety of all-hazards plans, including the rewrite of the Southern California Catastrophic Earthquake Plan.”

**– DAN KANE**

Manager of Emergency Management, Port of Long Beach

**EEP PARTICIPANT**

“The Homeland Security Executive Education Seminar presented by the CHDS Mobile Education Team has been, and continues to be, the foundation for executive level disaster preparedness in New Hampshire. We have been fortunate to receive this one of a kind executive education offered by the CHDS team for each of our last three governors and their new leadership teams. Each time, the seminar exceeded the new leadership team’s expectation. I do not know of a better program that introduces a new governor to emergency management and homeland security at the state level. NH is better prepared as a result of the program. The half-day seminar is always interesting, thought provoking and tremendously beneficial to prepare for natural and human-caused disasters. Stan and his team are top notch!”

**– PERRY PLUMMER,**

Director, New Hampshire Homeland Security and Emergency Management

**EEP PARTICIPANT**

“Thank you all for sharing your insights and expertise with King County leadership last week. Executive Constantine and his cabinet were extremely impressed with the professionalism and high level of engagement your team fostered during the half-day seminar. We are already at work reviewing emergency plans and policies with the insights you helped inspire: de-conflicting intra- and inter-governmental protocols and making other moves to be better prepared for the next major incident in our region. Your encouraging words and open-ended thinking about our collaborative efforts among both public and private sector leaders – particularly in the areas of public health, hazard mitigation, and long-term recovery – were very much appreciated. As we look toward the future, please let us know if your program would like any information or assistance that can help make your seminars, or other products, even more beneficial for those you seek to serve.”

**– CAROLINE WHALE**

County Administrative Officer King County Department of Executive Services

**EEP PARTICIPANT**

“It was our great pleasure to have Stan and his team here to lead the facilitated discussions of policy issues, strategic communication, and agency roles and responsibilities for key state agency leaders within Arizona’s emergency management partnership. This seminar was quite timely in that we have a newly elected governor, which means new leadership/administrative staff in the governor’s office as well as agency heads. Several participants, including the Governor and his staff, continue to express their regard for your expertise and appreciation for the discussion. The state’s emergency management program is stronger for having the Center for Homeland Defense and Security develop the exercise and work with state leadership. The time and effort you and your team put in to making this such a positive and beneficial event were noted and greatly appreciated. I truly believe the conversations started last month will help insure the success and sustainability of our program in the years ahead.”

**– WENDY SMITH-REEVE**

Director, Arizona Division of Emergency Management

**EEP PARTICIPANT**

# EDUCATIONAL RESOURCES

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

## HOMELAND SECURITY DIGITAL LIBRARY

[www.hsdl.org](http://www.hsdl.org)

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

[www.chds.us/selfstudy](http://www.chds.us/selfstudy)

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/selfstudy](http://www.chds.us/selfstudy).

## HOMELAND SECURITY AFFAIRS JOURNAL

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

Homeland Security Affairs is the peer-reviewed online journal of 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).

## LEARNING MATERIALS FROM THE NPS CENTER FOR HOMELAND DEFENSE AND SECURITY

CHDS/ED

[www.chds.us/ed](http://www.chds.us/ed)

Through a partnership between CHDS and the University Agency Partnership Program (UAPP), we are able to provide free access to specialized curriculum, learning materials, self-study courses, Homeland Security Digital Library holdings, and other educational resources. Open to public and private sector partners, the goal is to make available courses, content and original research to help agencies and practitioners solve problems and carry out their missions and for academics to further homeland security education. The educational materials on [chds.us/ed](http://chds.us/ed) also include multimedia elements such as interviews, podcasts, media-enhanced lectures, and Viewpoints interviews with subject matter experts.



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QUESTIONS  
COMMENTS  
SUGGESTIONS

**HEATHER ISSVORAN**

Director, Strategic Communications  
Center for Homeland Defense and Security  
[hissvora@nps.edu](mailto:hissvora@nps.edu)  
831.402.4672 (c)



TECHNICAL  
SUPPORT

[support@chds.us](mailto:support@chds.us)  
831.272.2437 (PST)





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