



NPS IN THE NEWS

Weekly Media Report – May 11-17, 2021

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3. [Defense Acquisition University Plows Through Pandemic With Online Offerings](#)

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With the COVID-19 pandemic, travel was curtailed across the department, and the Defense Acquisition University's physical training locations closed March 13, 2020, said Stacy A. Cummings, who is performing the duties of the undersecretary of defense for acquisition and sustainment. She spoke today during a virtual discussion as part of the **Naval Postgraduate School's** 18th Annual Acquisition Research Symposium.

4. [MDA: Test of DDG, Standard Missile-3 IIA a Good Start, But More Work Needed on Homeland Defense Mission](#)

(USNI 13 May 21) ... Megan Eckstein

On Nov. 16, U.S. Missile Defense Agency and Navy sailors aboard USS John Finn (DDG 113), an Aegis Ballistic Missile Defense System-equipped destroyer, fired a Standard Missile-3 (SM-3) Block IIA guided missile that successfully intercepted and destroyed a mock Intercontinental Ballistic Missile (ICBM) during a flight test demonstration in the broad ocean area northeast of Hawaii in November 2020. MDA photo... Asked on Thursday during the **Naval Postgraduate School's** acquisition research symposium if the Navy has the capacity and appetite to use destroyers for homeland defense, Hill said much of it comes down to what ships are available for the mission.

5. [Navy wants to leverage industry systems to get a jump on digital engineering](#)

(Federal News Network 13 May 21) ... Jared Serbu

The Navy wants to embrace digital engineering to help speed up its acquisition process and cut its long-term sustainment costs. This includes using “digital threads” that span all the way from a new system’s initial design



through its eventual retirement...“In an ideal world, it’s a single digital model to be used for the program’s requirements definition phase, the 3D design, and then that same model and data moves into the digital production phase, and we then use it for developmental testing and operational testing,” he said Wednesday during an acquisition symposium hosted by the **Naval Postgraduate School**. “Then, operator training and maintainer training should use the same digital thread, and ultimately for lifecycle sustainment and modernization. We need to figure out how to turn that single thread for the lifecycle of a program into a reality.”

6. Frederick Stefany: Navy Eyes Digital Engineering Collaboration With Industry

(ExecutiveGov 14 May 21) ... Mary-Louise Hoffman

The U.S. Navy is considering working with companies to implement digital engineering systems as the military service aims to accelerate its acquisition life cycle, Federal News Network reported Thursday...“We’ll need to approach it collaboratively,” Stefany told attendees at a **Naval Postgraduate School** symposium Wednesday.

FACULTY:

7. Iran attacked: Is Revolutionary Guard looking the wrong way?

(Christian Science Monitor 11 May 21) ... Scott Peterson

Aveteran of 5,000 hours behind bars, accumulated during repeated bouts in prison and months in solitary confinement, Iranian Mohammad Reza Jalaepour is very familiar with the intelligence arm of the Islamic Revolutionary Guard Corps – and with its obsessions...“They are distracted, and also I think myopic. They are looking for an easy win,” says Afshon Ostovar, an Iran expert at the **Naval Postgraduate School** in Monterey, California. “They go after small-potato dissidents, or just invent them to begin with, because it’s something they can show the regime [and] everybody else.

8. New face, same mission: Woman hopes to raise awareness, ID more veterans in Auburn area

(Gold Country Media 14 May 21) ... Stacey Adams

Marilyn Schneider never imagined her desire to honor fallen veterans would turn into anything more than helping to lay wreaths on veterans’ graves... Schneider said she has felt lucky and blessed, based on occurrences in her life where an unlikely opportunity presents itself or she has received monumental support. Schneider recounted one such event when her husband of 31 years, Uwe, fell ill and her coworkers from the **Naval Postgraduate School** were sitting in the waiting room with her and her family. Even after Uwe’s passing, Schneider said the support didn’t falter and came from places she didn’t consider, like a person she only worked with via phone who called to check on her.

ALUMNI:

9. Afghanistan’s Importance to the Future of U.S. National Security

(Small Wars Journal 12 May 21) ... David S. Clukey

September 11, 2021 will mark 20 years since the terrorist attacks of September 11, 2001 (9/11) and United States (U.S.) President Joe Biden recently called for the complete withdrawal of all U.S. military forces from Afghanistan on this date. U.S. forces have been on the ground in Afghanistan since October 7, 2001. In this time, the U.S. invested over 240,000 in human capital and over \$2 trillion U.S.D. From 2001 – 2010, after the immediate route of the Taliban, the U.S. orchestrated a series of disjointed campaigns and priorities shifted almost as frequently as commanders. This misalignment with a concurrent refocus of U.S. resources to Iraq in 2003, realized a deteriorated situation in Afghanistan. Conditions improved in 2009 under a series of pragmatic U.S. Army Generals who commonly advocated Special Operations Forces driven Village Stability Operations (VSO). VSO (2010 – 2014) achieved quantifiable improvements through a nested application of U.S. joint capabilities. Unfortunately, VSO’s potential was not realized due to U.S. President Barack Obama’s decision to drawdown of U.S. forces in 2014... Lieutenant Colonel (Retired) David S. Clukey, U.S. Army Special Forces, has been on thirteen overseas deployments, with eight deployments and six combat tours to Afghanistan with the U.S. Army Special Forces (SF) (2004-2014). He has extensive global counterterrorism experience, a Master of Science (MS) in Defense Analysis from the **Naval Postgraduate School**, and Master of Business Administration (MBA) from Arizona State University, W.P. Carey School of Business.



10. Santa Maria names new fire chief

(KeyT.com 12 May 21) ... Dave Alley

(Santa Barbara News-Press 12 May 21) ... Mitchell White

(Santa Maria Times 12 May 21)

(Fire Engineering 16 May 21)

The City of Santa Maria has named Todd Tuggle as the City's new Fire Chief... Tuggle graduated from Cal Poly in 1996, and earned his Master of Arts in Homeland Security from the **Naval Postgraduate School** in 2016.

11. Dellinger named new economic development council CEO

(Main Street Clarksville 13 May 21)

The Clarksville-Montgomery County Economic Development Council executive committee announced it received a commitment from David "Buck" Dellinger to fill the position of chief executive officer... Prior to his work with the MDHA, Dellinger served in the United States Army from 1988 until 2017 in multiple roles that included chief of staff in the 101st Airborne Division at Fort Campbell, Kentucky and Iraq from 2015-2017. He was the garrison commander for the city of Fort Campbell, Kentucky from 2012-2015, served as the director of strategic plans for the Special Ops Command Europe in Stuttgart, Germany from 2010-2012. He was a senior fellow at the **Naval Postgraduate School** in Monterey, California from 2009-2010, and he served as a commander in the 101st Division Special Troops Battalion from 2006-2009.

12. Southern Africa: Botswana Rhino Poaching Worsens As Government Dithers

(allAfrica 16 May 21) ... Oscar Nkala

Rhino poaching in Botswana is getting worse, and the government is not helping matters in any way due to its split attitude on the crisis... In a study entitled "Poaching as a security threat for Botswana and the region" published by the US **Naval Postgraduate School** in September 2018, researcher Kopano Baruti attributed Botswana's high vulnerability to poaching to weak law enforcement, long and porous borders and the existence of ungoverned spaces in its own territory neighbouring countries.

13. Battalion Chief Derrick Phillips Wins ASPA's Doris A. Davis Master's Thesis Award

(Homeland Security Today 17 May 21)

Battalion Chief Derrick Phillips of the St. Louis Fire Department has been selected as the 2021 recipient of the American Society for Public Administration's Doris A. Davis Master's Thesis Award.

Phillips is an alum of the **Naval Postgraduate School** Center for Homeland Defense and Security. The award selection criteria included the quality of the work, the utility of the research to the study and practice of public administration, and the creativity and the originality of the research question, policy proposal, or other guiding elements.

PUBLISHED BOOKS:

An Introduction to Element-Based Galerkin Methods on Tensor-Product Bases

Naval Postgraduate School (NPS) Distinguished Professor Frank Giraldo, introduces his latest textbook, *An Introduction to Element-based Galerkin Methods on Tensor-Product Bases*. Recently, Giraldo was selected as chairman of NPS' Applied Mathematics department.

Giraldo's book is written to help students and professionals solve problems using a new coding structure for Galerkin methods.

UPCOMING NEWS & EVENTS:

May 24-28: [Joint Interagency Field Experimentation \(JIFX 21-3\)](#)

May 25-28: [14th International Mine Technology Symposium \(NWSI Event\)](#)

May 25: [V-SGL with Rear Admiral Lorin C. Selby, U.S. Navy, Chief of Naval Research: Re-Imaging the Future Force](#)

May 31: Memorial Day

June 18: [Spring Quarter Graduation Ceremony](#)



STUDENTS:

Meet the Sailor Who Wants to Make Your Coverall Nametag Look Less Crappy

(Navy Times 14 May 21) ... Geoff Ziezulewicz

“Necessity is the mother of invention,” the old proverb goes, and military men and women are no strangers to jury-rigging fixes on the fly.

And so it went when [Lt. Mitchell Kempisty](#), who has served on several ships in recent years, saw a nametag problem that needed fixing.

Namely, the soft and bendy nametags were not standing up to shipboard life.

“They have a hook and loop Velcro that just attaches to the coveralls,” the 28-year-old junior officer said. “Over time, when the coveralls get washed or they get hung up or get rolled down to half-mast ... they just get beat up over time.”

The nametags bunch and scrunch and curl at the corners, a decidedly “unsat” look, the Maryland native noted.

“They just look really bad,” he said. “People just walk around looking disheveled with that nametag. It’s the first thing you notice.”

“One day I just thought, there should be a backing to that to relieve the issue,” Kempisty added.

And so was born “Industrial Reinforcement for a Wearable Identification,” Kempisty’s patented invention that keeps sailor nametags looking crisp and professional.

While his invention required some legwork, he said the basic concept is simple: a backing board attached to the back of the nametag that has its own Velcro to attach to the uniform, keeping the nametag straight and true in the process.

“The piece in the middle between the Velcro is carbon fiber nylon blend, which is very resilient, but also has good flexibility and rigidity,” he said, adding that it’s also fire retardant.

Kempisty, who graduated with an engineering degree from the [U.S. Naval Academy](#) in 2014, said it took nearly three years to move his idea from the lightbulb stage to prototype.

He bought a basic 3D printer, futzed around with it on his dining room table during his off time, learned Computer Assisted Design, or CAD, and then cranked out a prototype.

A childhood friend and patent attorney helped him legally lock the idea down and he’s since made connections with manufacturers to produce the item, which he is hoping to call “U-Guard.”

Kempisty said he wants to sell his invention at Navy Exchanges and give sailors their own chance to upgrade their nametag game.

Currently studying aeronautical engineering at the [Naval Postgraduate School](#), Kempisty said he’s passed out prototypes to sailor buddies and has received solid feedback.

“To this day, some of them are still wearing it and they enjoy it,” he said. “Your patent doesn’t have to be cool or complicated, it just has to solve the problem.”

<https://www.navytimes.com/news/your-navy/2021/05/14/meet-the-sailor-who-wants-to-make-your-coverall-nametag-look-less-crappy/>

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RESEARCH:

NPS Acquisition Research Program to Host 18th Annual Symposium

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The Naval Postgraduate School’s (NPS) Acquisition Research Program (ARP) will host the 18th Annual Acquisition Research Symposium, virtually, May 11-13. The Symposium will serve as a forum for the presentation and exchange of acquisition-based research from scholars around the United States.



ARP was established in 2003 to provide a platform for innovation and problem solving in the ever-evolving world of Department of Defense (DOD) acquisition strategies. It provides the current information and analytical effectiveness needed to deliver capabilities to America's warfighters.

"Defense acquisition is a critical enabler in getting capabilities across the finish line to the warfighter, and this Symposium is a key part of improving that process," said retired Vice Adm. David Lewis, NPS' Chair of Acquisition. "It brings academia, practitioners, and operational personnel who are innovative thought leaders, and who have practical experience to think through the hard problems we face, and collaboratively discuss solutions that furthers both acquisition research and the development of future acquisition leaders."

NPS Professor of Practice Dr. Robert Mortlock, who serves as the principal investigator of the ARP, said the Symposium is a great way for people to discuss all things acquisition.

"It gives the opportunity for all the acquisition professionals or senior leaders and policymakers to come together and talk about complex acquisition challenges that we have been facing," said Mortlock. "We have researchers from all over the country including researchers from leading universities like MIT, Stanford and Purdue. We have the leading academics from a lot of universities across the nation participating and presenting their research."

Currently, the event has 788 registered guests, and will consist of 80 presenters divided into 23 separate panels. The symposium will host several distinguished guests, including keynote speaker Acting Under Secretary of Defense for Acquisition and Sustainment Ms. Stacy Cummings; U.S. Army Lt. Gen. David Basset, Director of the Defense Contract Management Agency; U.S. Navy Rear Adm. Lorin Shelby, Chief of Naval Research; and U.S. Navy Rear Adm. Peter Stamatopoulos, Commander of Naval Supply Systems Command.

"There's a lot of leaders in the DOD that are going to be presenting or participating in the event," said U.S. Navy Lt. Cmdr. Aaron Shinoff, a program officer in the Graduate School of Defense Management and former NPS student. "It's important to them because it is the future of the DOD and how we do acquisition in not only how we fight, but how we support the warfighters as well."

Mortlock noted that what makes NPS special is that all of the research done here is applied.

"There is a lot of great universities providing graduate education and research opportunities," said Mortlock. "But here at NPS, we are the only ones in the world that focus on defense-relevant graduate education. We are uniquely positioned to do that because of the expertise of the faculty and the students we have here. There is no other university, no other place or warfare center, no other research and development center that combine faculty research together with defense-focused graduate education."

[NPS Acquisition Research Program to Host 18th Annual Symposium > United States Navy > News-Stories](#)

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Defense Acquisition University Plows Through Pandemic With Online Offerings

(Department of Defense 11 May 21)

(Military Spot 12 May 21)

With the COVID-19 pandemic, travel was curtailed across the department, and the Defense Acquisition University's physical training locations closed March 13, 2020, said Stacy A. Cummings, who is performing the duties of the undersecretary of defense for acquisition and sustainment. She spoke today during a virtual discussion as part of the **Naval Postgraduate School's** 18th Annual Acquisition Research Symposium.

"In spite of this, DAU was able to preserve over 80% of student capacity by converting classroom courses very quickly to virtual offerings," she said.

Since then, she said, DAU has ensured that more than 30,000 acquisition professionals were able to receive necessary training. In 2021, she said, DAU increased the number of short topical webcasts they offered by 250% and also added online workshops.



"These online offerings have reached more than 28,000 live attendees," she said. "Webcasts, workshops and webinars are constantly happening."

Cummings also said that the DAU's credential program, which began in late 2019, has grown and is providing defense acquisition professionals with skills and knowledge more finely focused on their specific areas of expertise.

"DAU's credentials program provides responsive and timely learning experiences that participants can self-select in order to grow and deepen their skills," Cummings said. "By offering learning in smaller, more job-specific credentials, DAU is aiming to help DOD evolve beyond today's three-level certification framework and more effectively meet the intent of the Defense Acquisition Workforce Improvement Act."

Most recently, for instance, DAU added a small business professional credential to its portfolio. As part of earning that credential, students apply basic and intermediate knowledge of the legislation, policies, acquisition process and market research techniques required to advise stakeholders effectively, advocate for small business participation in defense acquisitions, and educate small businesses to do business with the defense department.

DAU now offers credentials in a dozen areas, including acquisition law and policy, foundational intellectual property, and cybersecurity for program managers, Cummings said.

"The result is that personnel are better prepared to perform their jobs and can get the additional training they need — and less of what they don't need — at a much faster rate when job requirements change," Cummings said. "The credential program ... has helped train nearly 11,000 people to date."

Right now, she said, 30 additional credentials are in development at DAU.

[Defense Acquisition University Plows Through Pandemic With Online Offerings > U.S. DEPARTMENT OF DEFENSE > Defense Department News](#)
[DAU Plows Through Pandemic With Online Offerings - MilitarySpot.com](#)

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MDA: Test of DDG, Standard Missile-3 IIA a Good Start, But More Work Needed on Homeland Defense Mission

(USNI 13 May 21) ... Megan Eckstein

On Nov. 16, U.S. Missile Defense Agency and Navy sailors aboard USS John Finn (DDG 113), an Aegis Ballistic Missile Defense System-equipped destroyer, fired a Standard Missile-3 (SM-3) Block IIA guided missile that successfully intercepted and destroyed a mock Intercontinental Ballistic Missile (ICBM) during a flight test demonstration in the broad ocean area northeast of Hawaii in November 2020. MDA photo.

The Missile Defense Agency proved that a Navy destroyer with a Standard Missile-3 Block IIA can stop a simple intercontinental ballistic missile threat, but more work remains to prove whether this combination could contribute to homeland defense, the MDA director said Wednesday.

Vice Adm. Jon Hill described the Flight Test Aegis Weapon System (FTM) 44, which took place in the Pacific in November after pandemic-related delays earlier in the year: A simple ICBM target was launched from the Army's Ronald Reagan Ballistic Missile Defense Test Site on the Kwajalein Atoll in the Marshall Islands. Satellites detected the launch, and a slew of satellites and sensors, including on the Pacific Missile Range Facility in Hawaii, tracked the target. Arleigh Burke-class destroyer USS John Finn (DDG-113), positioned hundreds of miles east of Hawaii, launched an SM-3 Block IIA missile from its deck based on its best fire control solution at the time, and the missile itself maneuvered to successfully hit the target as it received more information in flight.

The goal of the test, Hill said while speaking at the annual McAleese FY 2022 Defense Programs Conference, was "to prove that we have the ability to leverage the robustness in the [Aegis] program, so that was really the first test just to see if it's feasible. And we learned a lot."



Hill said the crew of John Finn, with limited data due to limited sensor coverage across the vast Pacific, maneuvered the ship to get the highest probability of kill.

“It maneuvered, shot the missile; lots of uncertainty because of lack of sensor coverage for such a long-range flight where we were doing the exercise. So what we actually saw was a really high divert [from the missile]. So kind of two walkaways from that first test, which is why I think it was really important, was that it was the longest propagated error or uncertainty that we’ve ever seen in any test. And then we had the highest divert – that meant the [SM-3 IIA] missile was maneuvering to actually take it out, and it still took it out, which is really great,” Hill continued.

“In terms of feasibility, did we accomplish the mission? Absolutely. Every test objective achieved in November.”

Hill was asked about an April Government Accountability Office report that cited concerns about the Aegis Combat System/SM-3 IIA pairing for the homeland defense mission – as opposed to the regional defense mission it was built for, to protect a high-value asset such as an aircraft carrier from an intermediate-range missile – and whether the simple ICBM target used in the November test was representative of the real world.

Hill made clear that MDA started simple and has plans to scale up and see if the Navy’s offering could be added in as another layer for homeland defense in Hawaii, off California or elsewhere.

“So what’s next? What’s next is to go against a more complex intercontinental ballistic missile threat, and maybe even change the scenario. This scenario was a defense of Hawaii scenario against a rogue nation – you guess which one out there in the Pacific – and in the future we’re going to go to a more complex [threat], and that’s within the next couple years,” he said.

“So we’re still analyzing data from November, and then we’re going to make upgrades and changes to the combat system, and we’ll make changes to the missile in terms of threat set to take on a higher end class threat.”

MDA and the military services would have to further integrate systems together to make this a credible layer in the homeland defense network, Hill said. During the November test, the MDA commanded and controlled the event from the Missile Defense Interoperability and Operations Center in Colorado Springs, Colo., using the Command and Control Battle Management and Communication System (C2BMC) to receive satellite and sensor data and feed it to John Finn, which fired its missile on remote without having access to the sensor data itself. While that worked in a controlled environment, for a permanent homeland defense mission the ship would need to be better integrated into U.S. Northern Command’s network to fully share information and targeting data.

Hill said that Aegis has been integrated to operate with the Terminal High Altitude Area Defense system, and THAAD has been integrated with the Patriot missile defense system, but MDA hasn’t integrated all the regional defense systems with homeland defense systems.

Beyond the actual integration and engineering work, Hill added that there was a policy question to answer, too.

“Do we want ships in that role of being off the West Coast ... defending against ICBMs as a layer to the Ground-Based Mid-Course Defense? That’s an incredible conversation, we’re having that now, and it’s hard to predict where it will go.”

Asked on Thursday during the **Naval Postgraduate School’s** acquisition research symposium if the Navy has the capacity and appetite to use destroyers for homeland defense, Hill said much of it comes down to what ships are available for the mission.

“I think if you asked Gen. [Glen] VanHerck from NORTHCOM about his confidence in defending the nation today, the answer would be confident. But as the threat evolves, right, you start to see a little change in that view. And so it’s been viewed for a while that the Navy can play a role in that area, but it becomes an asset problem,” Hill said. “There are only so many ships we have up there. And they’re multi-mission ships, and they have a lot of roles around the globe to execute.”

“I’m really not in the decision loop other than doing the technical aspects of those options [that] exist,” he continued. “So the conversation will continue, and it’s anybody’s guess as to where it will go.”

[MDA: Test of DDG, Standard Missile-3 IIA a Good Start, But More Work Needed on Homeland Defense Mission - USNI News](#)



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Navy wants to leverage industry systems to get a jump on digital engineering

(Federal News Network 13 May 21) ... Jared Serbu

The Navy wants to embrace digital engineering to help speed up its acquisition process and cut its long-term sustainment costs. This includes using “digital threads” that span all the way from a new system’s initial design through its eventual retirement.

And to jumpstart the process, officials are considering ways to use the digital engineering platforms defense contractors have already built.

The Navy already started building “digital twins” — virtual replicas of physical systems that can dramatically speed up the process of integrating new innovations into the fleet by accurately predicting how they’ll work in the real world.

But as in other parts of DoD, the current thinking is that the biggest payoff will come when fully-digital engineering processes can account for the full lifecycle of a weapons system, letting the military services make better decisions about total cost of ownership and long-term maintenance.

After all, those long-term sustainment costs make up 70% of spending on an average weapons system, said Jay Stefany, the Navy’s acting acquisition chief.

“In an ideal world, it’s a single digital model to be used for the program’s requirements definition phase, the 3D design, and then that same model and data moves into the digital production phase, and we then use it for developmental testing and operational testing,” he said Wednesday during an acquisition symposium hosted by the **Naval Postgraduate School**. “Then, operator training and maintainer training should use the same digital thread, and ultimately for lifecycle sustainment and modernization. We need to figure out how to turn that single thread for the lifecycle of a program into a reality.”

And one way to accelerate those changes may be to piggyback on the work the Navy’s biggest vendors have already done to build digital engineering environments of their own. As of now, they’re for internal corporate use only, for understandable intellectual property protection reasons. But Stefany said big contractors have indicated at least an interest in collaboration.

“Every one of the major companies comes in and tells me they have great digital models, and my first question is, ‘Okay, when can we bring our warfare centers or research folks in and have a collaborative digital environment?’ And the devil’s in the details,” he said. “The contracts and the legal and the data rights are work to be done, but my goal is not to reinvent the wheel. If an OEM already has a model or they’re developing a model, we should be able to be in the middle of that. We just need the right licenses and the right authorities.”

Stefany said the Navy is in discussions with the House and Senate armed services committees on how to craft legislative language that would give the military clearer legal guardrails to make use of defense contractors’ digital engineering environments. He said those new authorities would need to make clear that the government will protect any intellectual property in their data environments from possible exposure to competitors.

“We’ll need to approach it collaboratively: you, the OEM, still own that environment, we just want to be in it and have access to it through acquisition, and be able to use it to sustain our own ships and airplanes and weapon systems,” Stefany said. “We don’t want to resell your stuff on the international market, but we do want our own sailors and Marines to be able to use it to sustain the equipment we’ve given them. At the president and CEO level, they’re all on board with that. It’s the third parties they worry about.”

Another challenge in crafting those new authorities is that they’ll need to be flexible enough to accommodate the types of data access the Navy might need for a particular system, whether it be an aircraft, a ship, or an electronic warfare platform.

In any event, Stefany said the Navy doesn’t envision a one-size-fits-all approach to accessing contractors’ digital engineering environments, and will likely negotiate over each one.



“I want the industry to come back and prove to us that there’s some special sauce the government shouldn’t have [rights to], and that they didn’t just stamp everything as proprietary,” he said. “So getting the dialogue going is the key. If not contract-specific, it will probably be company-specific or domain-specific.”

The Navy isn’t alone in wanting to work with contractors on digital engineering.

The Air Force, for example, envisions a future in which digital engineering can be accomplished with enough fidelity that it can award contracts for most major systems on the basis of digital models, not necessarily physical prototypes. But that service is looking to approach the problem from the other direction: Giving companies access to a government-operated digital engineering environment, rather than asking for access to the contractor’s.

And the Defense Department thinks there’s promise in the digital engineering approach the Air Force took on systems like its Ground Based Strategic Deterrence program. Stacy Cummings, the acting undersecretary for acquisition and sustainment, said it helped set the program up with the data rights it will need over its entire lifecycle without locking itself into a single vendor.

“Emerging threats and the challenging socio-technical operating environment require a fundamental change to the way we develop and acquire weapon systems and their supporting technologies,” she said. “DoD is committed to digital engineering efforts to drive agility and more informed acquisition decision making. In addition to modernizing the department’s digital engineering capabilities to include fully-digital programs, we are in critical need of standards that will enable collaboration.”

Cummings said digitizing the acquisition lifecycle could be especially helpful in areas like developmental and operational testing, and particularly with regard to software.

“Congress has encouraged us to reduce the timeline for how quickly we’re releasing software, because we simply can’t keep up the pace of the demand from our user if we have a very serial process of testing — contractor-led testing followed by developmental testing and then operational testing,” she said. “We also can’t continue to look at testing as being something that is only done in a physical environment. So we’re encouraging program managers to work with their developmental testing and operational testing teams to maximize automated testing. And both the developmental and operational test policy leaders are committed to create and implement policy that allows us to take advantage of technology for automated testing and integrated testing.”

[Navy wants to leverage industry systems to get a jump on digital engineering | Federal News Network](#)

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Frederick Stefany: Navy Eyes Digital Engineering Collaboration With Industry

(ExecutiveGov 14 May 21) ... Mary-Louise Hoffman

The U.S. Navy is considering working with companies to implement digital engineering systems as the military service aims to accelerate its acquisition life cycle, Federal News Network reported Thursday.

Frederick Stefany, assistant secretary for research, development and acquisition at the U.S. Navy, said the branch is in talks with some members of Congress regarding legislative approaches that may help the military to use digital platforms built by defense contractors while ensuring intellectual property and data environment are protected.

“We’ll need to approach it collaboratively,” Stefany told attendees at a **Naval Postgraduate School** symposium Wednesday.

He added that the Navy wants to access industry’s digital engineering environments via the contracting process for potential use in aircraft, ship and weapon systems sustainment efforts.

Stacy Cummings, acting undersecretary for acquisition and sustainment at the Department of Defense and 2021 Wash100 Award recipient, said that DOD looks to digital engineering tools to help inform the procurement decision-making process and needs to create standards that will drive collaboration in that area.

[Frederick Stefany: Navy Eyes Digital Engineering Collaboration With Industry \(executivegov.com\)](#)



FACULTY:

Iran attacked: Is Revolutionary Guard looking the wrong way?

(Christian Science Monitor 11 May 21) ... Scott Peterson

Aveteran of 5,000 hours behind bars, accumulated during repeated bouts in prison and months in solitary confinement, Iranian Mohammad Reza Jalaeipour is very familiar with the intelligence arm of the Islamic Revolutionary Guard Corps – and with its obsessions.

So when the political activist was summoned for questioning in March – just days after being warned by the IRGC to stop helping reformists find a consensus candidate for June 18 presidential elections, or face jail – he expected arrest. He quickly posted a video on social media.

Describing himself as an “unimportant and low-impact citizen, whose activities are not even worth mentioning,” Mr. Jalaeipour said, addressing his interrogator: “I’m surprised at your tyranny; at least do it in an effective way!”

He added, “You put me in solitary confinement many times, and you realized every time that it does not work.”

At a moment when Israeli agents and its allied operatives appear to regularly penetrate Iran and freely target its nuclear program, the episode highlights the fixation of the IRGC’s intelligence branch instead on domestic activists and dual citizens it accuses of espionage, providing a window into its threat priorities.

The latest alleged Israeli attack, an explosion at the Natanz uranium enrichment plant April 11 that destroyed thousands of centrifuges – the second devastating strike on Natanz in less than a year – comes after Iran’s well-protected top nuclear scientist, Mohsen Fakhrazadeh, was assassinated in broad daylight last December.

The disconnect between the attacks and the IRGC’s focus is raising questions – even among staunch loyalists of the Islamic Republic – about how an authoritarian regime obsessed with “infiltrators” has become so vulnerable to external threats.

For Iran, one root issue appears to be the cost of an ideological military force that sees itself as much more. The often hubristic self-image of the IRGC, created to “protect” the 1979 Islamic Revolution, has outstripped its capabilities.

“Looking for an easy win”

Analysts say the IRGC is overburdened, having assumed more and more functions of the state. As the IRGC fails repeatedly to prevent sabotage widely attributed to the Mossad, they say, it seeks to compensate by hitting domestic targets.

“The IRGC at times loses sight of its main mission, due to its ever-expanding portfolios,” says Ali Alfoneh, an analyst at the Arab Gulf States Institute in Washington.

“Incapable of preventing Mossad operations in Iran, the IRGC creates the illusion of intelligence superiority by hitting soft targets such as Iranian dual nationals,” says Mr. Alfoneh, the author of two books on the IRGC’s rise.

“They are distracted, and also I think myopic. They are looking for an easy win,” says Afshon Ostovar, an Iran expert at the **Naval Postgraduate School** in Monterey, California. “They go after small-potato dissidents, or just invent them to begin with, because it’s something they can show the regime [and] everybody else.

“But what they have not developed is a real unity of effort, and a real articulation of what the danger is,” says Dr. Ostovar, author of “Vanguard of the Imam: Religion, Politics, and Iran’s Revolutionary Guards.”

Other inherent security vulnerabilities, say experts, are created by widespread economic discontent and inefficiencies in overlapping and redundant state institutions.

Iran's economic hardship and corruption, says Mr. Alfoneh, "eases recruitment of the citizenry by foreign powers."

It's "not just them looking in the wrong places [for threats], but ... really discounting how much discontent there is within Iran ... within the ranks of the government, the armed forces, the civil servants," says Dr. Ostovar. "This isn't all political discontent, but it leaves people more susceptible to inducements that foreign intelligence services can offer them."

Even Mossad derived a benefit from Iran's many intelligence distractions, according to the London-based Jewish Chronicle. In a detailed account of the Fakhrizadeh killing published in February, citing intelligence sources, it said a team of more than 20 spies – both Israeli and local Iranian agents – spent eight months getting close to their target and smuggling parts of a remote-controlled gun.

"The audacious operation ... succeeded partly because Iranian security services were too busy watching suspected political dissenters," the Chronicle reported.

Survival tactics

Those dots have been connected in Tehran, too, raising questions like never before about IRGC priorities.

"Another fire at the Natanz nuclear facility... isn't it a sign of how serious the issue of infiltration is?" asked former commander of the IRGC, Mohsen Rezaei, in a tweet. "The country's security apparatus is in need of cleansing."

Former president Mahmoud Ahmadinejad went further, asking about Iran's \$1.2 billion-per-year security apparatus: "How is it that, instead of fighting off the enemy, you are standing against the people? How is it that the people have turned into the threat?"

The political rationale might be simple.

"The regime leadership is aware of the substandard performance of its institutions in the intelligence wars against foreign powers," says Mr. Alfoneh. "But I also suspect they are content as long as those same institutions display full competence suppressing the domestic opposition, which has hitherto secured the regime's survival."

The IRGC's broadening remit includes a major role in the sanctions-strapped economy; supporting regional proxy forces from Lebanon and Syria to Iraq and Yemen; building an expanding ballistic missile and drone program; and fighting a shadow war against the United States and Israel.

Yet it has also found time for lethal crackdowns on protests that left hundreds of Iranian citizens dead; made spectacles of arresting dual nationals and successfully luring dissidents within kidnapping range; and stepped into Iran's vicious political fray.

Political drama

The IRGC even produced an expensive TV series called "Gando," a spy thriller that portrays it as invincible, while insinuating that the centrist President Hassan Rouhani and Foreign Minister Mohammad Javad Zarif are sellouts to archenemies America and Israel.

Mr. Zarif dismissed "Gando" as a "lie," but sparked controversy in an interview leaked in late April when he said Iranian diplomacy was "sacrificed" to IRGC military interests. In the interview, for a government oral history project, he said the Guard's much-revered Qods Force commander, Gen. Qassem Soleimani, killed in an American drone strike in January 2020, sought to scupper the 2015 nuclear deal.

Days after the leak, IRGC intelligence agents reportedly raided the offices of President Rouhani and of Mr. Zarif, and carried away documents.

The political firestorm is the latest example of how Iran's "deep state of security and intelligence forces," which report to Iran's supreme leader, Ayatollah Ali Khamenei, continue to "have power without accountability" and dominate the "weak state," writes Karim Sadjadpour, Iran analyst of the Carnegie Endowment for International Peace.

"While the Guards' use of fear and coercion might be able to indefinitely sustain the Islamic Republic's internal contradictions, this should not be mistaken for popular legitimacy," Mr. Sadjadpour wrote in *The Atlantic* in March. During four decades, the Islamic Republic "proved adept at surviving but, like many revolutionary regimes, incapable of reforming."

And that creates a systemwide lack of unity that can lead to vulnerability.

“The regime itself is a compromise, between the ruling institutions and the supreme leader who sits on top of it,” says Dr. Ostovar. Mr. Khamenei “has not found a way to become a dictator and just impose a king-like efficiency to the system, and there’s also an indigenous looseness to the system that ... allows these cracks and these fissures that can be exploited by Israel and whomever else.”

IRGC efforts are complicated, too, by the scale of “taking on the world, or at least a significant part of it, as an enemy,” says Dr. Ostovar. “It’s difficult for them to keep up. It’s got to be exhausting, because their foot is on the pedal all the time.”

[Iran attacked: Is Revolutionary Guard looking the wrong way? - CSMonitor.com](#)

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New face, same mission: Woman hopes to raise awareness, ID more veterans in Auburn area

(Gold Country Media 14 May 21) ... Stacey Adams

Marilyn Schneider never imagined her desire to honor fallen veterans would turn into anything more than helping to lay wreaths on veterans’ graves.

However, Schneider said while gathering wreaths from graves in January, Auburn Area Wreaths Across America Location Coordinator Paula Celick asked if she would consider taking over the position. Although Schneider assisted with the December wreath-laying ceremony for a few years, she was unsure why Celick picked her for the job.

“She barely knew me, but she also knew that I’m rather on the tenacious side about things, like I wanted to identify more veterans,” Schneider said. “There are a number of people buried here in our areas that don’t have that veteran designation that we know should be designated. But the problem is, if a family member does not let the cemetery know that their loved one was a military member, there is no designation.”

Schneider said she initially had to think about Celick’s offer, though she knew her answer “in the next breath.”

“This is one of those moments in life where an honor presents itself,” she said. “Who would say no? So, that very same day, I said, ‘Yes, count me in.’”

Schneider said she has felt lucky and blessed, based on occurrences in her life where an unlikely opportunity presents itself or she has received monumental support. Schneider recounted one such event when her husband of 31 years, Uwe, fell ill and her coworkers from the **Naval Postgraduate School** were sitting in the waiting room with her and her family. Even after Uwe’s passing, Schneider said the support didn’t falter and came from places she didn’t consider, like a person she only worked with via phone who called to check on her.

“I learned so many absolutely positive things about human nature, about the value of friends,” she said. “All these little connections happen to me all the time. I consider myself beyond blessed.”

Schneider considers her new role with WAA as one of those unlikely opportunities. As the Auburn-area location coordinator, Schneider said she hopes to get younger people more involved with WAA’s mission so there is not a “loss of honoring uniform services.”

“What I really want is some young people to help me to participate in everything that Paula created that I could continue with, and also to get them interested and jazzed about the kinds of programs that they really may not know much about,” Schneider said. “They may have seen Wreaths Across America at Christmas on a news program because people are putting wreaths on graves, but an actual local connection is what I really think I need to work a little bit on.”

Schneider said she also hopes to identify more fallen veterans in the area so they too can receive the recognition they deserve.



“These people gave to our country, and they deserve to get something back, if it’s nothing more than the wreath,” she said. “And by golly, before I’m gone from this earth, I’m going to get that job done. I don’t quite know for sure how, but I am going to get that done, because again, that recognition, that honor - we should be honoring these people.”

Schneider said she has a list of Auburn-area graves with names and would like to find a source that will allow her to confirm more veteran identities. Schneider said she will even drive to Washington, D.C., and sit in the Veterans’ Administration lobby in order to identify more vets who should be honored.

“How much time is it worth to help somebody out?” she said. “It’s worth all the time you’ve got. So although I have discovered that I have definitely bitten off more than I can currently chew with Wreaths Across America, I know that give me a year or two and some support from people in the community, and I will be just fine.”

[New face, same mission: Woman hopes to raise awareness, ID more veterans in Auburn area | Gold Country Media](#)

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ALUMNI:

Afghanistan’s Importance to the Future of U.S. National Security

(Small Wars Journal 12 May 21) ... David S. Clukey

September 11, 2021 will mark 20 years since the terrorist attacks of September 11, 2011 (911) and United States (U.S.) President Joe Biden recently called for the complete withdrawal of all U.S. military forces from Afghanistan on this date. U.S. forces have been on the ground in Afghanistan since October 7, 2001. In this time, the U.S. invested over 240,000 in human capital and over \$2 trillion U.S.D. From 2001 – 2010, after the immediate route of the Taliban, the U.S. orchestrated a series of disjointed campaigns and priorities shifted almost as frequently as commanders. This misalignment with a concurrent refocus of U.S. resources to Iraq in 2003, realized a deteriorated situation in Afghanistan. Conditions improved in 2009 under a series of pragmatic U.S. Army Generals who commonly advocated Special Operations Forces driven Village Stability Operations (VSO). VSO (2010 – 2014) achieved quantifiable improvements through a nested application of U.S. joint capabilities. Unfortunately, VSO’s potential was not realized due to U.S. President Barrack Obama’s decision to drawdown of U.S. forces in 2014.

The tumultuous history of Afghanistan has reinforced threefold enduring dynamics: 1) never underestimate the resilience of Afghanistan’s people, 2) Afghanistan is the proverbial “graveyard of empires”, and 3) Afghanistan and Pakistan are inextricably linked. Understanding these dynamics without diving into the cultural nuances of the country, it is imperative the U.S. does not permit Afghanistan to deteriorate into the conditions that ultimately realized 911. The U.S. arguably did this once, and can trace pre-911 conditions in Afghanistan to the conclusion of Operation Cyclone (1979-1989), when the U.S. supported Mujahadeen insurgency drove the Soviet Union out of Afghanistan. Once the Soviet’s departed, so did U.S. support. The Soviet backed Afghan-government crumbled soon after in 1992, and Afghanistan subsequently endured years of turmoil. First, civil war ensued as warlord factions vied for control, and ultimately the Pakistani Inter-Services Intelligence (ISI) supported Taliban asserted its Islamic fundamentalist influence from its power base in Kandahar.

U.S. Foreign Policy, implications of the past shape the future

Understanding U.S. foreign policy and Afghanistan and Pakistan (South-Asia, not including India in this discussion) conditions during the 1990s that precipitated the terrorist attacks of 911, offer a glimpse of the dire implications of U.S. failed foreign policy. It illuminates what a potential U.S. withdrawal from Afghanistan in 2021 may realize. However, even more compelling is 1990s dynamics do not replicate contemporary challenges to the U.S. including increasing global Chinese influence and fiscal prosperity,



U.S. and Russia tensions, Iranian nuclear hedging, or U.S. internal political polarization and unprecedented divisiveness for that matter. However, the global threat of 1990s al Qaeda is replicated by a resurgent Islamic State in Iraq and the Levant - Khorasan's (ISIL-K) in Afghanistan. Although degraded, ISIL remains a global terrorist network whose resurgence in Afghanistan occurred with consistent pressure from U.S. supported Afghan operations and U.S. counterterrorism resources; al Qaeda also persists. What will happen when U.S. support and consistent overwatch and pressure through advanced technologies are removed?

What happened in the 1990s to realize the terrorist attacks in the U.S. in 2001? “Everything is interconnected.” Below offers a succinct summary of interconnected factors that would be extremely negligent to revisit:

Abandonment: following the collapse of the Soviet backed Afghan government, outside of meager and inefficient United Nations (UN) humanitarian focused efforts, Afghanistan was left wanting for much needed international support. With no international assistance, recognized or functioning government, or ability to enforce rule of law, instability ensued.

Instability: civil war between rival criminal, warlord, tribal and drug lord factions dissolved traditional power structures. This environment offered sanctuary to malign actors. U.S. strategic interest at the time focused on regional stability not Afghan instability; this vacuum coupled with lingering ISI support for the Taliban, enabled them to assert influence from their power base in Kandahar (1996 – October 2001).

No U.S. coherent regional strategy: U.S. President Bill Clinton’s foreign policy focused on peacekeeping, relations with Russia and China and did not want counterterrorism as a focus. for his administration; moreover, “U.S. officials saw little geostrategic value in Afghanistan,” and ignored the Afghanistan and Pakistan’s interconnectedness.

Afghanistan and Pakistan Interconnectedness: Afghanistan and Pakistan are inextricably linked, dangers posed to Afghanistan by the Soviet threat also affected Pakistan. Pakistan contributed to the insurgency against Soviet occupiers through ISI tacit support of the Taliban. ISI continued to support the Taliban throughout the 1990s, contributing to their ascendancy to power.

Safe Haven: as Taliban influence grew in Afghanistan throughout the 1990s, so did al Qaeda’s; albeit on global scale as a transnational terrorist threat. President Clinton recognized the extraordinary global threat posed by al Qaeda as well as the implications of Taliban endorsed safe haven for them in Afghanistan; however, “there was no clear American determination to get rid” of either.

Not knowing what the future U.S. foreign policy concerning South-Asia (Afghanistan, Pakistan and India) looks like, or even the finalized priorities for the U.S. National Security Strategy outside of interim guidance, it is extremely important to consider the implications of ignoring, dismissing or not fully acknowledging threats to U.S. national security interests through inaction or non-deliberate foreign policy. Understanding the Interim National Security Strategy Guidance calls to “promote a favorable distribution of power to deter and prevent adversaries from directly threatening the United States and our allies, inhibiting access to the global commons, or dominating key regions.”

It would appear President Biden’s call to withdraw forces from Afghanistan may be a bit presumptive, contrary to the interim guidance, and counterintuitive to national security interests. How does the U.S. inhibit access to global commons by ceding a pivotal counterterrorism battleground? Especially, with a hedging Taliban, resurgent ISIL-K and the Afghan governments precarious reliance on U.S. support. Additionally, how does the U.S. dominate key regions by vacating the only country conspicuously located between China and Iran? Notwithstanding how the prospects of withdrawal present an uncertain future for a country whose historical transitions of power realized considerable violence and displacement. The immediate implications of President Biden’s announcement and prior U.S. peace talks with the Taliban have realized a “38% increase in violence and attacks on civilians” and a “wave of assassinations targeting prominent women, journalists and progressives.”

Why Does Afghanistan Matter?

Stability in Afghanistan is key to U.S. national security interests, its geography, culture and border disparity contribute to terrorist safe haven. The following factors enable terrorist groups to flourish in



Afghanistan. Some conditions are consistent with similar terrorist safe havens around the globe, including Yemen, Niger and Syria. Albeit, conditions in Afghanistan are reinforced with uniquely severe terrain (extensive mountain ranges and desert), unique cultural and regional nuances, and the potential for tacit support and possibility for alliances with enduring Sunni Islamic fundamentalist terrorist groups like the Taliban, al Qaeda, and the Haqqani network.

Culture: Afghan tribal disparity, ethnic loyalty, regional identification, and general lack of a national identity, with the Pashtun Tribe's broader cultural impact and historical ascendancy to power resulting in a general common understanding of Pashtunwali principles; specifically, *Melmastyā* (hospitality) and *Nənwāte* (sanctuary). This makes everything in Afghanistan local and means what happens in the central government or the next village over is generally irrelevant. Great dynamics for anyone seeking sanctuary.

Islamic Fundamentalism: the Taliban enforced harsh adherence to Sharia Law and Islamic fundamentalism. Terrorist groups with Sunni Islamic fundamentalist ideologies can seek common ground and leverage this ideological alignment for safe haven and common interests. Conversely, the Taliban recently reached out to Shias in a move to generate political legitimacy and broader support prior to intra-Afghan peace talks.

Safe Haven: mountainous, austere, and vast ungoverned areas: isolated noncontiguous villages, generally from different khels (clans), and a historically contested border area with Pakistan including the FATA offer safe haven.

Rampant Corruption: civic institutions are generally constrained to Kabul and other accessible large population centers; however, those that do exist are systemically corrupt. The greater periphery and remote areas outside of Kabul remain autonomous and contested. This dynamic is compounded by the cultural nuance that Afghans respect the authority, *wasta*, of the individual person over rules (or formal government).

Afghanistan's severe geography combined with years of instability offered safe haven for terrorist groups like al Qaeda to set up training camps and devise plans that would ultimately realize the death of over 6,000 people on September 11, 2001. Notwithstanding, all who made the ultimate sacrifice in the almost 20 years of Global War on Terrorism that followed. Afghan sovereignty is dependent on U.S. support. These conditions will persist until Afghanistan pursues viable alternatives to promote economic development efforts to sustain itself. If the U.S. does not consider retaining a scalable presence in Afghanistan, it will very likely deteriorate into pre-9/11 conditions. To preclude this, Afghanistan may consider Chinese support. This will open the door to overt Chinese and Iranian influence. China expressed concern about terrorist safe havens in Afghanistan and may opt to fill the U.S. void with peacekeepers. With the recent resurgence of the ISIL-K in eastern Afghanistan, China has every right to be alarmed.

Suggestions:

Afghanistan offers the U.S. key terrain to promote U.S. national security interests in Southwest Asia, it is strategically nestled between Iran, nuclear armed Pakistan and China. It offers U.S. designed, funded and built modern military infrastructure replete with secure airfields and hangars; notwithstanding, material assets and legacy relationships at all levels from over 20yrs of sustained U.S. presence.

I suggest an enduring and scalable strategy to retain Afghan sovereignty, encourage economic development, promote regional stability, and mitigate foreign and internal malign influence or safe haven.

Re-examine South-Asia foreign policy calling for Afghanistan and Pakistan cooperation.

Call for World Trade Organization, UN and Afghan governmental regulation of Chinese exploitation of Afghan energy and mineral resources.

Depreciate U.S. foreign aid to Afghanistan over time with incentives for Afghanistan to invest in alternatives to exploit untapped energy and mineral resources.

Leverage poppy yields for legitimate revenue for medicinal purposes; advise provincial leaders to tax a small percentage of this revenue for infrastructure projects and policing (oversight is key as corruption is rampant).

Designate a scalable U.S. advisory force and separate counterterrorism mission.



Retain secure infrastructure to sustain U.S. counter-terrorism operations and a support contingent for advisors.

Conclusion

Before the US commits to withdrawing its resources from Afghanistan to justifiably end the “forever war”, it needs to consider viable and scalable options to sustain US strategic placement, continue counterterrorism, and sustain Afghan sovereignty through improved military capacity and economic development. It would behoove senior decision makers to review recent history and not reverse significant investments made, consider the impacts of relinquishing strategic competitive advantage through critical asset emplacements to China, and the dire implications of ignoring viable (ISIL-K, al Qaeda) threats to U.S. national security interests. It would be extremely unfortunate to make a politically digestible strategic decision that nobly ends a forever war, yet sets forth a series of degenerative events that ultimately replicate pre-911 conditions in Afghanistan. This time, with communist China, who seeks comprehensive national power, an opportunity to undermine 20-years of US efforts while simultaneously enabling People's Republic of China (PRC) advisors and military forces strategic access and influence in South-Asia - a move that would strengthen deterrence against U.S. military intervention in the region.

Lieutenant Colonel (Retired) David S. Clukey, U.S. Army Special Forces, has been on thirteen overseas deployments, with eight deployments and six combat tours to Afghanistan with the U.S. Army Special Forces (SF) (2004-2014). He has extensive global counterterrorism experience, a Master of Science (MS) in Defense Analysis from the **Naval Postgraduate School**, and Master of Business Administration (MBA) from Arizona State University, W.P. Carey School of Business.

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Santa Maria names new fire chief

(KeyT.com 12 May 21) ... Dave Alley

(Santa Barbara News-Press 12 May 21) ... Mitchell White

(Santa Maria Times 12 May 21)

(Fire Engineering 16 May 21)

The City of Santa Maria has named Todd Tuggle as the City's new Fire Chief.

"It's exciting," said Tuggle. "It really is. It's an immense amount of responsibility. Great department. Great location. Very bright future ahead of us. A lot of young folks eager to move up, eager to grow the department and eager to grow what we're capable doing. Lot of senior folks as well that have a wealth of experience to bring to the table."

Tuggle has been with the Santa Maria Fire Department since February 3, 2020.

He first served as Deputy Fire Chief and was later named Interim Fire Chief effective December 19, 2020.

In a City press release, it said City Manager Jason Stillwell named Tuggle to the position effective May 8.

"I have a lot of energy," said Tuggle. "I'm glad to be here. I have quite a few years left in my career and I've been given the opportunity to lead a group of very talented and very intelligent and very energized folks that are ready to some great things."

Tuggle was hired just weeks before the COVID-19 pandemic started last spring and has been instrumental in helping the department work through the past 14 months.

"He got thrown right into things with Covid," said Battalion Chief Tony Clayburg. "Working with City Hall, working with County Public Health, working with all the other first responders in the city and the area and navigating us through that, that was a huge endeavor, and I think it was well done. He definitely kept it organized and I think we're all better for it."

He added that one of the challenges facing the department is how it will emerge out of the pandemic.



"There's still a lot that remains to be seen on that front with regards to how the pandemic is going to impact the overall finances," said Tuggle. "The budget is precarious just because nobody is really quite sure what the ultimate impacts of the pandemic are looking like, so things are looking good, but there's still some questions out there."

Still, he emphasized the fire department is in good overall shape, especially since it was able to hire 14 new firefighters early last year, as well as add a new engine at the city's main fire headquarters Station One.

Before working in Santa Maria, Tuggle served 17 years with the City of Fresno Fire Department, where he rose to the position of Battalion Chief.

"Having some experience outside, I've been able to blend that in with a wealth of experience that we have here in the city that they have developed and our folks have developed over the years, and so as we look forward and we look towards our growth as a city, I believe we can bring all that experience together," said Tuggle.

Tuggle graduated from Cal Poly in 1996, and earned his Master of Arts in Homeland Security from the **Naval Postgraduate School** in 2016.

"This is an incredible opportunity," said Tuggle. "My family moved here from the Central Valley. Both my wife and I are Cal Poly alums, so it feels a lot like coming home and this community has been incredibly receptive to us, even through Covid we have been accepted with open arms and it has been incredible for us. We are very thankful to be here and we're looking forward to a long career here in Santa Maria and the Central Coast."

His official badge pinning ceremony is scheduled to take place at the City Council meeting scheduled for May 18, 2021.

[Santa Maria names new fire chief | NewsChannel 3-12 \(keyt.com\)](#)

[Tuggle named SM fire chief - Santa Barbara News-Press \(newspress.com\)](#)

[Todd Tuggle named Santa Maria fire chief following interim role | Local News | santamariatimes.com](#)
[Names in the News: May 16, 2021 | Fire Engineering](#)

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Dellinger named new economic development council CEO

(Main Street Clarksville 13 May 21)

The Clarksville-Montgomery County Economic Development Council executive committee announced it received a commitment from David "Buck" Dellinger to fill the position of chief executive officer.

The Clarksville-Montgomery County Economic Development Council executive committee announced it received a commitment from David "Buck" Dellinger to fill the position of chief executive officer.

The EDC was established in 1996 and promotes economic growth and development of Clarksville-Montgomery County. The EDC enhances and supports its member entities, including the Industrial Development Board, Convention and Visitors Bureau-Visit Clarksville and the chamber of commerce. Dellinger was selected from among 74 applicants after a nationwide search.

Dellinger is currently chief development officer and chief operating officer of the Metropolitan Development and Housing Agency in Nashville, where he supervises the urban development, community development, affordable housing, rental assistance, human resources, construction and recapitalization departments.

Prior to his work with the MDHA, Dellinger served in the United States Army from 1988 until 2017 in multiple roles that included chief of staff in the 101st Airborne Division at Fort Campbell, Kentucky and Iraq from 2015-2017. He was the garrison commander for the city of Fort Campbell, Kentucky from 2012-2015, served as the director of strategic plans for the Special Ops Command Europe in Stuttgart, Germany from 2010-2012. He was a senior fellow at the **Naval Postgraduate School** in Monterey,



California from 2009-2010, and he served as a commander in the 101st Division Special Troops Battalion from 2006-2009.

Dellinger has a master's degree in political science from Rutgers University and a bachelor's degree in engineering from the United States Military Academy.

"Dellinger's passion for the community and established relationships boosted him to become the prime candidate and ultimately offered the position of the Economic Development Council's CEO position," said Suzanne Langford, EDC chairperson. "As former 101st Airborne Division chief of staff at Fort Campbell, he comes with a strong understanding of our community and a compelling sense of leadership. This together with his clear understanding of building local economies through development and re-development efforts as he has accomplished in Nashville, make him an exceptional choice to lead our EDC.

"This is an extremely important position for the EDC and for Clarksville and Montgomery County. I am thrilled and excited that Buck Dellinger will join our organization and am confident his leadership and experience will greatly benefit our community."

In the role, Dellinger will lead the EDC and is responsible to coordinate, promote and ensure economic development in Clarksville-Montgomery County. The EDC CEO also serves as the director of the Aspire Clarksville Foundation, a privately funded, nonprofit organization that helps to fund the initiatives of the EDC and its member entities.

"I am thrilled to rejoin the Clarksville-Montgomery County community," Dellinger said. "Over the last four years, my focus has been on urban and community development, particularly among diverse groups. I look forward to bringing that expertise to the EDC and cultivating economic development and growth to serve every community member," said Buck Dellinger.

To recruit the best candidate and fill the position appropriately, an executive search committee was created to streamline the process. Members included Khandra Smalley, Kyle Luther, Matt Cunningham and Ron Bailey. Each serves as a representative on the boards of the EDC partner agencies. Dellinger's appointment was voted on and approved by the EDC board of directors. He will begin his role as CEO on June 1.

"I want to personally thank the executive search committee, as well as the board of directors, for their time, support and commitment to finding the right candidate," said Langford. "I know Buck will be an excellent leader for the organization and our community."

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Southern Africa: Botswana Rhino Poaching Worsens As Government Dithers

(allAfrica 16 May 21) ... Oscar Nkala

Rhino poaching in Botswana is getting worse, and the government is not helping matters in any way due to its split attitude on the crisis.

On the one hand, the government of President Mokgweetsi Masisi--in power since 2018--acknowledges the seriousness of the crisis but, when it suits it, the administration ambivalently denies any calamity and neglects taking decisive action.

Just a few months into the first wave of Covid-19 that the World Health Organisation (WHO) declared a pandemic in March 2020, Masisi rang the alarm bell about the deteriorating black rhino poaching epidemic in his country.

"At the rate at which the black rhino population is depleting, I'm afraid our iconic species will be out by the end of 2021. There is a serious problem with poaching in this country and this must be stopped," said Masisi, as quoted by Lifegate, a sustainable development outfit.



National security

Masisi repeated his worry about poaching--that he averred as a "national security threat"--at a subsequent military pass-out parade.

He told the graduating senior army officers: "You graduate at a time when this country is facing a security challenge, such as high levels of poaching which threatens to wipe out our wildlife resources, that's threatening the tourism sector which is one of the key engines of our economy."

And, early this year, his predecessor, Ian Khama--who bears commercial interests in wildlife tourism--took to Twitter and claimed that a whopping 120 rhinos had been killed by poachers in the preceding 18 months.

Khama warned that the rhinos that were being killed with their horns on or not would be gone and "none left for tourism to see" after the Covid-19 pandemic, pretty echoing what Masisi had already publicly stated.

The backlash from government went at a tangent, though.

The Department of Wildlife and National Parks (DWNP) accused Khama of making irresponsible statements and claimed that, in fact, poaching and other crimes linked to wild life had gone down by 70 percent since March 2020.

Even then, the DWNP director, Kabelo Senyatso, insisted that government would not be publishing poaching statistics as the information was sensitive.

But, despite this denialism on the part of the Botswana government, anecdotes of worsening poaching are available.

Up to 2014, Botswana was globally considered a "safe haven" for wildlife.

Rhino poaching has been driven mostly by Asian demand, particularly in China where the horns are valued for both social status and their perceived medicinal utility.

South African, Zimbabwean and Zambian poachers have invariably been accused of leading the killing of the horned animals, but there is a suspicion that military and intelligence officials are conniving with them.

Due to a widely publicised "shoot-to-kill" policy adopted in 1987 that was, however, never written into the country's statutes, Botswana managed to reduce the poaching of endangered species like elephants and rhinos to insignificant levels.

This "zero tolerance" message was enhanced in April 2014 when then president, Ian Khama, banned trophy hunting to save various wildlife species that were threatened with extinction.

Masisi, though, reversed the policy when he took over, and also took away full automatic guns from the wildlife department, thereby reducing their effectiveness in fighting poaching.

It was this "zero tolerance" to poaching, political will and runaway poaching in South Africa, Zimbabwe and Namibia during Khama's tenure which emboldened private safaris operators and government to import a breeding population that would, in the long term, multiply enough to support a phased re-introduction of rhinos to the wild.

By 2015, Botswana had imported over 100 rhinos from Zimbabwe and South Africa, mostly to Mombo, a high security sanctuary in the Moremi Game Reserve in the Okavango Delta.

The facility, owned by Rhino Conservation Botswana (RCB), was chosen for its difficult terrain that can only be accessed by horse, boat or helicopter.

Fitted with surveillance collars and guarded round the clock by the Botswana Defence Force (BDF) which was under strict instructions to guard the animals round the clock, the Okavango Delta rhinos were relatively safe then.

The return of poaching

In October 2018, the first reports of rhino poaching in the hot-spot Okavango Delta emerged with gory images of crudely de-horned carcasses.

Despite losing many in battles as the BDF fought back, the poachers occupied and spread across the Okavango Delta.

By mid-2019 they were using canoes and horses to penetrate Mombo, in spite of the tight security provided by BDF and private anti-poaching units.



A rhino poached at Moremi Game Reserve discovered on May 8, 2021

On October 4, 2019, the Botswana government reported that rhino poaching was spreading in the Okavango Delta: "The increasing poaching of rhinos is deeply worrying in a country that has, over the last few years, imported rhinos in an effort to revive and safeguard its rhino population."

Four days later (October 10, 2019) Rhino Conservation Botswana (RCB) reported the poaching of two rhinos in one week.

"We are alarmed, to say the least, by the ability of these poachers to penetrate so far into Botswana, and in particular their ability to target our recovering population of rhinos. As with many other rhino populations around Southern Africa, the poaching appears to be well-supported by criminal syndicates and the poachers themselves are hardened expert hunters," the statement said.

The organisation said it was shocked that the unchecked killings were happening at the heart of one of the "perceived safe zones" of the Okavango Delta.

The Environment, Natural Resources Conservation and Tourism ministry in December 2019 released data showing that 31 rhinos were killed by poachers in the Okavango Delta between October 2018 and end of the following year.

"The rhino poaching onslaught continues unabated in Botswana, with 47 rhinos lost to poaching in the last 12 months. This has devastated the rhino population and set back our work. This sudden and intense poaching onslaught was not expected.

"Botswana is under attack from organised international criminal networks employing African poachers with bush experience to do the shooting. It is highly likely that the criminal syndicates attacking Botswana are linked to those who targeted South Africa, Zimbabwe and Namibia over the past 12 years," a distressed RCB noted.

Enter the poaching politics. Botswana stopped releasing poaching statistics in October 2019, in a move that left conservationists guessing the death toll and extent of the crisis.

Withholding statistics is typical of troubled governments--just like the Zimbabwean government at one time banned the publicisation of data relating to inflation when it felt that it might cause political disruptions.

Experts involved in the fight against rhino poaching told Information for Development Trust (IDT)* that the problem was now at its worst amid concerns that the Botswana government was not doing enough to stem the crisis.

"Rhino poaching has never been so intense and indiscriminate. Even de-horned rhinos are being shot and to remove the (remaining) stumps. The poachers are running rings around the BDF, hitting rhinos in the same place over and over again but still able to escape all the time.

"I think we have lost 25 rhinos to poachers since January, and it's bound to get worse with so many different Zambian poaching gangs living in the Okavango Delta these days. They camp far apart but coordinate their activities in such a way that, when one gang, is disrupted, there will be others left behind to continue the poaching mission," said a trusted source, who cannot be named for security reasons.

Botswana's vulnerabilities to poaching

The surveillance collars that the Okavango Delta rhinos were fitted in 2015 had a three-year battery life and have not been replaced, the source added.

"In the beginning, the collars worked very well, but even then, not all the rhinos were fitted with collars. The batteries powering the collars expired in 2017-2018 and were never replaced. Whoever is shooting rhinos has (inside information)," said the source.

The heavy rains that fella across Southern Africa from November 2020 to March 2021 reportedly provided cover for many poaching syndicates that take advantage of full-moon nights to invade Okavango with inflated mattresses that they use to navigate the clogged waterways.

"At the height of the rainy season, there was an average of seven different Zambian poaching gangs operating in the Delta every night. We have recovered at least 25 carcasses this year and the death toll will rise because the Zambians are still here, poaching on a daily basis," added the source.

In a study entitled "Poaching as a security threat for Botswana and the region" published by the US **Naval Postgraduate School** in September 2018, researcher Kopano Baruti attributed Botswana's high

vulnerability to poaching to weak law enforcement, long and porous borders and the existence of ungoverned spaces in its own territory neighbouring countries.

"Poaching is prevalent in South Africa, Namibia, Zambia, and Zimbabwe. Botswana's vast porous borders with these states constitute ungoverned spaces in which illicit activities like poaching for rhino horns take place without hindrance," observed Baruti.

The selfie poachers

Zambian poachers have had the leisure to shoot selfies of themselves, posing with dead rhinos even before they de-horned the tuskers.

A series of selfies recovered from a suspected Zambian poacher who dropped a mobile phone as he escaped an army ambush showed some of the poachers aiming hunting rifles and others plunging knives into rhino carcasses. They also took photographs of the camps around which they operated.

Suspected rhino poacher posing for a photo op with dead rhino, Okavango Delta, Feb 2021

International rhino charity Save the Rhino said of late, Botswana has failed to implement promises of tough action against rhino poaching. "Botswana has always held a tough stance against the poaching of wildlife. However, strong words have not always been backed by effective law enforcement."

Rhino poacher plunging knife into his kill Okavango Delta, Botswana Feb 2021

British wildlife conservation expert Pieter Kat said it was tragic that Botswana stopped issuing poaching updates because in doing so, it left a world that could have easily assisted it guessing whether the country needs help or it has contained the rhino poaching crisis.

Kat said it was surprising to that Botswana has to date not sought external assistance despite indications that the local security forces have lost the war against rhino poaching gangs.

"As in South Africa, the poachers are acting with impunity. They come from Zambia and cross into Botswana via Namibia and then walk straight into the Okavango Delta and Chiefs Island (in Mombo) where most of the poaching takes place. Botswana can do better by publishing annual rhino poaching statistics, acknowledging that the rhino poaching crisis is out of control and seek external help to avoid a second extinction of the rhino," Kat said.

DNPW director Kganyago Senyatso declined to comment and referred IDT to a statement he made early in March when he said the department "has a long-standing policy of not discussing operational and security-sensitive anti-poaching information in the media".

*IDT is a Harare-based non-profit organisation helping journalists produce in-depth content on corruption and bad governance

[Southern Africa: Botswana Rhino Poaching Worsens As Government Dithers - allAfrica.com](https://www.allAfrica.com)

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Battalion Chief Derrick Phillips Wins ASPA's Doris A. Davis Master's Thesis Award

(Homeland Security Today 17 May 21)

Battalion Chief Derrick Phillips of the St. Louis Fire Department has been selected as the 2021 recipient of the American Society for Public Administration's Doris A. Davis Master's Thesis Award.

Phillips is an alum of the **Naval Postgraduate School** Center for Homeland Defense and Security. The award selection criteria included the quality of the work, the utility of the research to the study and practice of public administration, and the creativity and the originality of the research question, policy proposal, or other guiding elements.

The award will officially be announced at the ASPA Student and New Professionals' Summit on Tuesday.

Phillips' recent thesis completion of fire service intelligence processes at the strategic, operational, and tactical levels fed what is now the First Responder Joint Intelligence guide that will become a valuable asset to fire service locations nationwide. He is a recipient of the HSToday 2020 Mission Awards.



Phillips will join HSToday for a webinar May 25 at 12 p.m. EST to talk about critical fire service intelligence processes at the strategic, operational, and tactical levels

[Battalion Chief Derrick Phillips Wins ASPA's Doris A. Davis Master's Thesis Award – Homeland Security Today \(hstoday.us\)](#)

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