

► Melissa S Hersh

“At a Glance: Recent & Current Engagements”

Melissa S Hersh ► Hersh Consulting, LLC ►

[Melissa \(Mel\) Hersh](#) brings 20 years of experience operating at the nexus of commercial and public sector policy. As a noted risk expert, Ms. Hersh regularly advises governments, IGOs and Fortune 500 companies on the full risk spectrum across a variety of aerospace and defense, homeland security, energy, mining and global health issues. Ms. Hersh is currently Principal of Hersh Consulting, LLC based in Washington, DC.

She previously held the position as Vice President of Supply Risk Management at Marsh Risk Consulting where she was responsible for helping global clients minimize their risk exposure and optimizing strategic partnerships and opportunities. Before that she worked as a technical expert for UN and WHO on health security and CBRNE issues. She has also been a researcher and consultant to various international think-tanks including the Stockholm International Peace Research Institute (SIPRI) and Center for Strategic and International Studies (CSIS).

Ms. Hersh is often asked to provide testimony, to chair, moderate and speak on panels on her areas of expertise in countries such as US, UK, Australia, South Korea, Sweden, Belgium, Switzerland, Jordan, UAE – most recently at the 2015 GEOINT Symposium and the Blue Ribbon Study Panel on Biodefense, and moderating panels on The Hill.

Mel is a 2014 Truman National Security Fellow, a [Non-Resident Fellow at the Stimson Center](#), and an Affiliate of the [Nuclear Economic Consulting Group \(NCEG\)](#). She frequently contributes with articles to publications such as The National Interest, Defense News, Defense One, European Energy Review, The Hill, The Diplomat and Hurriyet. She was educated at The London School of Hygiene & Tropical Medicine, The Medical College of Wisconsin, and Skidmore College.

Enterprise Risk Management • Geopolitical Risk Analysis • Strategic Business Consulting • Critical Infrastructure Protection • Project Management • Sensors/Detection & Autonomous Platforms • Corporate Stewardship • Disaster Planning • Emerging Technologies • Global Strategic Planning & Partnerships • Public Affairs • Red-Teaming, Training & Exercises • Business Development & Intelligence • Management Consulting

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Hersh Consulting, LLC was founded in 2009 on the idea that complex risk requires innovative approaches and nontraditional problem-solving. Today, the company is a global platform for pairing clients’ needs with bespoke expertise in the areas of aerospace and defense, homeland security, global health security and CBRNE, energy and extractives, and transportation and logistics. As a one-stop-shop for managing the full risk spectrum, Hersh Consulting offers strategic, operational and technical solutions. Our offerings include:

- Enterprise Risk Management
- Validation & Due diligence
- Risk & Crisis communication
- Business continuity planning
- Supply chain security
- Monitoring & Evaluation
- Training and Exercises
- Strategic planning

Our solutions range from simulations, red teaming, assessments, research and white papers, speech writing, workshops, high-level roundtables. The company looks beyond minimum compliance requirements towards the development of a common operating picture that integrates regulatory management processes and resilience strategies. Through enhanced situational awareness, clients are able to identify, assess, and validate measurable indicators of loss prevention, liability reduction, and brand recognition.

Our clients are highly selective. So are we. Hersh Consulting and its trusted partners are experienced professionals with deep subject-matter expertise. No backbenchers or Wikipedia!

- ❖ [DOE](#) Feasibility Design for Spent Nuclear Fuel, Strategic Planning: My work here involved providing strategic risk assessments, introducing risk mitigation, and business process optimization on a global team with 5 others, predominantly scientific, economic and finance, and legal experts to ghostwrite a strategic plan for how DOE can address long-term spent nuclear fuel storage (Summer 2015).

Next phase (Q4 2015/Q1 2016): Retainer relationship for DOE via Booze Allan Hamilton as ghostwriters, advisors, for the implementation of the actual study and project company development (or the component that the US provides to the larger [IFNEC](#)).

- ❖ Providing technical, policy, and operational guidance to foreign UAS and Counter UAS providers, end-users, and developing policy, thought leadership, technical innovation, and operational workshops (July 2015-Ongoing).
- ❖ Providing technical and advisory services to Air Line Pilots Association (ALPA) with respect to cabin environment, health, and safety (August 2016 - Ongoing).
- ❖ Developing a consensus document from the operational community on Counter Unmanned Aerial Systems (CUAS) requirements for homeland security operations (September 2016-November 2016) on behalf of aviation and port authority trade associations.
- ❖ Developing a kinetic training exercise to identify where operational, policy, and technical gaps can be identified with respect to the use of CUAS in civilian and military environments. (April 2016 - Ongoing).
- ❖ Provide business process improvement, strategic planning, market expansion and partnership, and risk narrative - based marketing advisory services for growing South Carolina-based private environmental clean-up company (2013-Ongoing).
- ❖ Provided supply chain security consulting strategic risk planning and mitigation advise, and integrated business and operational continuity plans as a sub-contractor to a Chicago-based Investigation & Security Risk Management firm for a global pharmaceutical client (2012)
- ❖ Provide geopolitical, strategic forecasting/horizon scanning, risk management, and regulatory compliance advice to Chicago/DC-based law firms for clients seeking global market entry and local partnership (2011-Ongoing as needed)
- ❖ Managed a live [IAEA/IACRNE](#) exercise *ConvEx-3(2013)* for the [WHO](#) related to a ‘dirty bomb scenario’. Provided capabilities gap and recommendations

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- ❖ Part of US team that provided Mass Casualty and Fatality guidance for Abu Dhabi Ministry of the Interior and Ministry of Health (2011)
 - ❖ Designed and managed global project examining international trends in civil nuclear security for [KAERI](#) (2013), Phase II (enterprise risk management and strategy) still TBD: strategic and analytical support for process optimization, governance, data management, and risk-defined performance and defensible decision making
 - ❖ Provided risk advisory services, supply chain risk consulting, and [KIN Catalyst](#) evaluation for Canada's largest diversified, and publically traded resources company (mining & minerals) (2012)
 - ❖ Various Speaking Engagement (most recent): Blue Ribbon Commission on Biodefense (April 2015); Moderator for [GEOINT 2015, Ebola panel](#); Various TV and radio interviews (2015); Policy Moderator, DHS-JPL Counter UAS Working Group (Dec 2015); Moderator for Health Security panel on the Hill (Feb 2016).
 - ❖ Provided risk narrative translation and strategic planning for market growth and business development for Portland, Oregon-based situational awareness technology firm (2013)
 - ❖ Performed various strategic and technical consultancies for WHO, Mass Gatherings and CBRNE (2015)
 - ❖ Translated product and service offerings into a risk narrative for a Delaware-based fuel company's environmental risk reduction efforts (2013)
 - ❖ Developed Concept of Operations for Saudi Arabian Ministry of Health-based Center for Mass Gatherings Medicine, a WHO Collaborating Center. Designed strategic planning, assessment, and planning support for a framework across ministries, including governance, operational and analytical requirements (Summer 2015, Phase I)- Yet to be implemented or Phase II-III
 - ❖ Introduced Risk Culture and Strategic Planning Workshop into Public Affairs/Public Relations firm (Sweden).
 - ❖ Introducing Risk Culture and Strategic Planning program for ROK's METI (Autumn 2016).
 - ❖ Collaborated with Chicago Public Affairs/Public Relations firm on Risk Management for mass transit and emergency management tenders (2011-2012)
 - ❖ Provide business development and strategic planning for privately owned, San Francisco-based risk analytics company focusing on public health and infectious diseases (Q4 2015 / Q1 2016)
 - ❖ Advise Silicon Valley based technology firm on how to develop global partnerships, translate technology into a risk mitigation narrative (2013-present)
 - ❖ Providing business advisory services to US-based analytics firm related to critical infrastructure, the intelligence community, and risk forecasting (July 2016-Ongoing)
 - ❖ Project on US-Swedish biosecurity in the Republic of Georgia and zoonoses (Confirmation September 2016)
 - ❖ Provide strategic planning, business development, partnership opportunities, and develop scenarios for [Wikistrat](#) (Q3 2015- ongoing)
 - ❖ Working with companies in Caucuses to build up open source intelligence collection and analysis capabilities (April 2016- ongoing)
 - ❖ Performed/performing several short consultancies with [UCI, Inc.](#) pertaining to health security, crisis management, and UAS and Counter-UAS issues (2014-ongoing)
 - ❖ CSIS Food Security Project (Q4 2015/Q4 2016) on exploring the use of existing intelligence and defense-sponsored geospatial technology for gathering earth observation (EO) data to identify early warning sentinels for food-based insecurity and their relationship to political instability (and the translation of this integrated data into instability indices) and then into actionable intelligence that gets shared with foreign policy and defense decision makers. Publication: Autumn 2016.
 - ❖ Provide advisory services to an array of trade associations with a focus on public safety, law enforcement, critical infrastructure protection, and mapping (Q2 2014 - ongoing)
 - ❖ Advocating for and developing consensus on an international, transparent project company to run a
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three-nation (European) nuclear power plant (Q2 2014 - Ongoing)

- ❖ Provide risk analysis and translate technology and engineering risk and solutions into 'lay speak' - Purdue University and ROK (Q4 2015 / Q1 2016)
- ❖ Provide strategic foresight, planning, and capture management as well as translating trends into revenue for VC-backed technology firm focusing on food, animal and human health (2016)
- ❖ Create thought leadership and market penetration on senior capabilities for US-based, multinational technology firm(Q4 2016)
- ❖ Working with global aerospace manufacturer on International Aerospace Medicine and Public Health and Cabin Environment related to emergency response capabilities and developing a private sector consortium(July 2015-Ongoing)
- ❖ Working with several security and defense firms on developing training, workshops, and thought leadership pertaining to civ-mil coordination and irregular warfare/ "hybrid" threats (April 2016-Ongoing)
- ❖ Creating consortium, designing processes and framework, and needs assessment to work with European Parliament, Frontex, ECDC, EC Directorate of Migration and Home Affairs on screening refugees and irregular migrants for epidemic-prone infectious disease (Q4 2015-Ongoing)

Experience Prior to HC, LLC

- ❖ **MARSH RISK CONSULTING (MRC), MARSH & MCLENNAN COMPANIES (MMC)** - Vice President Supply Chain Risk Management, *Chicago, IL / NYC, NY - 2007-2009*
 - Cultivated supply chain 'knowledge capital' and resilience concepts and applications (service offerings) Developed and performed supply chain risk assessments, HACCP, biosecurity, and biosafety compliance, cargo and cold chain safety and security, and port/cargo/maritime security risk

- Worked across global MRC consulting practice areas and with brokers to address holistic loss control mitigation strategies and business development / client retention
- Authored white papers, briefs, speeches for CEO, presentations

❖ **UNITED NATIONS OFFICE at GENEVA (UNOG), DEPARTMENT FOR DISARMAMENT AFFAIRS** - *Political and Technical Officer - Secretariat of the Biological and Toxin Weapons Convention (BTWC), Geneva, Switzerland - 2003 - 2006*

❖ Advised the Chair on technical and organizational issues relevant to security and oversight of pathogenic micro-organisms and toxins (biosecurity), infectious disease surveillance and response, forensic investigations and codes of conduct for the BTWC Meetings of Experts and States Parties

❖ Wrote official UN background papers and conference documents; Draft Chair's talking points, opening and closing statements, public summaries and press releases

❖ Assessed and analysed technical working papers and presentations; Liaise with relevant intergovernmental and international organisations and NGOs, including: WHO, FAO, OIE, Interpol, OECD, IAEA, UNDP, UNEP, OCHA, UNIDO, UNJLC, WMO, WCO, UNHCR, NATO, & WTO

❖ **VARIOUS CONSULTANCIES** - *Europe, 2001-2006;*

- **Emergency Planning College (UK Government Cabinet Office)** - *Visiting Speaker and Course Instructor*
- **Unconventional Concepts, Inc.** - *Consultant*
- **SIPRI** - *Delegate - European Union Funded WMD Implementation Strategy Project, Brussels, Belgium*

❖ **STOCKHOLM INTERNATIONAL PEACE RESEARCH INSTITUTE (SIPRI)** - *Stockholm, Sweden 2000- Researcher*

- Followed emerging and extant spin-on/off, dual-use technologies posing a proliferation risk for biological and chemical weapons
- Wrote chapters, spoke/presented at conferences, convened security and health professionals on biological warfare/terrorism
- Assessed and monitored surveillance, detection, and response capabilities globally for naturally occurring, deliberate, and accidental disease outbreaks

❖ **World Health Organization (WHO), Department of Communicable Disease Surveillance and Response (CSR) – Geneva, Switzerland - Technical Officer/Researcher, 1998-2001**

- Provided thought leadership with respect to WHO's role related to a deliberate biological weapons attack or terrorism causing mass casualties, fatalities (humans and animals)
- Developed relationships between the Ad Hoc Group of States Parties to the BTWC and WHO on international organisational participation in global infectious disease surveillance and response
- Advised WHO, FAO, OIE and BTWC States Parties on the mutually beneficial capabilities of disease surveillance for detecting naturally occurring, deliberate, and accidental disease outbreak
- Authored, crafted, and coached the Executive Director on BW issues and implications

Recent Publications

- Hersh M. and Hopmeier M. The Commercial Counter-Drone Industry: Selling A False Sense of Security. Forthcoming September/October 2016.
- Hersh M. and Hopmeier M. Why Countering Drones in Civilian Air Space Is So Problematic. 14 June 2014. <http://www.govexec.com/technology/2016/06/why-countering-drones-civilian-air-space-so-problematic/129066/>
- Hersh M. and Hopmeier M. Law Enforcement Agencies Face a Host of Challenges in Countering Drone Threats. 4 April 2016. <http://www.govexec.com/excellence/promising-practices/2016/04/law-enforcement-agencies-face-host-challenges-countering-drone-threats/127106/>
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- Hersh M. Opening the Aperture: Food Insecurity and Political Instability. CSIS Report (May 2016).
- Hersh M. Getting Real About Refugees and Public Health. 10 March 2016. The National Interest. <http://nationalinterest.org/feature/getting-real-about-refugees-public-health-15453>
- Hersh M. STIMSON CENTER Spotlight. Behavioral Change and Public Health: An Opportunity for Populations, Health Care Workers, and Decision Makers. <https://www.stimson.org/content/behavioral-change-and-public-health-opportunity-populations-health-care-workers-and-decision>. 26 February 2016.
- Hersh M. and Lele A. The Remote Sensing Imperative. 18 February 2016. The Diplomat. <http://thediplomat.com/2016/02/the-remote-sensing-imperative/>.
- Hersh M. Commercial Aerial Drone Applications: An End-User's Perspective. sUAS News. 1 February 2016. <http://www.suasnews.com/2016/02/commercial-aerial-drone-applications-an-end-users-perspective/>.
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- Hersh M and Hopmeier M. Drones: In Technology We Trust? <http://www.nationalinterest.org/feature/drones-technology-we-trust-13829>. 12 September 2015.
- Hersh M. The Middle East Nuclear Power Play That No One Is Talking About. <http://www.nationalinterest.org/feature/the-middle-east-nuclear-power-play-no-one-talking-about-13372>. 15 July 2015. Republished, Oilprice.com, <http://oilprice.com/Energy/Energy-General/The-Middle-East-Nuclear-Power-Play-No-One-Is-Talking-About.html>. 23 July 2015.
- Hersh M and Murphy P. The Visaginas Nuclear Power Project: Energy Security and the Long-Term View. <http://globalriskinsights.com/2015/06/the-visaginas-nuclear-power-project-energy-security-and-the-long-term-view/>. June 2015. Republished by Verslo Zinios, <http://vz.lt/izvalgos/2015/07/31/sprendziant-del-vae-butinas-ilgalaikis-poziuuris>, 31 July 2015.

- Hersh, M and Hopmeier, M. What are the real threats posed by small drones? <http://thehill.com/blogs/congress-blog/technology/245780-what-are-the-real-threats-posed-by-small-drones> 23 June 2015.
- Hersh, M and Hopmeier, M. The Terrorism and Disease Nexus: India's Neighborhood Concerns. March 2015. http://www.idsa.in/cbwmagazine/TheTerrorismDiseaseNexus_Hersh.Hopmeier.html (June 2015).
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- Hersh, M and Lele, A. Why India Is Still Hedging Its Bets on US. January 2015. <http://nationalinterest.org/blog/the-buzz/why-india-still-hedging-its-bets-us-12115>
- Guillaume, J and Hersh, M. Le programme nucléaire civil de la Turquie. Pgs 48-55, January 2015. <https://sharing.oodrive.com/easyshare/fwd/link=g8M8YfSFdE1D7j.v2zpUKA?action=view>
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- Hersh, M and Katz, R. Drone Policy From Across the Pond. October 2014. <http://www.c4isrnet.com/article/20141031/C4ISRNET18/310310002/UAV-policy-from-across-pond>
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- Hersh, M and Lele, A. The Russia-US Melee: Cold War Redux in Space? (5 June 2014) *The Diplomat*, <http://thediplomat.com/2014/06/the-russia-us-melee-cold-war-redux-in-space/>
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- Primary author: *Food-Safety Strategies: How to Protect Your Company and Your Consumers*, (01/09), New York City/London. (January 2009), http://www.nmmc.com/knowledgecenter/viewpoint/Food-Safety_Strategies_Protect_Your_Company_and_Your_Consumers.php
- Sole author (no final editorial review). *The Economic and Social Impact of Emerging Infectious Disease: Mitigation through Detection, Research, and Response*. New York City, (May 2008). http://www.healthcare.philips.com/main/shared/assets/documents/bioshield/ecoandsocialimpactofemerginginfectiousdisease_111208.pdf
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