Commonwealth of Massachusetts and CHDS Partners in Homeland Security

Summary

- 14 Master’s Degree alumni from Massachusetts along with 5 current Master’s students
- 15 Executive Leaders Program (ELP) alumni and 2 current participants are senior homeland security officials from Massachusetts
- 4 Fusion Center Leaders Program (FCLP) alumni are from Massachusetts
- 643 homeland security officials from Massachusetts access the Center’s Homeland Security Digital Library (HSDL)
- Over 240 homeland security officials from Massachusetts are self-study participants
- Mobile Education Teams (METs) have hosted 4 Executive Education Seminars in Massachusetts including topical, urban and city seminars for mayors and senior officials totaling 140 participants
- 12 University and Agency Partnership Initiative (UAPI) Partners with 8 Homeland Security Programs

Master’s Degree Alumni

- Timothy Alben, Framingham, MA – Colonel/Superintendent, Massachusetts State Police
- Michael Andreas, Beverly, MA – Director of Homeland Security Studies, Endicott College
- David Brown, Chelsea, MA – Assistant Special Agent in Charge, Transportation Security Administration
- David Carabin, Boston, MA – Director, Boston Police Department – Boston Regional Intelligence Center
- Timothy Donnelly, Boston, MA – Protective Security Advisor, Department of Homeland Security (DHS) – Office of Infrastructure Protection
- Brian Duggan, Northampton, MA – Fire Chief / Emergency Manager, Northampton Fire Department
- Daniel Florent, Chelsea, MA – Supervisory Federal Air Marshal – Boston Field Office, Transportation Security Administration
- James Hanlon, South Boston, MA – Lieutenant, Massachusetts State Police
- Bruce Hiorns, Northampton, MA – Captain, Massachusetts State Police
- Chris Kluckhuhn, Cape Cod, MA – Organization Performance Consultant, U.S. Coast Guard
- Timothy Leary, Boston, MA – Commander, U.S. Coast Guard
- Philip McGovern, Boston, MA – Captain, Office of Safety and Security, Boston EMS
- James Ricciuti, Boston, MA – Senior Special Agent, Department of Homeland Security (DHS) – Federal Protective Service HQ
- Lynn Wright, Boston, MA – Branch Chief, Federal Emergency Management Agency (FEMA) Region 1

Master’s Degree Current Participants

- Paul Burke, Boston, MA – District Fire Chief, Boston Fire Department
- Robert Leverone, Framingham, MA – Lieutenant, Massachusetts State Police
- Deanna McDevitt, Boston, MA – Fire Lieutenant, Boston Fire Department
- Matthew Murphy, Maynard, MA – Lieutenant, Massachusetts State Police
- Michael Russas, Framingham, MA – Chief of Response and Field Services, MA Emergency Management Agency

1 Jobs listed are based on alumni self-entered data as of June 4, 2015.
Executive Leaders Program (ELP) Alumni

- **Steven Carl**, Worcester, MA – Chief of Police/Director of Public Safety, Assumption College
- **Robert Connors**, Tewksbury, MA – Director, Preparedness, Raytheon
- **Robert Dunford**, Boston, MA – Superintendent in Chief, Boston Police Department, Office of the Police Commissioner
- **William Evans**, Boston, MA – Superintendent, Boston Police Department
- **Kenneth Fong**, Boston, MA – Chief, Bureau of Professional Standards and Development, Boston Police Department
- **Gerard Fontana**, Boston, MA – Deputy Chief, Emergency Planning and Preparedness, Boston Fire Department
- **Darrin Greeley**, Boston, MA – Deputy Superintendent, Boston Police Department
- **James Hooley**, Boston, MA – Chief of Department, Boston Emergency Medical Services
- **Brian Kyes**, Peabody, MA – Police Chief, Chelsea Police Department
- **Don McGough**, Boston, MA – Director, City of Boston-Mayor’s Office of Emergency Preparedness
- **John Parow**, Chelmsford, MA – Fire Chief, Chelmsford Fire Department
- **Philip Parr**, Boston, MA – Federal Coordinating Officer, Federal Emergency Management Agency
- **James Russo**, Boston, MA – Federal Coordinating Officer, Federal Emergency Management Agency
- **Laura Williams**, Boston, MA – Chief of Staff, Boston EMS

Executive Leaders Program (ELP) Current Participants

- **Joseph Finn**, Boston, MA – Commissioner, Boston Fire Department
- **Colm Lydon**, Boston, MA – Deputy Superintendent, Boston Police Department

Fusion Center Leaders Program (FCLP) Alumni

- **David Carabin**, Boston, MA – Director, Boston Police Department, Boston Regional Intelligence Center
- **Donald Kennedy**, Franklin, MA – Executive Director, NESPIN/RISS
- **Kelly Nee**, Boston, MA – Deputy Superintendent, Boston Police Department
- **Richard Range**, Maynard, MA – Captain, Massachusetts State Police

University and Agency Partnership Initiative (UAPI) Partners

- **University of Massachusetts Boston**
  - **Homeland Security Programs:**
    - Graduate Certificate in Global Post Disaster Studies: Reconstruction with Vulnerable Populations
    - Global Post-Disaster Reconstruction and Management Certificate
- **Massachusetts Association of Crime Analysts**
- **Endicott College**
  - **Homeland Security Program:**
    - Master of Science in Homeland Security Studies
- **Northeastern University**
  - **Homeland Security Programs:**
    - Master of Arts in Homeland Security
    - Master of Science in Security and Resilience Studies
- **Curry College**
  - **Homeland Security Program:**
    - Certificate in Homeland Defense
• Ana Maria College
  o Homeland Security Programs:
    ▪ Master of Public Administration Degree with Homeland Security Specialization
    ▪ Master of Public Administration with a Criminal Justice Specialization

• Westfield State College
• University of Massachusetts Lowell
  o Homeland Security Programs:
    ▪ Master of Arts in Security Studies: Homeland Defense
    ▪ Graduate Certificate in Security Studies
    ▪ Master of Science in Security Studies: Critical Infrastructure Protection

• UMASS Online (University of Massachusetts)
  o Homeland Security Programs:
    ▪ Bachelor of Science in Emergency Management

• Massachusetts Maritime Academy
  o Homeland Security Programs:
    ▪ Bachelor of Science in Emergency Management
    ▪ Master of Science in Emergency Management

• Tufts University
• Boston University

Commonwealth of Massachusetts
Theses Abstracts

Timothy Alben
Colonel/Superintendent, Massachusetts State Police
Framingham, MA

THESIS: Compliance with Community Mitigation and Interventions in Pandemic Influenza: A Community Policing Strategy

ABSTRACT: A number of response plans and strategies have been published concerning preparation for an oncoming Pandemic Influenza. The majority of federal guidance and state planning with respect to pandemic preparation focuses excessively on the availability and distribution of effective vaccine and antiviral remedies -- pharmaceutical solutions. Effective vaccines, presently unavailable, will not be in production and available for application for at least eight months after the onset of an identified pandemic. Community mitigations and interventions such as school closures, event cancellations, limited travel, quarantine and work at home plans are traditional responses to slowing the spread of a virus. In order to effectively implement these time-tested strategies, voluntary community compliance with interventions becomes exceedingly important. The recent global experience with SARS and current mathematical modeling of virus spread characteristics support community mitigation efforts. The community policing model, having evolved over the last twenty years, provides a pre-existing framework to engage the public in grassroots pandemic education, awareness, planning and problem solving partnerships. The Incident Command System provides a structure for a collaborative, multi-agency approach to successfully implement a community awareness and compliance initiative. Community mitigations will save lives.
THESIS: How Should Municipal Police Agencies Participate in America's Homeland Security Strategy?

ABSTRACT: The majority of municipal law enforcement agencies in the United States are not proactively contributing to America's homeland security, counterterrorism or domestic intelligence efforts. These agencies -- the country's most critical domestic security assets -- sit idle on the homeland security sidelines as terrorism becomes increasingly prolific, lethal, asymmetric, transnational, and closer to our hometowns. Seven years after 9/11, there is no nationwide, municipal-level network of homeland security professionals across the United States. There is no preventative-based, forward-thinking system for domestic intelligence collection. And the vast majority of police departments lack homeland security or terrorism specialists. Furthermore, neither federal nor state strategy has clearly defined specific homeland security roles and responsibilities for municipal police departments. And, as of this writing, there is no municipal-level homeland security strategy. Most importantly, no realistic federal or state strategy has been put forth that integrates all of America's homeland security assets-- including municipal police officers - into a single synergistic design. This thesis examines three policy options and arrives at a conclusion as to which option America should implement to effectively protect our citizenry from terrorists. This thesis introduces the concept of 'municipal homeland security' and defines the specific roles and responsibilities of municipal police agencies.

David Brown
Assistant Special Agent in Charge, Transportation Security Administration
Chelsea, MA

THESIS: A Unifying Strategy for the Deployment of Preventative Radiological Nuclear Detection Capabilities
[Restricted]

David Carabin
Director, Boston Police Department, Boston Regional Intelligence Center
Boston, MA

THESIS: Intelligence-sharing Continuum: Next Generation Requirements for U.S. Counterterrorism Efforts

ABSTRACT: The September 11, 2001 terrorist attacks were a major catalyst for intelligence reform in the United States. Since this date, most government agencies have strived to evolve and advance in this capacity. One such way has been through the development of multi-agency, multi-disciplinary intelligence centers, such as the National Counterterrorism Center, the Interagency Threat Assessment and Coordination Group, and the 72 state and major urban area fusion centers established throughout the nation. However, despite the changes that have occurred throughout the U.S. intelligence and law enforcement communities, significant issues still remain that are impeding the creation and flow of actionable intelligence to support domestic counterterrorism efforts. This has been identified from research conducted on numerous sources. Several policy, technological, cultural and political challenges exist, all contributing to the less-than-perfect nature of the United States’ existing counterterrorism framework. This thesis aims to identify potential solutions that leverage existing intelligence operations to promote an intelligence-sharing continuum across all tiers of U.S. government. The author provides an analysis of specific, priority issues that require fixing within our nation’s counterterrorism system, and provides evidence-based recommendations to improve the capability and value of existing intelligence support structures and further-develop the desired intelligence-sharing continuum.
THESIS: What's My Lane? Identifying the State and Local Government's Role in Critical Infrastructure Protection

ABSTRACT: What constitutes an effective Critical Infrastructure and Key Resources (CIKR) protection program for Massachusetts? This study evaluates existing literature regarding CIKR to extrapolate an infrastructure protection role for Massachusetts. By reviewing historical events and government strategies regarding infrastructure protection, Chapters I and II will provide scope and context for issues surrounding critical infrastructure. Chapter III reviews the roles of the Department of Homeland Security and the Department of Defense, possibly the two most influential organizations tasked to support the federal infrastructure protection initiative. Chapter IV analyzes the private-sector role in infrastructure protection as articulated in federal strategies, academic research, federally directed studies, and professional journals. The National Infrastructure Protection Plan’s framework for managing the risk to CIKR will be used as a guide in Chapter V to evaluate the infrastructure protection strategies of Arizona, Virginia, and Washington. Finally, Chapter VI recommends that Massachusetts develop a state infrastructure assurance program versus a Critical Infrastructure Protection Program. Concepts such as reframing the critical infrastructure debate, creating infrastructure public/private partnerships and information sharing processes to build trust among the entities invested in ensuring the delivery of infrastructure services are recommended for inclusion in a state infrastructure assurance strategy and subsequent infrastructure assurance program.

Brian Duggan
Fire Chief / Emergency Manager, Northampton Fire Department
Northampton, MA

THESIS: Enhancing Decision-making During Initial Operations at Surge Incidents.

ABSTRACT: This thesis utilized a Delphi survey method to obtain the perspective of seasoned Incident Commanders (ICs), as they reflected on their experience responding to surge incidents. Surge events are defined as complex and chaotic emergencies that require resources well beyond normal operating capacity. These surge events are rare and of such a magnitude that the Incident Commander is confronted with a unique situation that often exceeds his/her experience and ability to improvise and adapt to changing conditions. This thesis combines the pertinent literature on decision making, situational awareness, collaboration and geospatial technology with the lens of experience provided by the Delphi panel. First, this research identifies and prioritizes 18 signals that an incident is becoming nonroutine, unfamiliar and chaotic. Second, it provides an inventory of strategic options that an Incident Commander can consider when faced with the chaos that often accompanies a surge event. Finally, this material was synthesized into a quick action guide as a reference source that can inform Incident Commanders, as they face the dynamic and unpredictable environment of surge events. The knowledge obtained through this research is offered with the desire to enhance the ability of Incident Commanders to make effective decisions when lives are most at risk.

Daniel Florent
Supervisory Federal Air Marshal - Boston Field Office Federal Air Marshal Service (FAMS)
Chelsea, MA

THESIS: Examining the Impact and Effectiveness of the Transportation Security Administration’s Behavior Detection Program [Restricted]
James Hanlon
Lieutenant, Massachusetts State Police
South Boston, MA

THESIS: What is the new Paradigm in Special Event Security in the United States? [In Progress]

Bruce Hiorns
Captain, Massachusetts State Police
Northampton, MA

THESIS: Analysis of C3 Counterinsurgency Inspired Policing, and the Flip Side of the COIN

ABSTRACT: The Massachusetts State Police Special Projects Team instituted a new strategy named 'Counter Criminal Continuum (C3) Policing' late in 2009 in an attempt to address the escalation of gang-related violence in the North End of Springfield. The perceived success of this initiative has prompted calls for its expansion into other high-crime areas of the city. However, there is an undercurrent of concern among critics of the military nexus in social science research and application; they warn that applying a counterinsurgency approach in domestic law enforcement, regardless of how it is labeled, risks casting local communities as hostile populations. Therefore, a current and objective analysis of the true effect of the C3 counterinsurgency inspired policing strategy is needed before its planned expansion. Research for this thesis utilized a single case study limited to quality-of-life indicators before and after the implementation of C3 for the gang-related problem. The advantage of this control is that the data spanned from 2007--2014 as C3 commenced in the fall of 2009. The review of quantitative data collected from various police and city sources revealed a neighborhood trending in a positive direction since the implementation of C3, but that not all indicators across the board were able to support this conclusion.

Christopher Kluckhuhn
Organization Performance Consultant, U.S. Coast Guard
Cape Cod, MA

THESIS: An Examination of Four Successes in the Coast Guard's Innovation Program and Implications for Innovation within Homeland Security

ABSTRACT: Government bureaucracies designed to maintain a stable, fair, and open society are increasingly being outpaced by changing technologies, emerging threats, and shifting priorities. Innovation offers homeland security leaders an effective mechanism to sense emerging patterns, determine positive directions, and rapidly drive process improvements. This thesis examines literature related to leadership, strategic planning, collaboration, and government innovation. It highlights the importance of leadership and collaboration and illustrates how a relatively small number of people can drive significant change. A review of the U.S. Coast Guard's innovation program and four successful projects generated by that program is provided to demonstrate how the literature applies to homeland security agencies. An analysis of the projects identifies how leaders can act in concert to enable government innovation and drive significant capability enhancements and process improvements. Recommendations and conclusions stress the importance of integrating innovation programs with education and process improvement programs and ensuring efforts are aligned with overall agency direction. The thesis also offers recommendations about how the Department of Homeland Security can improve innovation within homeland security by supporting greater collaboration and information sharing between innovators across all homeland security fields.
THESIS: 360° Port MDA - A Strategy to Improve Port Security

ABSTRACT: Our national security and prosperity depend in part on secure and competitive ports. Effective public and private sector collaboration is needed in a world with myriad security challenges and fierce global competition. Although steps have been taken in the years since 9/11 to realize these twin goals, much more needs to be done. The current maritime domain awareness (MDA) paradigm needs to be expanded to provide comprehensive awareness of intermodal operations in our ports. An effective Open Source Intelligence (OSINT) program that succeeds in leveraging intermodal data is fundamental to better port-level MDA. Developing effective port level MDA and using it to enhance the security of our ports relies on the effective organization of public and private sector resources. The joint operations centers called for in the SAFE Port Act, once broadened to include key intermodal players, provide an excellent organizational model to pursue enhanced port security, collaboration and information sharing between innovators across all homeland security fields.

Philip McGovern
Captain, Office of Safety and Security, Boston EM
Boston, MA

THESIS: Creation of a United States Emergency Medical Services Administration Within the Department of Homeland Security

ABSTRACT: Federal administration of this nation’s emergency medical services (EMS) has come under increasing criticism, in a post-September 11 world, by many of its stakeholders and constituents. Critics accurately argue that the current construct of federal governance and oversight is impairing the discipline’s shareholders from being able to prepare, train, respond and recover appropriately from natural and manmade catastrophic events both locally and nationally. Valid reasons exist to endorse consolidating all the various bodies of federal authority and management into a centric office, the United States Emergency Medical Services Administration (USEMSA). Many of the EMS non-municipal organizations are poorly represented on a national, state and local scale. This nation’s EMS competence and potential to respond efficiently and productively to any domestic or international catastrophic incident in normal and abnormal environments, regardless of whether the etiology is manmade or natural, requires a skilled, educated and well-equipped workforce. This thesis evaluates the federal EMS paradigm of the administration for EMS and its complex systems of care and transport and recommends the best model of federal oversight for EMS to meet the challenges set forth in the National Incident Management System, National Response Framework and National Strategy Security plans.
James Ricciuti  
Senior Special Agent  
Department of Homeland Security (DHS) – Federal Protective Service HQ  
Boston, MA

THESIS: Groupthink: A Significant Threat to the Homeland Security of the United States

ABSTRACT: The groupthink psychological phenomenon prevalent in the homeland security enterprise is a significant threat to the United States. Homeland security is vulnerable to groupthink because its leaders frequently share similar backgrounds, work histories, and world-views. This similarity minimizes the chance of outside perspectives being introduced to the decision-making process, which insulates leadership from external ideas. This research project asks, ‘Has groupthink influenced the homeland security enterprise and if so, what are the implications of this phenomenon?’ It examines case studies of decisions made by government in-groups to determine if the antecedent conditions and symptoms of groupthink are present and if the resulting fiascos are caused by groupthink. Furthermore, it analyzes Irvin Janis's original remedies, which have successfully alleviated groupthink in the past, and it offers recommendations to mitigate this phenomenon. Leaders who wish to alleviate groupthink should promote a culture in which employees are encouraged to play the role of devil’s advocate by offering alternatives to organizational decisions and commonly held assumptions. Homeland security can reduce groupthink by employing Janis's remedies and encouraging critical thinking, innovation, and imagination to bolster the national security of the United States.

Lynn Wright  
Branch Chief,  
Federal Emergency Management Agency (FEMA) Region 1  
Boston, MA

THESIS: The Emerging Threat of Domestic Terrorism: A Meta-Analysis of Evolving Needs, Threats, and Opportunities

ABSTRACT: The domestic terrorist threat in the United States is active and complex, with ongoing threats from violent left- and right-wing extremist groups, and radicalization and recruitment efforts by international terrorist groups. In response, domestic intelligence agencies, at all levels of government, have instituted reforms and improvements since 9/11, but there are still gaps in information-sharing and community engagement. For example, a review of the Boston Marathon bombings uncovered that important risk-based information was not shared with local law enforcement. Concerning domestic terrorism, the United States may, once again, be failing to 'connect the dots.' This thesis synthesizes existing studies, reports, and expert testimony concerning domestic terrorism and the roles of domestic intelligence agencies, law enforcement, and the public, and proposes the development and implementation of a formal, national counterterrorism (CT) doctrine. The CT doctrine, in conjunction with a counter-radicalization strategy, should focus on bottom-up intelligence/information-sharing, training to strengthen and focus intelligence collection efforts, and culturally sensitive and engaging messaging on social media and the Internet to counter extremist propaganda.