COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS

"The Role of Local Law Enforcement in Countering Violent Extremism"



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United States Senate Committee on Homeland Security and Governmental Affairs

The Role of Local Law Enforcement in Countering Violent Islamist Extremism

Today we find Violent Islamic Extremism to be a fluid and evolving threat. Fundamental Islamic terrorists operations have become more subtle and sophisticated, necessitating adaptation on the part of law enforcement. No section of this country is immune from the influence of Islamic Extremism.

Centered in the middle of the nation in a metropolitan area of 1.7 million people, the Kansas Missouri Police Department is faced with unique challenges in its counterterrorism efforts. In Kansas City we face a silent, careful enemy. Disguised as legitimate Islamic organizations and charities we find the threads leading to Violent Islamist Extremism. Hidden within these groups are facilitators, communications, pathways for radicalization and funding sources for terrorism. There is high geographic concentration of refugees from east African countries who are predominantly Muslim. Within this group my be individuals who have stolen the identity of refugees to gain entry into the country. The possibility now exists that members of terrorist organizations and those posing as family members now reside in our community. Complicating this issue is the fact deportation of a refugee is made more difficult by their refugee status. It is my understanding that In the case of refugees from Somalia, deportations are out of the question since no formal diplomatic relationship exists between the United States and their home country.

We find more of a concentration of Middle Eastern immigrants, and some refugees, are based around the Islamic religious centers. Many of them are intensely loyal to their homeland and religious beliefs. They establish businesses and immerse themselves into the community but may still have sympathies with terrorist organizations as it relates to conflicts in their homeland. Some

Individuals have been identified that have ties back to terrorist organizations which may be a conduit for fundraising, recruitment or terrorist acts.

Areas of concern in Kansas City include an environment created for the support of terrorism through fundraising. Precursors involve the criminal predicate of acquiring money and material through activities such as fraud, forgery, money structuring and laundering. Some individuals involved in aspects of terrorist fundraising are professionals imbedded in communities. This complicates the process of making cases involving the material support of terrorism. The KCPD Intelligence Unit incorporates detectives trained in financial investigations, which adds an important component to our investigative capabilities. The Counter Terrorism Patrol Strategy training described below incorporates the importance of recognizing and noting financial transaction records by patrol officers. Important to this process is a close working relationship with the US Attorneys' office which includes regular consultation with the AUSAs.

In Kansas City, Missouri, known criminals whose parole stipulations prohibit them from associating with each other, are using "freedom of religion" to gather and may use this opportunity to further criminal endeavors and may offer a route to the radicalization process.

While the internet is the new "recruitment and training camp", it furthers the ease with which radicalization can access our vulnerable Muslim populations. Conversely, the internet is a tool used to gather information and monitor activities of groups and emerging threats.

The Kansas City Missouri Police Department has worked hard to develop counterterrorism strategies to combat the spread of Violent Islamist Extremism. The Kansas City Missouri Police department has also worked to build bridges and enhance partnerships with the legitimate Muslim American community.

Many of the ideas and initiatives detailed below were a result of exposure to successes, failures and gaps in counterterrorism efforts and strategies at the national level studied while attending the Naval Postgraduate School Center for Homeland Defense & Security, which is a DHS funded initiative. This report highlights the results of our efforts and implementation of initiatives as we work to prevent acts of terrorism and eliminate the threat of Violent Islamist Extremism.

The prevention of terrorism is a result of a working intelligence cycle and it is our goal to engage all our officers and citizens in this effort. The goals and ideas used to combat terrorism in this effort are not new, but the method used by the Kansas City Missouri Police Department to approach this task may be.

Outlined is a Prevention/Deterrence Counterterrorism effort. This effort is in conjunction with local, state and federal partners. The foundation for this discussion includes the:

- 1. KCPD Counter Terrorism Patrol Strategy (CTPS)
- 2. Kansas City Regional Terrorism Early Warning Center (TEW)
- 3. KCPD Intelligence Unit
- 4. FBI Joint Terrorism Task Force (JTTF)
- 5. How reports such as the NYPD report on the Radicalization Process are utilized within the CTPS to stay abreast of threats. (Attachment 4)

I believe it is important to examine how the Counter Terrorism Patrol Strategy was constructed. This discussion will demonstrate how traditional policing experience and methods can be reframed and incorporated by patrol officers, in conjunction with the community, to make counterterrorism part of their daily duties.

The September 11th Commission panel report emphasized that the country's 800,000 law-enforcement officers constitute a majority of the countries counterterrorism capabilities. I believe this supported the need for a model to be developed.

The 2002 *National Strategy for Homeland Security* outlined three strategic objectives:

- Prevent terrorist attacks within the United States;
- Reduce America's vulnerability to terrorism, and;

Minimize the damage and recover from attacks that may occur.¹

In 2003, it was found that most local law enforcement efforts and funding had been directed towards response to terrorist attacks. The terrorism prevention efforts were aimed at developing intelligence analysis centers. It was determined that there were no known Prevention/Deterrence models for law enforcement agencies to implement, at the patrol level which included standardized training or strategy for the detection, identification, reporting and interdiction of potential terrorists by patrol officers as part of their duties. These findings were relayed to the Chief of Police with the recommendation that a Counter Terrorism Patrol Strategy Project be initiated. This proposal was met with full support of the Chief and KCPD Executive Command members.

This is a key point when considering a strategy that will impact an organization's future operations. An initiative such as this has a higher probability of failure without the support and encouragement of the Chief and key decision makers. The commitment to counter terrorism in Kansas City was reinforced when Chief James Corwin gave his initial approval and created the Homeland Security Division in 2004.

Counter Terrorism Patrol Strategy

The Counter Terrorism Patrol Strategy Project was initiated with the goal to translate current successful policing and investigative techniques into terrorism prevention tactics. This effort was accomplished through proactive measures set in place designed to intercept and/or disrupt the advancement of terrorist intentions.

In the proliferation of homeland security guidelines, frameworks, plans, strategies and reports that the practitioner must review, one of the most valuable documents that I believe has been overlooked by first responders is document entitled "The Office for Domestic Preparedness Guidelines for Homeland Security, June 2003". s.

¹ Office of Homeland Security, (2002), National Strategy for Homeland Security, pg. vii.

In the creation of this document, the authors solicited the input of multidisciplinary Subject Matter Experts (SMEs) to determine what tasks are necessary for the prevention of WMD attacks. This document states, "these tasks reflect a base of key actions or activities representing a "framework for prevention" that each jurisdiction should consider in adapting to the exigencies of terrorism." It further encourages those in command positions within organizations to consider the development of prevention plans.

For purposes of communicating these ideas to police officers, it is important to relate the training to existing knowledge and experience, thus ensuring each member will understand and remember the concepts. It is our belief that terrorism preparations and activities are by their nature a criminal action. Local police departments should look to tactics and strategies that have proven effective in fighting crime as the basis for combating terrorism. We see these concepts in action as evidence mounts that shows terrorists are using traditional crime methods to fund their organizations.

To accomplish the goals of the CTPS, it was necessary to identify each action or task that would apply to local law enforcement and extract them from the source document. This was done through a time consuming process that included writing these tasks out, organizing, and collating them into logically related activities or subjects. Each cluster then was framed into a group that could be identified by a general heading.

After numerous reorganization of activities, actions and tasks, five areas were identified as components of an overall Counter Terrorism Patrol Strategy Project:

- Prevention and deterrence activities and tactics
- Community Oriented Policing activities
- Training
- Data collection and information sharing
- Project evaluation

Within the five component areas, we find traditional policing methods, skills and tactics would be used to carry out project objectives.

These tactics include:

- Defining suspicious behaviors and activities
- Identifying and targeting possible suspects, associates and organizations
- Consensual stops and specific questioning (see Attachment 2)
- Collecting and analyzing intelligence information
- Deploying resources and hardening areas of vulnerability
- Using counter surveillance and the screening of people entering large public events
- Educating and enlisting the public's help in gathering suspect information
- Using financial analysis techniques to investigate suspect organizations.

In order to identify and incorporate the most successful policing tactics and take advantage of collective expertise in the areas of the five components, subject matter experts in various units within the KCPD were identified. These representatives were designated to assist in developing concepts; applying research results and translating their experience into the Prevention/Detection activities.

For the Prevention and Deterrence Activities component, personnel from Patrol, the FBI Joint Terrorism Task Force (JTTF), Gang Unit, Career Criminal Unit, and Narcotics Interdiction were selected for their diverse experience in dealing with "specialized" criminal groups.

For the Community Oriented Policing (COP) component, personnel from Patrol, a Community Interaction Officer, and the Administration Bureau Office were selected. They were selected based on their depth of expertise in their understanding of COP tenets.

The object of the selections was to translate each officer's extensive experience into developing community-policing initiatives as a vehicle to identify suspicious activities related to terrorism.

Due to the wide variance of training that will be needed, personnel from the Perpetrator Information Center (PIC), Patrol, Training Division and the JTTF were selected for the Training component.

To address the numerous issues in the Data Collection and Information Sharing component, personnel from the Intelligence Unit, High Intensity Drug Trafficking Area (HIDTA), JTTF, PIC, Information Services Unit, and the Critical Incident Site Management Section (CISM) were selected.

The Evaluation component requires expertise in measurement and effectiveness. Personnel from the Planning and Research Unit and the Special Operations Division were selected to develop a method to determine if the information regarding terrorism threats is kept updated and the training and efforts expended are successful factors in the deterrence and interdiction of terrorism.

Upon completion of the Counter Terrorism Patrol Strategy Project, the information was put into training modules for pre-service (academy) and inservice training for KCPD officers and for community groups. The information developed in these components was used to teach police officers and community members the behaviors and activities that may forewarn of an imminent terrorism conspiracy or attack.

Just as it is important to understand a traditional criminal's traits, behavior and indicators of criminal activity; it is equally important to do the same with Violent Islamic Extremists. To understand terrorism, law enforcement must delve into the organization, religion and culture of Radical Islam, to assist in the identification of possible threats.

Understanding Islamic culture, enables the officers to better understand the differences between westerners and the people of Islam which is useful in interactions, gaining their confidence, and building relationships.

An understanding of how terrorists operate through pre-incident indicators and characteristics are key to preventing terrorism. Presenting specific case studies during training are a means to understanding both how terrorism has occurred and could have been prevented.

The analysis of domestic terrorisms' underlying motivations, causes, tactics and past attacks are important tools in recognizing potential threats. A study of the recruiting methods within the U.S. for both international and domestic terrorism, furthers the understanding of indicators of the presence of terrorist organizations. These efforts promoted deterrence activities and improved intelligence gathering capabilities at the patrol level and from the community through increased awareness and vigilance. The Counter Terrorism Patrol Strategy Project establishes a clear structure for reporting collected information. This helps to ensure the information reaches the appropriate personnel for analysis and dissemination

To demonstrate how these principles are taught, below are the training module learning objectives for "Patrol Tactics for the Prevention and Deterrence of Terrorism":

1) History: Extremist Ideology

Upon completion, the participant should have a basic knowledge of the history of extremist's ideology. This will enable the participant to better understand the cultural differences of international and domestic extremist groups.

2) Definitions of Terrorism

Upon completion, the participant should have a basic knowledge of the definition of terrorism. This will enable the participant to understand the internationally recognized common elements of international and domestic terrorism.

3) Religion-Application

Upon completion, the participant should have a basic knowledge of how extremist groups use religion as a justification for their agenda. This will enable the participant to understand how religion can be used as a justification and motivation for extremist activity.

4) Culture-Application

Upon completion, the participant should have a basic knowledge of the cultural differences of international and domestic extremist. This will enable the participant to better understand the cultural differences, thus allowing a patrol officer to interact with these groups in a more efficient manner.

5) Ideological-Application

Upon completion, the participant should have a basic knowledge of the different non-religious ideologies that extremist groups use to justify terrorist attacks. This will enable the participant to better understand the different extremist ideologies, allowing the patrol officer to apply this knowledge when dealing with extremist groups.

6) Demographics

Upon completion, the participant should have a basic knowledge of the different demographics of international and domestic extremist groups. This will enable the patrol officer to recognize the different groups that may have knowledge of and/or participate in extremist activities.

7) Concepts of Jihad

Upon completion, the participant should have a basic knowledge of the term "jihad" and its application to both international and domestic terrorist groups. This will enable the participant to understand the meaning of and to recognize that "jihad" has both domestic and international applications.

8) Types of Terrorism-Application

Upon completion, the participant will be able to identify the two types of terrorism and give examples of each type. The participant will also understand the motivation of each type and the methods employed to carry out each type. This will enable the participant to differentiate between international and domestic terrorism, and apply this information to actual encounters with extremist groups.

9) Geographical Information-Application

Upon completion, the participant should be able to identify the geographical locations of different groups within the patrol officer's area, who may potentially have knowledge of or participate in extremist activities. This will enable the patrol officer to apply specific knowledge of known extremist groups within a patrol area.

10) Police contacts/developing intelligence at the patrol level Upon completion, the participant should have a general knowledge of methods for cultivating resources within the community through the use of a variety of established community-oriented programs. This will enable the patrol officer to extract information of extremist activity by accessing existing community and cultural groups.

11) Recognition of Indicators/Interdiction of Potential Terrorist Threats

Upon completion, the participant should be able to identify the seven general pre-incident indicators of extremism. This will enable the participant to recognize potential extremist threats.

Upon completion, the participant should be able to identify specific pre-incident indicators and interdiction of extremism during a car check. This will enable the participant to recognize potential extremist indicators when conducting a car check.

Upon completion, the participant should be able to identify specific pre-incident indicators and interdiction of extremism during a pedestrian check. This will enable the participant to recognize potential extremist indicators when conducting a pedestrian check.

Upon completion, the participant should be able to identify specific pre-incident indicators and interdiction of extremism during a business/residence check. This will enable the participant to recognize potential extremist indicators when conducting a business or residence check.

The participant will be exposed to numerous interdiction case studies involving car checks, pedestrian checks, and business/residence checks, to include vehicle-borne bombs. This will allow the participant to bring practical knowledge of the application of indicators of extremism to a multitude of scenarios.

12) Suicide Bombers

Upon completion, the participant should be able to identify pre-incident indicators of a suicide bomber. This will prepare the participant to readily recognize the signs of an impending suicide bomber incident.

Upon completion, the participant should be able to identify deterrent techniques before a confrontation with a suicide bomber. This will provide the participant with knowledge and techniques for deterrence of suicide bombers.

Upon completion, the participant should be able to identify several prevention techniques when confronted with a suicide bomber. This will enable the participant to counter an impending suicide bomber incident.

The participant will be exposed to several case studies involving suicide bombers. This will provide the participant with practical knowledge of a multitude of scenarios involving suicide bombers.

13) Reporting Procedures

Upon completion, the participant will be able to identify outside resources dealing with extremist activities. This will allow the participant the ability to access a multitude of outside resources, including federal, state and local resources, when dealing with extremist groups. The participant will understand the proper procedure in dealing with intelligence information and the "cycle of intelligence information".

Upon completion, the participant will be able to identify methods for the proper documentation of extremist activities. This will ensure the participant has the necessary knowledge of documentation of all potential extremist group contacts/threats.

The participant will understand the "information path" of reporting and receiving intelligence information and the classification procedure.

(See Attachment 1 for the Goals and Objectives and Index of Training Modules to address the radical Islamic threat)

Outreach and Applied Community Oriented Policing

It has been demonstrated that when the community and the police regularly join in problem solving, it has resulted in reducing a specific crime problem and the fear of crime by the citizens. This same philosophy should be implemented to counter the threat of radical Islamic terrorism in our communities. It is recognized that it is important to have members of the Muslim community, and all communities, as part of our efforts.

We have had specific open forum meetings with members of the Muslim community, which is open to all as a citywide forum, to discuss repercussions from the 9/11 attacks. In certain areas where there is high concentration of Muslim immigrants, most recently from east Africa, officers are in regular contact and conduct neighborhood meetings. In the described COP Counterterrorism training, neighborhood relations are stressed and officers make proactive contacts to increase information exchange. The officers are trained to build partnerships and trust as well as methods for cultivating resources within the community. Proactive contacts also include interviews of those arrested for various offenses for the purpose of source development. This is the Training Module for "Using Community Policing Programs to Counter Terrorism":

1) Community Policing History

- A. Definition
- B. Problem Solving
- C. SARA Model

2) Case Studies

A. Problem solving successes examples

3) Using Community Policing to Cultivate Information from the Community

- A. Developing relationships/partnerships
- B. Developing trust
- C. How officer's demeanor/attitude determines success

4) Community Policing Programs for Counter-Terrorism

- A. Block watch
- B. Officer liaisons to community groups
- C. Crime free programs
- D. Increased formal communications with community groups
- E. Community crime alerts
- F. Informational fliers/increased information sharing
- i. All give the police more trained eyes & ears (force-multiplier)

ii. All allow officers to develop sources of information

5) Block Watch

- A. Mobilizes neighborhoods
- B. Teaches crime prevention & detection
- C. Networks the neighborhood with the police
- D. Builds relationships
- E. Acts as an intelligence network

6) Officer Liaisons to Community Groups

- A. Individual officers are now a community group's individual community relations officer
- B. These officers should be trained in all aspects of block watch
- C. These officers are the primary PD contact for these community members
- D. Primary "Relationship Builders"

7) Crime Free Multi-Housing and Related Programs

- A. Develops relationships with rental properties
- B. Teaches terrorists more likely to live in rental property
- i. Screening- possible terrorist methods of operation
- ii. C.P.T.E.D.-Crime Prevention Through Environmental Design
- 1. "Target hardening"
- iii. Crime prevention/drug detection
- iv. When to call the police
- v. Premise liability
- vi. Criminal detection & reporting
- C. Officers should attend the additional three-day training to become certified in the program.

8) Improved Communication with the community

- A. Using fliers/electronic or paper and the media to increase communication with the community
- i. Builds trust
- ii. Gives accurate and timely information to reduce terrorist plots
- 1. Example of e-mail flyer warning public about what is suspicious at polling places for the 2003 election.

9) Terrorism Training Modules for Officers to teach the public about terrorism prevention.

- A. Terrorism presentation for community groups
- B. Terrorism presentation for businesses
- C. Terrorism prevention for landlord
- i. Gives background for domestic and international terrorism
- ii. Describes common methodologies that terrorists use at each group
- iii. Describes what types of behaviors are suspicious and how to report them.
- iv. Discusses "target hardening"

10) Using the problem solving model & community policing to combat terrorism

- A. Think outside the box
- B. You are only limited by your creativity
- C. MANPADS case study
- i. Potential threat identified
- ii. Partnerships with the community & other agencies
- iii. Plan developed
- iv. Implementation failure
- v. Re-evaluate
- vi. New plan
- vii. Community Education
- viii. Request community's help

(See Attachment 3: training module learning objectives for Community Policing Programs to combat terrorism)

Information Gathering/Analysis/Sharing Process

The process of gathering, analyzing and sharing information is dependent upon the ability to collect as much data as possible, from all sectors of the community, concerning potential terrorist activities. This data must then be analyzed and fused with information from all sources (connecting the dots). The single objective of this process is to give advance warning of those who may be involved in the process leading up to committing acts of terror, what may happen (indications and warning), and what may be done to prevent them..

For this to take place, it is critical that possible terrorism information gathered from all sources, is routed not only to KCPD analysis personnel, but to the regional, state and federal analysis centers.

Currently, the information received through KCPD communications or from department personnel that requires immediate investigation, is routed to the KCPD Intelligence Unit for response. Information submitted as possible suspicious activity is routed to the KCPD Intelligence Unit and The Kansas City Regional Terrorism Early Warning (TEW) Center for analysis. At that point the reported data is checked for correlating information through a network of databases linked to the region, state, and federal agencies. This network is used on a daily basis for analysis and information sharing. Information that may be

linked to an open case or may be a credible threat is routed to the JTTF for follow-up.

KCPD operates in concert with the FBI and has personnel assigned to the JTTF (which includes DHS agencies) as part of the intelligence cycle. The FBI in turn, will in the future have personnel assigned to the TEW. The TEW distributes a intelligence and training bulletins and when a threat is discerned the multi-jurisdictional network is use to disseminate that information.

Kansas City Regional Terrorism Early Warning (TEW) Center

As a major metropolitan area, KCPD has a strong working relationship with local, state, and federal law enforcement agencies, public safety organizations and other-than-first responder organizations. To meet the counter terrorism needs of a nine county region, which is represented through the Regional Homeland Security Coordinating Committee (RHSCC), the TEW (partially funded through DHS) was established as a multi-agency analysis center. This analysis center ensures a coordinated flow of intelligence to and from all sectors and levels of government. The analysis center additionally identifies and addresses specific threats and response plans. The desired end result of this effort is the ability to view raw data from all sectors of the community and provide analytical insights with specific and actionable informational products to help agencies with the Homeland Security mission identify threats before terrorists can act.

The TEW Executive Committee that establishes policy is comprised of local and county 1st Responders, federal agencies, and private sector representatives. This is done to reach as many segments of the community as possible. Participants in this initiative include a Department of Defense component and strong relationship with the FBI Field Intelligence Group (FIG). It is critical to close the gaps between those who are gathering possible terrorism

related information, those who connect the dots, and those who are "on the street" and most likely to encounter terrorism indicators.

Conclusion and Recommendation

This Prevention/Deterrence strategy is designed to be adaptable to evolving threats and knowledge and constantly updated through a Counter Terrorism Patrol Strategy Committee. Examples of proposals to adjust the counter terrorism efforts include adding the tenets of the NY paper on radicalization to the CTPS training (Attachment 4) and prevention through the Critical Incident Site Management system (Attachment 5). To date efforts have contributed to cases leading to indictments and furthered the effort of identifying those who may constitute a terrorism threat.

While The Office for Domestic Preparedness Guidelines for Homeland Security, June 2003 was a good resource for the collaboration of agencies (Law Enforcement, Fire, Emergency Management Agency, Public Health, etc), organizations and jurisdictions to develop a framework for prevention by policy makers and stakeholders, it was painstaking to extract and collate the tasks for The additional process of developing the CTPS was labor Law Enforcement. intensive and took over a year to complete. The U.S. Bureau of Justice states there are over 15,000 local, county and state police agencies many of which are smaller and do not have the resources to develop a comprehensive strategy. It is my recommendation that DHS collaborate with police agencies to design a Law Enforcement Counter Terrorism Patrol Strategy model consisting of best This model could be tailored by regional training academies to be practices. taught in pre-service and in-service modules. Consideration could be given to making it part of the Peace Officer Standards and Training (POST) requirements.

ATTACHMENT 1

Patrol Tactics for the Prevention and Deterrence of Terrorism

Training Module Outline

1) History: Extremist Ideology

- A. Islamic and American Extremist Groups
- i. History
- ii. Religion
- iii. Culture
- iv. Ideological beliefs (non-religious)
- v. Briefly: demographics
- vi. Briefly: parallel the concepts of jihad with an equivalent domestic extremist's mindset

2) History of Terrorism

- A. Definition of Terrorism
- B. Two Types of Terrorism
- i. International
- ii. Domestic
- 1. Examples of each
- 2. Motivation
- 3. Method

3) Patrol Tactics

- A. Legal Considerations
- i. Stops and questioning
- ii. Consensual contacts
- B. Know Your Adversary
- i. Local geographical information for different groups
- ii. Police contacts/developing intelligence at the patrol level
- 1. Cultivating sources (COP)
- C. Indicators of Extremism
- i. Seven Pre-Incident Indicators
- 1. Car checks
- 2. Pedestrian checks
- 3. Business/residence checks
- a. Case studies/examples
- b. Vehicle bombs
- D. Suicide Bombers
- i. Indicators
- ii. Prevention

4) Reporting Procedures

- A. Outside resources
- B. Documentation
- C. Intelligence information cycle

Patrol Tactics for the Prevention and Deterrence of Terrorism Goals and Objectives

- I. The History of Terrorism
- 1. Understand why this is important.
- 2. Understand the definition of Terrorism.
- 3. Understand the terror is an option.
- 4. Understand the different terrorist operation.
- II. Types of Terrorism
- 2. Understand difference between International and Domestic Terrorist.
- 3. Understand the three (3) types of Domestic Terrorist.
- 4. Be able to give examples of Domestic Terrorist.
- 5. Give Examples of Domestic terror incidents.
- 6. Understand the three (3) types of International terrorism.
- 7. Be able to give examples of International terrorist groups.
- 8. Give examples of International terror incidents.
- III. The Culture of Terrorism
- 9. Understand the Domestic Terrorist specific indicators.
- 10. Understand the basic culture differences of Muslim.
- 11. Understand a basic History of Islam and its practices.
- 12. Understand the meaning of "Jihad" and show how it is being carried out on both the International and Domestic terrorist theaters.
- IV. Interdiction Tactics
- 13. Understand the Anti-Defamation Legion's Extremist Pyramid.
- 14. Understand the seven basic indicators of terrorism.
- 15. Understand the "Indication Flow Chart".
- 16. Know the eight (8) phase of a terror attack.
- 17. Cite several examples of specific indicators of domestic terrorism.
- 18. Cite several examples of specific indicators of International terrorism.
- 19. Cite examples of specific indicators of a suicide bomber.
- 20. Know the four basic motivators for the cultivation of informants.
- 21. Know the reporting procedures with regards to terrorist information.

ATTACHMENT 2

An example of material taught geared towards interdicting possible Al Qaeda operatives, is the *Counter-Terrorism Law Enforcement Officer Roadside Interdiction Questions*2 that may be used when stopping those that raise suspicion.

The Roadside Interdiction guide provides the patrol officer an accessible guide to assist them in the thorough investigation of individuals suspected to be involved in terrorism.

Do you have a license?

- o Check the name on the driver license with all other vehicle documents.
- The trained terrorist is taught to produce a false document or alias to law enforcement officials.
- o Check the spelling of the individual's name.
- o Remember, a driver license is not proof of citizenship.
- Do not use a driver's license as a form of identification for foreign nationals.

Do you have vehicle registration?

- Verify name and address with driver license.
- Remember, Al Qaeda cells in the United States have links to car dealerships.
 - The September 11 terrorists often used rental cars for their operations to ensure appropriate registration documents were available

• Do you have insurance?

o Verify authenticity of insurance documentation and insurance carrier.

Do you have any other identification?

- Ask to see any types of documents like title of ownership, bill of sale, or rental agreement.
- Al Qaeda terrorists are encouraged to purchase or use cars from Islamic owned businesses that have ties with terrorist groups.
- o Additionally, all foreign nationals must provide immigration documentation upon request.

Where were you born?

- o Determine if the individual is a U.S. citizen.
- o If not, ask for INS documents to verify his or her status.
- Ask how they arrived in the United States.

² Counter-Terrorism Law Enforcement Officer Roadside Interdiction Questions, Nebraska Highway Patrol

Are you a U.S. Citizen?

- It is against the law for foreign nationals to claim U.S. citizenship. 18 USC 911
- If the individual does not claim U.S. citizenship, request to see immigration documents. (Passport and/or Visa). Insure I-94 form is stapled inside of Passport (entry/exit dates)

Where are you going?

- The Al Qaeda terrorist is trained to provide law enforcement officers with key public points (especially tourists' destinations) as an explanation for travel.
- For example, traveling to/from Wal-Mart, grocery store, or an amusement park.

Where are you coming from?

- Try to verify the response. This might include evidence such as store bags, receipts, pamphlets, or ticket stubs.
- Check dates if possible.
- o If no evidence is available, ask specific questions regarding the destination origin.
- For example; where did your park? What did you see? What did you like about the area?

Where do you live?

- Many terrorists use a common address or location as a permanent address.
- o For example, the September 11 terrorists used local Mosques as their address, although they lived in motels or small apartments.

How long have your lived at this address?

- o Terrorists tend to live in motels/hotels or short stay apartments.
- Many of the September 11 terrorists arrived in the U.S. only weeks prior to the attack.
- Verify dates with immigration documents to see if they correspond.

Where did you live before this address?

- Establish if the individual has moved from place to place.
- The 9/11 terrorists traveled throughout the United States in the weeks and months prior to September 11.

Who else lives with you?

 Terrorists tend to answer that they live alone and will not give up other group member's name. However, the apartments are often shared to save expenses.

Where do you work?

- Check for work visas if applicable.
- o Also, ask how they support themselves financially if they do not work.
- Ask for the work address.

• How long have you worked there?

- Ask for work telephone numbers.
- o Ask how they got the job?

• What do you do there?

o Ask how they learned the trade and where they were trained.

• Who is your boss?

O Ask the individual to describe their boss and provide a phone number.

 Will you permit a search of the car?
 Check for any documents, weapons, materials that can be used for making weapons, pictures, anything in question.

ATTACHMENT 3

Using Community Policing Programs to Counter Terrorism Training Module Learning Objectives

1) Community Policing History

Upon completion, the participant should have a basic knowledge of community policing, problem solving, and the SARA Model.

2) Community Policing Case Studies

Upon completion, the participant should have a basic knowledge of several different examples of problem solving successes.

3) Using Community Policing to Cultivate Information from the community

Upon completion, the participant should have a basic knowledge of how community policing can be used as an intelligence-gathering tool.

4) Community Policing Programs for Counter-Terrorism

Upon completion, the participant should have a basic knowledge of different types of Community Policing Programs and how they can be used for counter terrorism.

5) Block Watch

Upon completion, the participant should have a basic knowledge of Block Watch and how it can be used for counter terrorism.

6) Officer Liaisons to Community Groups

Upon completion, the participant should have a basic knowledge how being an officer liaison to community groups can be used for counter terrorism

7) Crime Free Multi-Housing and Related Programs

Upon completion, the participant should have a basic knowledge of Crime Free Programs and how they can be used for counter terrorism.

8) Improved Communication with the community

Upon completion, the participant should have a basic knowledge of how increased communication with the community through a flier system can be used for counter terrorism.

9) Terrorism Training Modules for Officers to teach the public about terrorism prevention.

Upon completion, the participant should have a basic knowledge of different community education programs and how they can be used for counter terrorism.

10) Using the problem solving model & community policing to combat terrorism

Upon completion, the participant should have a basic knowledge of how to apply the SARA model for counter-terrorism.

ATTACHMENT 4

RADICALIZATION

The ability to recruit and develop terrorist from within the heart of America, or radicalization, is a real and viable threat to America and subsequently the Kansas City Metropolitan region. The ideology fueling this process impresses the need for the U.S. to address the issue in a broader manner: "Jihadist or Jihadi-Salafi ideology is the driver that motivates young men and women, born or living in the West, to carry out "autonomous jihad" via acts of terrorism against their host countries. It guides movements, identifies the issues, drives recruitment and is the basis for action (Silber & Bhatt). The radicalization phenomenon in the West is different from other sections of the world. The reasons behind Western born radicalization generally occurs due to the need for an individual to redefine themselves, searching for an identify, which is found, many times, in radical Islam. The process of radicalization can be separated into four distinct phases:

- 1. **Pre-Radicalization** This is the starting point in the process. Generally, the individuals are "unremarkable" or "ordinary" with little or no criminal history. There can be many reasons or triggers which lead an individual down the radicalization path: economic, social, political and personal factors all can come into the equation.
- Self-Identification This is the phase where an individual becomes easily influenced by internal and external factors as they begin to explore the Jihadist ideology further. There is generally some kind of crisis or change in belief that serves as the catalyst for seeking out association with like minded individuals.
- 3. **Indoctrination** This is where the individual fully adopts the philosophy of jihadi-Salafi ideology as their mission in life. This mission is militant jihad.
- 4. **Jihadization** The point in the process where like minded members accept their role in jihad and declare themselves as holy warriors or mujahedeen. This is the phase where operational planning will occur. This can be the most rapidly developing phase in the process due to the "group think" type of influence on the individual.

It will be difficult to identify or interdict the transition of an individual early in the phases of radicalization. As the phases progress and the "like minded" groups are formed and the need to communicate and plan become more important. Recognizing the indicators for these situations could be a key component of thwarting a terrorist act on American soil. Several cases of U.S. homegrown terrorist plots have been tied to the radicalization process:

- Lackawana, New York
- o Portland, Oregon
- o Northern Virginia

- New York City Herald Square Subway
- New York City The Al Muhajiroun Two

The radicalization process has been associated with international terrorism, however; the same philosophy can be applied to domestic terrorism as well. Actually, the feasibility of radicalization taking this direction is more likely and can pose a threat equal to that of an international terrorist act.

This information is meant to serve as justification to research the concept in more depth and create training for law enforcement and private security personnel. Exposing this phenomenon to patrol level law enforcement personnel could only act as another tool in the fight against terrorism...international and domestic.

Reference:

"Radicalization in the West: The Homegrown Threat", Mitchell D. Silber and Arvin Bhatt, Intelligence Analysts, New York City Police Department

ATTACHMENT 5

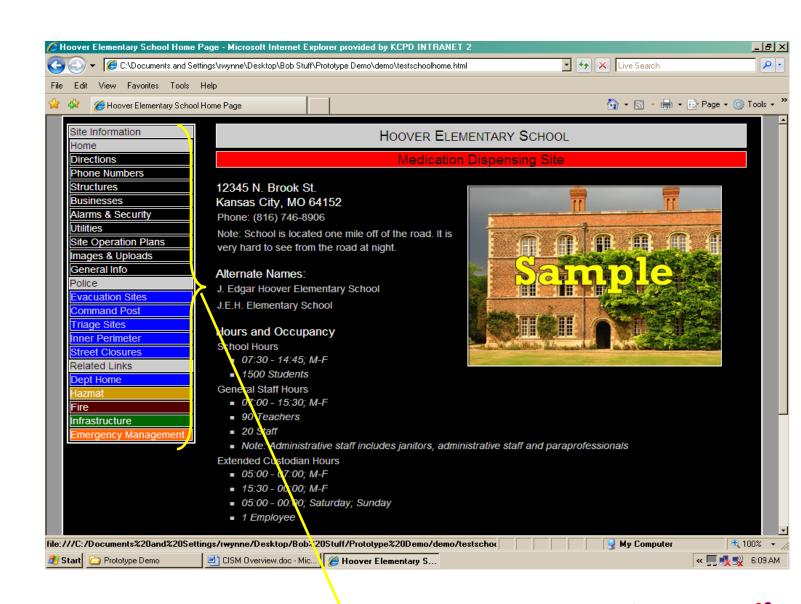
CRITICAL INCIDENT SITE MANAGEMENT SYSTEM®

The Critical Incident Site Management System (CISM) was initially developed by the Kansas City Missouri Police Department as a technological tool to enhance law enforcement's capability when responding to critical incidents at specific locations. These locations were evaluated and specific information was obtained such as, command post locations, evacuation locations, street closures, utility information, digital photography, floor plans and contact information. The information is then made available to the mobile in-car computers for the first responders to access quickly and efficiently. The program is web-based and also allows for a local hard-drive version available during times of lost connectivity. This has been an issue during natural disasters and incidents such as the VA Tech incident.

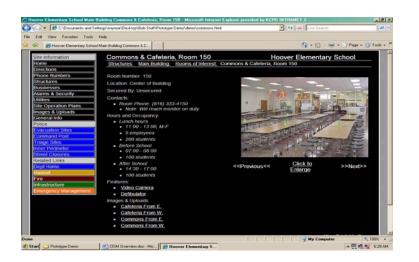
After the events of 9-11-2001, it was clear the benefits for using for CISM could be expanded into a multi-jurisdictional tool. To that end, federal funding was obtained through the Urban Area Security Initiative (UASI) to enhance the CISM program and expand it region wide. The funding has allowed the program to be enhanced for easy navigation by the end users. Other factors such as accountability and sustainability were also considered in the further development of the CISM program. Even more useful is the multi-discipline aspect which allows for use by police, fire, EMS and emergency management.

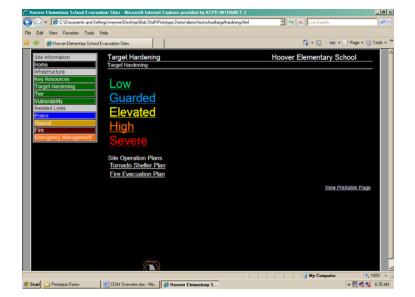
Recently, the Kansas City UASI region has initiated a critical infrastructure protection (CIP) program based on the mandates set forth by HSPD-7 and the National Infrastructure Protection Plan (NIPP). As this CIP program began, it was obvious the CISM program would become the focal point for cataloguing, prioritizing and defining the region's critical assets. While CISM, to this point, has been primarily "response" based, with new and improved enhancements, "prevention" and "deterrence" are now being built into the CISM program. These new features will allow for planning and target hardening during times of elevated threat to various sectors. For example, if there is an elevation to "severe" in the transportation sector, command staff can quickly refer to CISM and have access to statistical analysis on critical assets and specific plans for the deployment of assets to harden the various assets. In addition, specific and detailed risk assessments will be conducted allowing the region to analyze the vulnerability of the critical assets within the region. Assisting the region with this process is a private contractor, Digital Sandbox, which is helping the region define and prioritize the critical assets. This process is time saving and will allow the region to analyze for more efficient deployment of resources for the implementation of mitigation programs.

Overall, the CISM program has been extremely well received and is actively in use with over 1000 sites identified to be entered into the system. Processes are being built which will allow for "on-line" entry to decrease the entry time needed to populate the program. Other functions such as bridging with the dispatch capabilities will allow for an immediate link to the site directly from the initial call when received from the dispatcher.



"Point & Click" Navigation throughout program...





Digital Photography

Interior Floorplans

Target Hardening Capabilities