

CADET EMILIANO GONZALEZ, USMA

2018

HOMELAND SECURITY INTERNSHIP

RESEARCH PRESENTATION

2018 HOMELAND SECURITY INTERNSHIP

Purpose

To provide information on research conducted during my 2018 Homeland Security Internship and to provide recommendations for future conduct of the program.

2018 HOMELAND SECURITY INTERNSHIP

Overview

- **Tasks**
- **CCTA Research**
 - Workshop Attendance
 - Event Planning – Intel Workshop MOI
 - Doctrinal Research
 - Action Plan Recommendations
 - Synchronization Matrix
- **My Experience**
 - **Valued Experiences**
- **Recommendations for Program Improvement**

2018 HOMELAND SECURITY INTERNSHIP

Background

- **Time of Internship: June 25th – July 13th**
 - Three Weeks
- **Focus Area:** Intelligence
- **Major at U.S. Military Academy:** Political Science
- **Interests:** Interagency coordination, emergency management and intelligence.
- **Motivations:** Seriousness of the matter



CDT LT Emiliano D. Gonzalez
USMA 2019
Home Town: Dallas, Texas

**Unified Regional Response
to a
Complex Coordinated Terrorist Attack
(CCTA)**

**FOCUS AREA:
INTELLIGENCE**

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Research and Planning Tasks

Assigned Tasks

- Medical Response Workshop (June 26-27)
- Creation of a Memorandum of Implementation
 - Intelligence Workshop
- Doctrinal Review – Intelligence
- Review of After Action Reviews – Intelligence
- Synchronization Matrix - Intelligence
- Action Plan
 - Develop Recommended Actions (Intelligence)

Medical Response Workshop

Medical Response Workshop

- My first exposure to the CCTA program
- Interacted with a diverse set of law enforcement officials and emergency planners
- Contextualized the work I would be doing the remainder of the 3 weeks



**MEMORANDUM OF IMPLEMENTATION:
INTELLIGENCE**

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MOI – Intelligence

Task: Produce a memorandum of implementation (MOI)

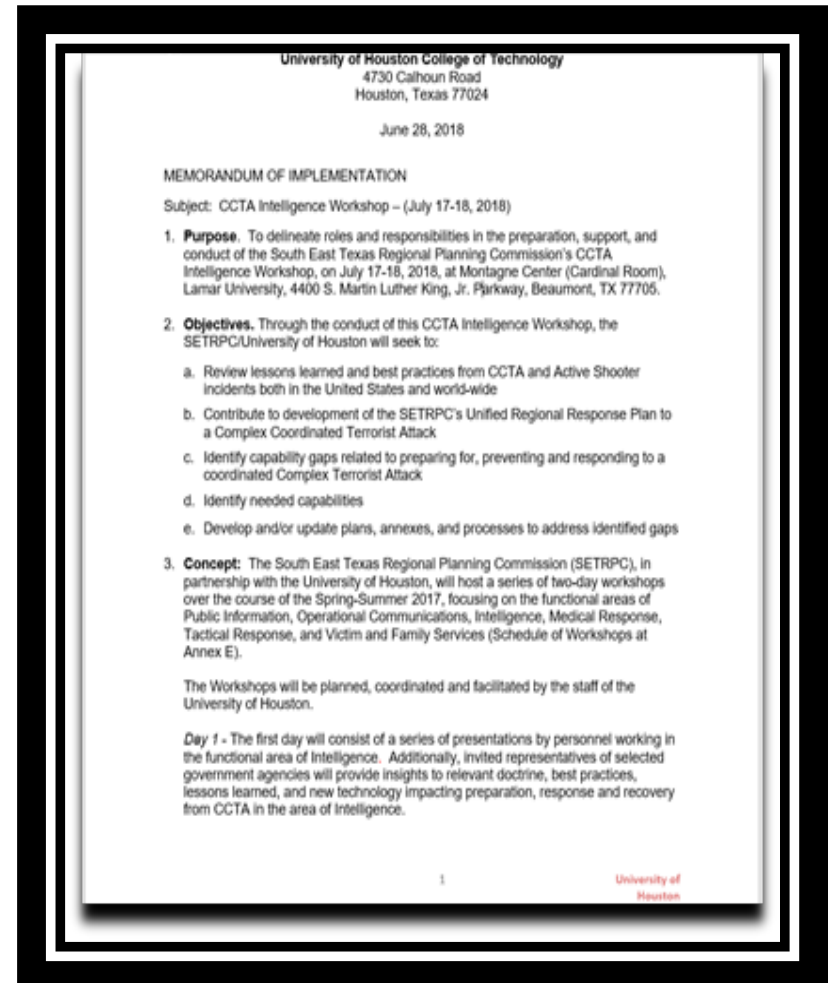
Results: MOI produced for July 17-18 Intelligence Workshop for Unified Regional Response to a Complex Coordinated Terrorist Attack (CCTA) which included annexes with an agenda, a timeline including tasks, list of speakers and contact information for all involved.

33	July 13	Load Out			Packing List
34	July 16	Travel to Beaumont			
35	July 16	Set Up Registration Table	Dwyer Boedeker		Tablecloth Banner List of Guests Sign In Sheets Name Cards IP – CCTA Hotwash doc
36		Set Up/Test Projectors	Rawat		Screen Remote
37	July 16	Set up Microphones	Rawat		
38	July 16	Set Up Workshop Tables			Table # Cards Flip Charts Markers Hotwash Paper Handouts
39	July 16	Set up VIP Registration and Handouts	Dwyer		
40	July 16	Set out Sign In Sheets for TCOLE and CEU Credits	Dwyer		
Day 1- Intelligence Workshop					
41	July 17	Team on Site	All		
42	July 17	Audio-Visual Check	Rawat		
43	July 17	Registration	Clement		
44	July 17	Photos of the Workshop	Boedeker		
Day 2- Intelligence Workshop					
45	July 18	Team on Site			
46	July 18	Audio-Visual Checks			
47	July 18	Registration			
48	July 18	Photos of the Workshop			
49	July 18	Hotwash	Clement/All		
50	July 18	Attendees may schedule return flights following this time	All		
51	July 19	After Action Review	All		
52	July 20	Amend MOI/Instructions for next workshop			
53	Jul 22 – Aug 5	Refine work products for use in <ul style="list-style-type: none">CCTA PlanAction PlanSynchronization Matrix			

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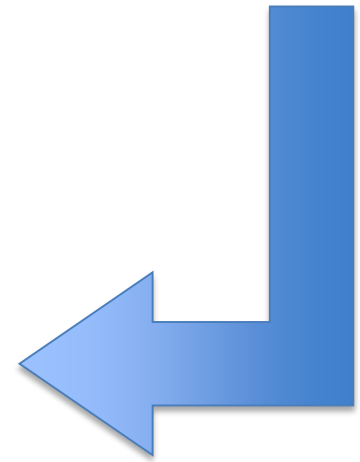
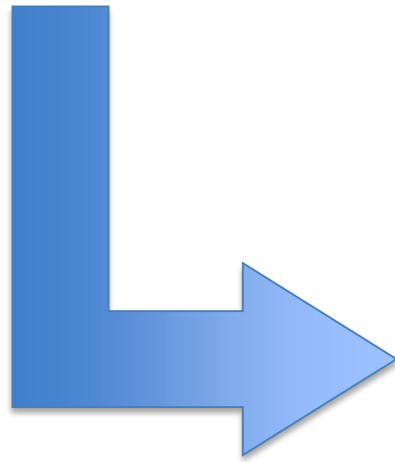
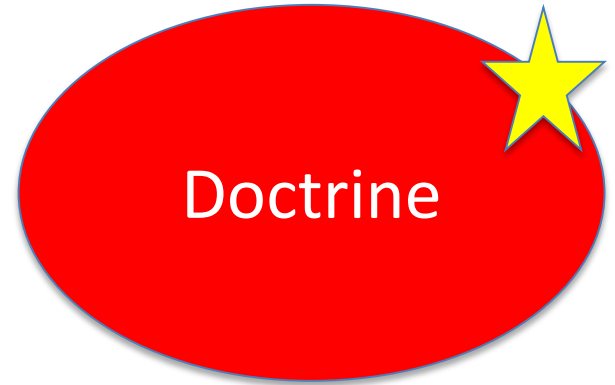
MOI – Intelligence

Value to the Intern: Much of my work as an officer will relate to creating a plan and communicating it with the team I am on in order to reach a desired end state. This MOI format will continue to be a useful template after this internship.



DOCTRINAL RESEARCH: INTELLIGENCE

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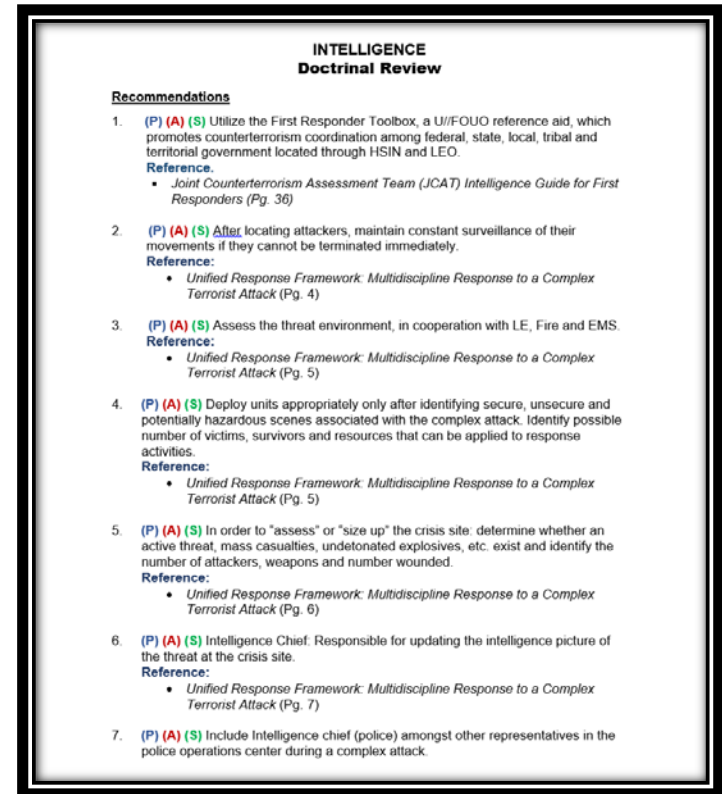
Concept of Operation

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Doctrinal Research

Task: Produce recommendations based on available doctrines relating to public safety responses to complex attacks and active shooter incidents.

Results: A document compiling recommendations from established doctrine which pertained to the public safety response to a complex coordinated attack.



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Doctrinal References

- ***Joint Counterterrorism Assessment Team (JCAT) Intelligence Guide for First Responders***
- ***Unified Response Framework: Multidiscipline Response to a Complex Terrorist Attack***
- ***JCTAWS Observations in Homeland Preparedness for a Complex, Coordinated Terrorist Attack***
- ***Bringing Calm to Chaos: A critical incident review of the San Bernardino public safety response to the December 2, 2015 terrorist incident at the Inland Regional Center***

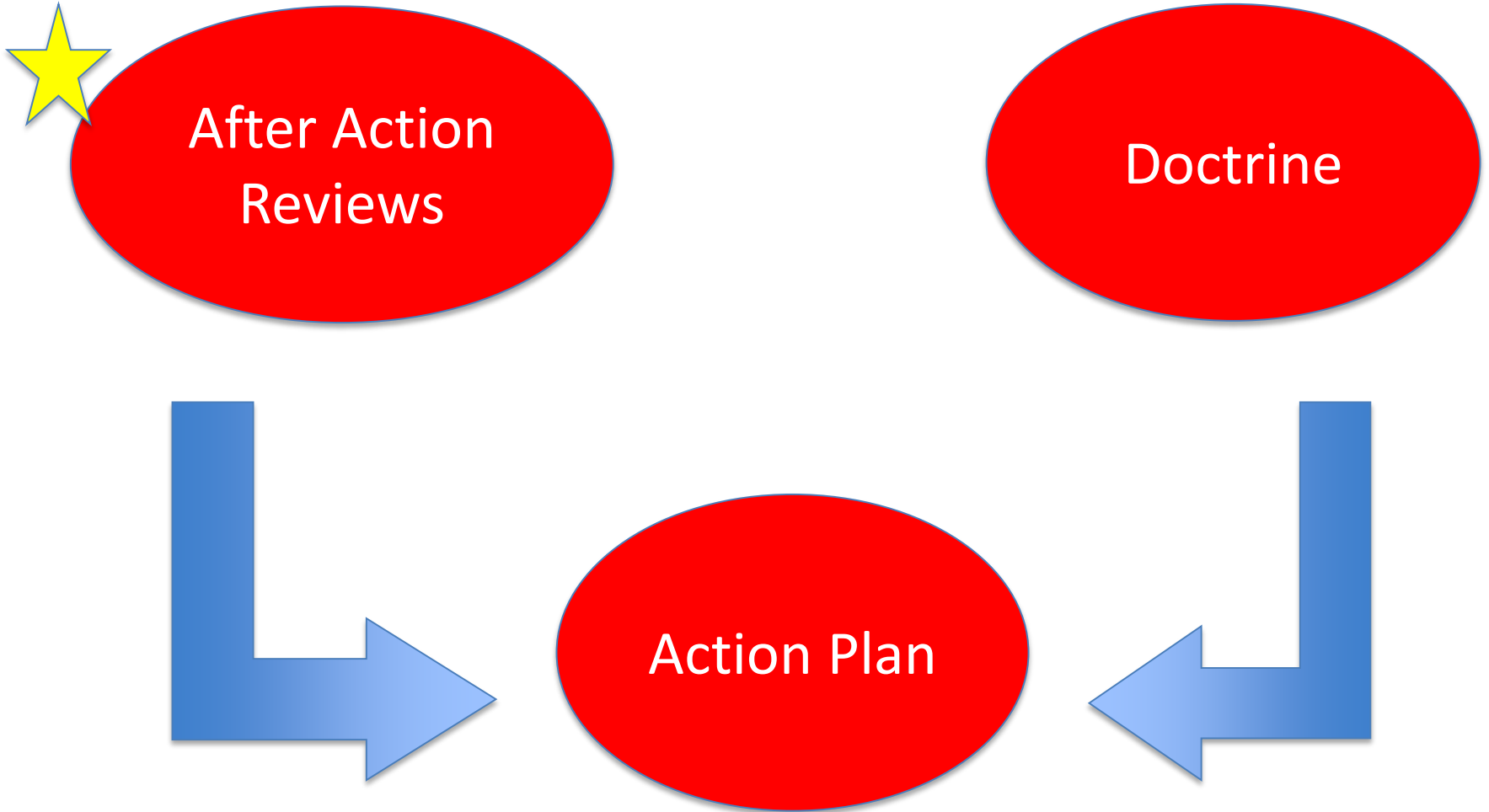
2018 HOMELAND SECURITY INTERNSHIP

Doctrinal References

- ***Managing the Response to a Mobile Mass Shooting: A Critical Incident Review of the Kalamazoo, Michigan, Public Safety Response to the February 20, 2016 Mass Shooting Incident***
- ***New York City Police Department Active Shooter Recommendations and Analysis for Risk Mitigation***
- ***Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practice Guide***

**AFTER ACTION REVIEWS:
INTELLIGENCE**

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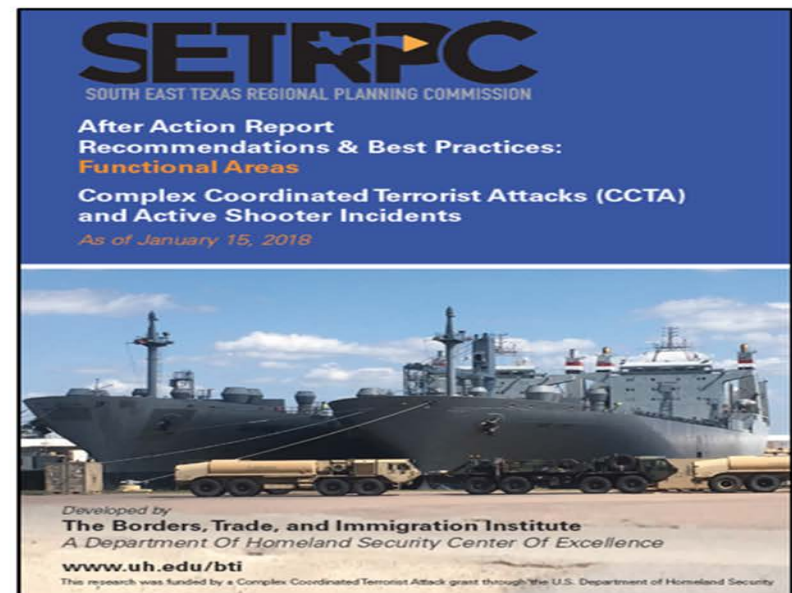
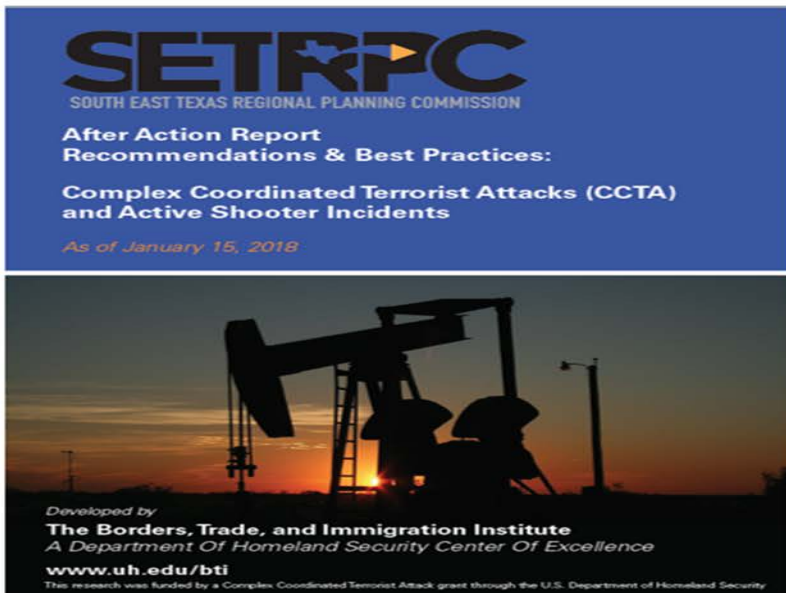
Concept of Operation

2018 HOMELAND SECURITY INTERNSHIP

After Action Reviews

Task: Produce recommendations based on available doctrines relating to public safety responses to complex attacks and active shooter incidents.

Results: A document compiling recommendations from the AARs created in wake of an attack.



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After Action Reviews

Value to the Intern:

- Intimate knowledge of the attackers, the attacks themselves, the police response and the subsequent results.
- The details of interagency responses to mass casualty incidents.

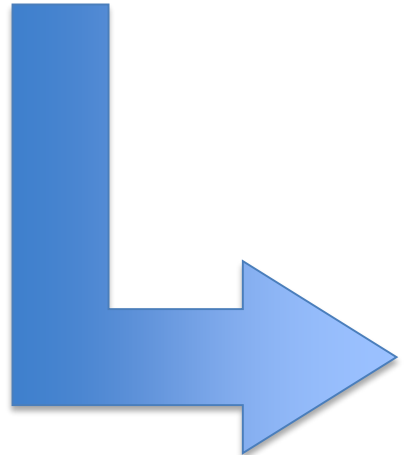


ACTION PLAN: INTELLIGENCE

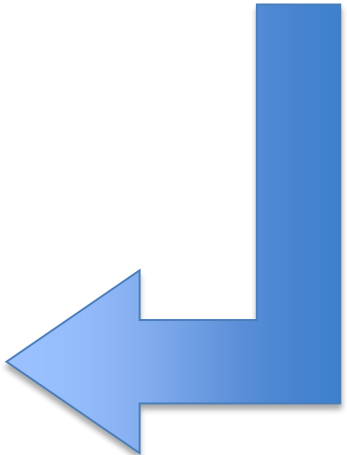
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After Action
Reviews

Doctrine



Action Plan



Concept of Operation

Action Plan

Task: Using the AARs and the doctrinal resources provided, identify the most pressing lessons learned and compile them into an “action plan” which can be used by state, regional, local and tribal governments

Results: The following slides walk through examples of tasks for emergency planners to undertake in order to bolster their preparedness

Value to the Intern: Developing this task list introduced me to the ins and outs of emergency planning and the level of detail necessary

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Action Plan Recommendations

Task 4.7. Incident Commander has access to maps of subterranean passageways in the incident area

Discussion: In the effort to identify, isolate and contain suspected terrorists, Incident Commanders and Intelligence assets must be able to identify, monitor, and close off possible avenues of access/escape offered by subterranean passageways. The jurisdiction, working in concert with private sector entities, should assemble a concise mapping of subterranean tunnels, waterways, sewers, and utility passages, with possible entry and access points. This information should be made readily available to the Incident Commander and ICS General Staff (Intelligence and Operations) during an emergency situations.

Reference: After Action Review – Aurora, CO

Responsibility: Department of Public Works and Local Businesses

Assisted by: Chamber of Commerce

Target Date:

Status:

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Action Plan Recommendations

Task 1.1 Utilize the First Responder Toolbox.

Discussion: A U//FOUO reference aid, which promotes counterterrorism coordination among federal, state, local, tribal and territorial government located through HSIN and LEO

Reference: *Joint Counterterrorism Assessment Team (JCAT) Intelligence Guide for First Responders (Pg. 36)*

Responsibility

Assisted by:

Target Date:

Status:

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Action Plan Recommendations

Task 1.2 Institute a Terrorism Liaison Officer (TLO) Program.

Discussion: Consider instituting a Terrorism (also known as “Threat”) Liaison Office (TLO) Program whereby TLO’s are trained to be their agency’s representative at the fusion center and can relay terrorism threat information to public safety officials.

Reference: *JCTAWS* Observations in Homeland Preparedness for a Complex, Coordinated Terrorist Attack*

Responsibility:

Assisted by:

Target Date:

Status:

2018 HOMELAND SECURITY INTERNSHIP

Action Plan Recommendations

Task 1.3 Public Works officials map subterranean passageways/sewers/ waterways with intersections, access and entry points.

Discussion: Subterranean methods in ingress and egress can deliver a decisive tactical advantage to both LE officials or attackers.

Reference: *Workshops*

Responsibility: Department of Public Works

Assisted by: Chamber of Commerce

Target Date:

Status:

2018 HOMELAND SECURITY INTERNSHIP

Action Plan Recommendations

Task 1.4 Train to share information between agencies and with non-government entities more effectively

Discussion: Discuss information requirements with fusion center, promote the accessibility of threat-related products, provide a forum for first responders/private sector to identify processes for receiving information that will help with preparedness and develop formal procedures to share threat information between fusion center/public safety organizations.

Reference: JCTAWS Observations in Homeland Preparedness for a Complex, Coordinated Terrorist Attack

Responsibility:

Assisted by:

Target Date:

Status:

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Action Plan Recommendations

Task 1.5 Provide local law enforcement agencies access to private facilities security cameras/footage

Discussion: Arrangements should be made to provide law enforcement access to private facilities security cameras/footage during a crisis. Ideally, continuous access by law enforcement officers to real-time camera footage will significantly assist law enforcement response to a terrorist threat and criminal activities.

Reference: *Workshops*

Responsibility: Department of Public Works

Assisted by: Chamber of Commerce

Target Date:

Status:

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Action Plan Recommendations

Task 1.5 Broaden state and local agency awareness of the mechanisms available to report intelligence information or suspicious

Discussion: Ensure Suspicious Activity Report (SAR) training is available to all Fire, LE and EMS first responders and leveraging fusion centers to develop or enhance outreach opportunities to private sector officials and community volunteer organizations.

Reference: *Workshops*

Responsibility: Fire, LE and EMS

Assisted by: Fusion centers

Target Date:

Status:

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Action Plan Recommendations

Task 1.6 Establish procedures for reporting indicators, warning and incidents of workplace violence.

Discussion: Agencies/firms should allow employees who have safety or reprisal concerns to submit anonymous (to the extent possible) reports.

Reference: *Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practice Guide (Pg. 11)*

Responsibility: Public and private institutions

Assisted by:

Target Date:

Status:

2018 HOMELAND SECURITY INTERNSHIP

Action Plan Recommendations

Task 1.6 Limit access to blueprints, floor plans, and other documents containing sensitive security information

Discussion: These documents falling in to the wrong hands may make a facility more vulnerable to attack. However, make sure these documents are available to law enforcement responding to an incident.

Reference: *New York City Police Department Active Shooter Recommendations and Analysis for Risk Mitigation (pg. 2)*

Responsibility: Public and private institutions

Assisted by:

Target Date:

Status:

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Assisted by:

Target Date:

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Reference: *New York City Police Department Active Shooter Recommendations and Analysis for Risk Mitigation (pg. 2)*

Responsibility: Public and private institutions

Assisted by:

Target Date:

Status:

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Action Plan Recommendations

Task 1.7 Develop prior relationships and establish regional recognition of the expertise within each agency amongst investigators and crime scene technicians.

Discussion: Prior relationships best allow the conduct of a successful investigation of a shooting scene.

Reference: *Managing the Response to a Mobile Mass Shooting: A Critical Incident Review of the Kalamazoo, Michigan, Public Safety Response to the February 20, 2016 Mass Shooting Incident (Pg. 22)*

Responsibility: Investigative agencies

Assisted by:

Target Date:

Status:

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Action Plan Recommendations

Task 1.8 Critical incident training and exercises should include an investigative component.

Discussion: This training would include identifying all aspects of victim and witness identification, interviewing, and reunification.

Reference: *Managing the Response to a Mobile Mass Shooting: A Critical Incident Review of the Kalamazoo, Michigan, Public Safety Response to the February 20, 2016 Mass Shooting Incident (Pg. 89)*

Responsibility: LE – Investigate components

Assisted by:

Target Date:

Status:

SYNCHRONIZATION MATRIX: INTELLIGENCE

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Synchronization Matrix

Task: Create a tool that, in the event of a complex coordinated attack, intelligence officials can look to for a list of pertinent tasks by phase of the incident.

Results: The Synchronization Matrix format was used to, in accordance with the AAR findings and doctrinal references, outline phase by phase the duties and considerations that fall on intelligence officials.

Value to the Intern: In my exposure to U.S. Army operations, leaders and subordinate leaders must be able to react to the unexpected in a disciplined, and efficient way that falls within their commander's intent.

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Synchronization Matrix

SETRPC Unified Regional Response to a Complex Coordinated Terrorist Attack

SYNCHRONIZATION MATRIX

As of July 13, 2018

		Alert/Notification	Locate/Isolate Threat	Tactical Response	Recovery/Aftermath
INTELLIGENCE	INTELLIGENCE OBJECTIVES	<ul style="list-style-type: none"> Establish Common Operating Picture Determine attacker information <ul style="list-style-type: none"> Numbers/race/gender/attire Locations/Movement Activities Weaponry and Special Equipment Vehicles (color/make/model/license #) Identify numbers/locations of citizens in harm Identify presence/locations of IED/VBIEDs Discern possible diversions with LE, Fire and EMS. 	<ul style="list-style-type: none"> Gain/maintain situational awareness Attain/maintain surveillance of attackers Identify possible routes/modes of escape <ul style="list-style-type: none"> Air Ground Sub-terrain Waterways High Speed Avenues of approach/egress Identify locations of attackers Assess possible routes/access to attackers Discern possible diversions Establish LP/OP s to monitor threat activities 	<ul style="list-style-type: none"> Gain/maintain situational awareness Identify possible number of victims and survivors Identify number of attackers, weapons and locations of undetonated explosives Contact department of transportation in order to obtain access to surveillance Relay information gleaned from 	<ul style="list-style-type: none"> Triage witnesses, enable investigators to quickly document pertinent information. Determine agencies with best skills and tools to perform investigative tasks. Arrange transportation home and communication to loved ones of witnesses.
	INTELLIGENCE SECTION	<ul style="list-style-type: none"> Report to Incident Commander for Update Request/activate a dedicated encrypted channel for intelligence/investigations Establish Common Operating Picture Assign Intelligence operatives to Dispatch and Telephone Bank to monitor/filter calls Assign detectives to interview/question witnesses/bystanders Assign detectives to hospitals to interview injured/ wounded 	<ul style="list-style-type: none"> Identify presence/locations of IED/VBIEDs Request/establish aerial surveillance (helicopter/fixed wing/UAS) Identify/use security representatives or persons with in-depth knowledge of building facility/area/plans Obtain access to monitor Closed Circuit Television (CCTV) cameras/footage Obtain plans to buildings, utility tunnels and other subterranean passages Insert undercover agents among bystanders to monitor crowd and identify accomplices Assign spotters to monitor possible routes Monitor television, radio, social media for info 	<ul style="list-style-type: none"> Attain/maintain surveillance of attackers Consider use of UAS/Robotics Exploit crime scene and captured attackers for follow-on intelligence driven law enforcement raids by SWAT Continuously update the intelligence picture of the threat 	<ul style="list-style-type: none"> Protect physical evidence Collect physical and testimonial evidence Identify witnesses Interrogate captured attackers Assess possible routes/access to attackers

REQUIRED ACTIVITIES

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Other Internship Activities

- Tour of the Port of Houston - 02 July 2018
- U.S. Coast Guard Sector Tour - 28 June 2018
- NASA Tour - 11 July 2018

**The BTI Institute
Homeland Security Internship Program**

A Personal Perspective

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2018 HOMELAND SECURITY INTERNSHIP

My Experience



Recommendations for Future Internships

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Recommendations

- Length
 - Days spent touring and participating in workshops
 - Depth of research
 - Number of tasks
- Cadet Diversity
 - Coast Guard primarily, but other services stand to benefit from watching agencies with different tools and SOPs interacting to get a complex task done
 - The MOI and Synch Matrix are useful across the joint force
- Excellent Experience Overall

Comments

Thank you!

Emiliano D. Gonzalez

U.S. Military Academy

2018 BTI Institute Homeland Security Intern

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