

FLETC Journal

VOLUME 19 • Fall-Winter 2017

Federal Law Enforcement Training Centers

Artesia ★ Charleston ★ Cheltenham ★ Glynco



COUNTERING TERRORISM

THE MULTIDISCIPLINARY
APPROACH FLETC AND
ITS PARTNERS USE IN
LAW ENFORCEMENT TRAINING



Homeland Security

FOREWORD



Terrorism is not a new phenomenon. In fact, a review of historical references shows that the word was first used in the mid-1790s. The strategies and tactics employed by terrorists to achieve their goals have evolved in the 200 years since then, and law enforcement agencies have been forced to evolve as well. Within that context, we are pleased to present the Fall/Winter edition of the FLETC Journal, which highlights how FLETC is providing timely and innovative training focused on terrorism-related topics.

FLETC was established in July 1970 as the Consolidated Federal Law Enforcement Training Center to provide a cost-effective means to professionalize law enforcement training across multiple Federal agencies. Over the years, FLETC has demonstrated great agility in developing and tailoring programs to meet emerging requirements. In his history of FLETC's first 25 years, *The Trainers*, author Frederick S. Calhoun cites the example of President Richard Nixon's announcement to place "armed policemen" on flights in response to a rash of skyjackings. The job of training these Sky Marshals went to the brand new training center: They quickly put together the Treasury Air Security Officer School and graduated their first class a few months later in November 1970, the first of many similar success stories.

High-profile terrorism incidents in the 1980s resulted in a significant expansion of FLETC's training to prevent, mitigate, and respond to attacks. The Security Specialties Division (SSD) was created in 1989 and centralized terrorism and security training under one roof. But the attacks of September 11, 2001, and alignment of FLETC into the new Department of Homeland Security in 2003 forced yet another reassessment of how best to deliver fast, flexible, and focused training. Consistent with this strategy, FLETC transformed SSD into the Counterterrorism Division (CTD), and institutionalized counterterrorism concepts across multiple training divisions and topical areas.

The articles featured in this edition reflect the multidisciplinary approach of FLETC and our partners to terrorism-related issues, ranging from terrorist financing to challenges posed by the maritime and cyber domains. We also look at the public safety exception's implications for Miranda advisories and get a current snapshot of CTD's training portfolio. Rest assured that FLETC will continue to leverage technology, innovation, and partnerships to meet the evolving threats posed by terrorism, both here and abroad.

Michael S. Milner

Michael S. Milner
Assistant Director
Glynco Training Directorate
Federal Law Enforcement Training Centers

COUNTERING TERRORISM THIS ISSUE

VOLUME 19 • Fall-Winter 2017

5 REFLECTIONS ON LEADERSHIP
If instructors embrace the leadership role, students perceive them as leaders

7 MARITIME LAW ENFORCEMENT ACADEMY
Identifying, mitigating and disrupting both waterborne and land based threats to the maritime transportation system begins here

9 MARITIME COUNTERTERRORISM TRAINING
FLETC maritime graduates are truly prepared to do their part in protecting the homeland from terrorism



16 Miranda and Terrorism
Applying the public safety exception

19 INTERNATIONAL BANKING AND MONEY LAUNDERING TRAINING
Unravel money laundering and terrorist financing with this course

23 THE SCIENCE OF INTERROGATIONS
Counter Terrorism, Intelligence Gathering, and Law Enforcement



Critical Infrastructure
Security & Resiliency:
Protecting the Backbone of America

FRONT COVER photo: U.S. Coast Guard photo
by Petty Officer 3rd Class David Weydert
BACK COVER photo: Fred Charles, FLETC



Digital Officer Safety

Home controllers, scenario-based software, voice command, and the Internet of Things are here. Don't be caught unaware of their power.



THE EDITORIAL TEAM—Back row: Tim Miller, Preston Farley, John Stamp, Jen Tocco. Front row: Lauren Ware, Michael Milner, Michael Hulihan, Susan Thornton. Not pictured: Tommy Brabson, Alicia Gregory, and Bill Norris

FLETC Journal

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The FLETC Journal's mission is to explore and disseminate information about law enforcement concepts, research initiatives, programs, and trends that impact or will potentially affect law enforcement training. It is produced, published, and printed through a joint collaboration with the Multi-Media Division and the Government Printing Office. The printed circulation is 2,000 and it is also available electronically on the FLETC website at <http://www.fletc.gov/about-fletc>.

The content of this publication is written in accordance with the guidelines of the Associated Press (AP) style. Articles, photographs, and other contributions are welcomed from the law enforcement training community and academia. Publication depends on general topical interest as judged by the editorial team.

Where FLETC Trains

FLETC Domestic Training Sites

- Glynco, Georgia
 - Artesia, New Mexico
 - Charleston, South Carolina
 - Cheltenham, Maryland
- Domestic Export Locations

State, Local, and Tribal Law Enforcement *(Training Facilities Nationwide)*

Academic, Operational, and Program Support

- Singapore
- Maritime Law Enforcement Training Center
(Port of Los Angeles)

International Law Enforcement Academies

- Gaborone, Botswana
- San Salvador, El Salvador
- Bangkok, Thailand
- Budapest, Hungary
- Roswell, New Mexico

International Training and Capacity Building Programs

- Delivered Worldwide

Online Training

- Available Worldwide

FLETC FAST FACTS

Consolidation of law enforcement training permits the federal government to emphasize training excellence while keeping costs low. Professional instruction and practical application provide students with the skills and knowledge to meet the demanding challenges of a federal law enforcement career. They learn not only the responsibilities of a law enforcement officer, but, through interaction with students from many other agencies, also become acquainted with the missions and duties of their colleagues. This interaction provides the foundation for a more cooperative federal law enforcement effort.

Integrated Instructional Staff: FLETC has assembled the finest professionals to serve on its faculty and staff. Approximately 50 percent of the instructors are permanent FLETC employees. The remaining instructional staff are federal officers and investigators on assignment from their parent organizations or recently retired from the field. The mix provides a balance of instructional experience and fresh insight.



Reflections on Leadership



GREG LYNCH
Deputy Director,
U.S. Air Force Special
Investigations Academy,
FLETC Glynco

Today's law enforcement instructors are challenged with developing and providing training to prepare students for diverse problems, ranging from terrorist attacks on U.S. soil to community relations issues. Instructors are producing professional and empathetic law enforcement personnel who surpass expectations of field leadership.

The leadership responsibility of our instructors is often overlooked. The fact is an instructor has a lasting impact on a student that will endure long after graduation.

Law enforcement instructors are naturally elevated to a position of leadership for trainees, as well as in the law enforcement community. The impact the instructors have on trainees as a result of their day-to-day interaction with them goes far beyond the classroom learning objectives and practical exercises covered throughout the course of instruction. For many partner organizations that send new recruits to the Federal Law Enforcement Training Centers (FLETC) for basic training, students spend a minimal amount of time in their home office prior to departing for training at FLETC.

For the Air Force Office of Special Investigations, students may spend as little as one to two weeks in the office before they begin training. The majority of our trainees have very little exposure to law enforcement, and their perceptions of the career field are still being developed. In

most cases, their first real interaction with someone in a leadership role in the law enforcement community occurs during training.

Regardless, if instructors embrace the leadership role, students perceive them as leaders and instructors often mold the student's view of the agency and of the law enforcement career field in general. Instructors embed into the student foundational skill sets, but they are also responsible for developing a strong law enforcement and agency culture.

The common traits of overarching excellence, ethics, and professionalism that embody the profession are essential for every trainee to embrace before they depart the center and begin their law enforcement career. The instructors lead this charge to ensure trainees are skilled and prepared to handle the new level of responsibility thrust upon them, while guaranteeing the leaders of tomorrow are grounded in the principles they need to become successful.

The role of an instructor as a leader can take time to develop. Most law enforcement organizations promote their personnel based on merit and historical performance. This is a good measure of proficiency for a specific job and overall abilities, but it is independent of the skills needed to be an effective leader. It is not until an individual assumes a leadership position that they realize the difference, and sometimes they do not have the skills needed to successfully navigate through the multitude of issues affecting leaders today. Instructors are not exempt from these issues.

The ability to lead a class through countless weeks of training can be difficult, and doing so while serving as a

mentor and leader to a student can pose many challenges. This is especially true when the students have just embarked on new careers, but can also be the case when instructing those who are returning to learn an advanced skill.

Adapting to the evolving issues facing today's law enforcement professionals, ensuring proficiency with new technology, and updating and delivering curriculum with new case law is the standard expectation for our professional leaders and educators who are charged with ensuring that our students are successful. The instructors' ability to overcome these challenges solidifies the fact that they are the leaders who lay the foundation for future success needed by our new law enforcement professionals as they depart the center.

For instructors, appearance, language and attitude matter more when mentoring students. The influences instructors have on trainees drive their perspectives, motivation, and how they approach their duties when they arrive in the field. The instructor is constantly being evaluated the same way field leadership is evaluated. Students and staff make determinations of instructors' abilities based on experience, classroom presentation, and evaluation of practical exercises. An instructor who possesses strong leadership abilities but has limited experience, credibility, and motivation is quickly discounted by students, who

simply glean enough information to pass the test or practical exercise, all the while dismissing potential leadership lessons.

On the other hand, an instructor who capitalizes on the opportunity to make a difference to future law enforcement professionals, and embraces their role as a leader, drives behavior and steers the new officer or agent in a direction that ensures future success.

It has been almost 20 years since I received my badge. My past four years at the Air Force Office of Special Investigations Academy, and serving with the FLETC staff, reminds me of the impact instructors have on students and how successful leaders in the field and instructors share common traits. Our successful field leaders have high expectations of their people and themselves. They execute the mission as required, and they expect new law enforcement personnel trained by FLETC to arrive with the same high standards. They expect ethical personnel who embody law enforcement values and professionalism beyond reproach, and who uphold the ethical standards of the organization. The training mission at FLETC is successfully accomplished because of the outstanding instructors who are making a difference in the classroom, while shaping future law enforcement agents and uniformed officers.

SPECIAL AGENT GREGORY W. LYNCH is currently assigned as deputy director, U.S. Air Force Special Investigations Academy, Federal Law Enforcement Training Centers located in Brunswick, Georgia. The academy trains over 1,000 students annually in basic and advanced criminal and counterintelligence investigations, protective service operations, polygraph, and technical investigative services in support of the Air Force Office of Special Investigations worldwide mission.

Lynch is a 1999 graduate of Park University and has served in a variety of positions including the director of the 6th Field Investigations Squadron, Yokota AB, Japan and the assistant special agent-in-charge of the Criminal Investigations Task Force at Fort Belvoir, Virginia. Additionally, he served various field and staff positions executing defensive and offensive counterintelligence, criminal investigations, and operations in support of national and strategic objectives. Throughout his career, he served in various operational and leadership positions in the Middle East and Africa.

USCG MARITIME LAW ENFORCEMENT ACADEMY



A U.S. Coast Guard 25-Foot Defender Class Boat patrols near the Statue of Liberty.

BY LIEUTENANT GREG HERSH
PHOTOS: U.S. COAST GUARD

THE TERRORIST ATTACKS of September 11th, 2001, changed innumerable things, not the least of which was the way the United States organized its homeland security efforts. The Homeland Security Act of 2002 established the Department of Homeland Security (DHS) and charged the department with preventing future terrorist incidents. To aid in this mission, United States Customs Service, United States Secret Service and the United States Coast Guard were transferred under the newly formed DHS. While this move did not alter the function of these entities, there was a resulting transformation and reprioritization of the mission sets of these agencies to support DHS efforts.

For the Coast Guard, which already had a long history of successfully securing the United States' waterways, this entailed focusing their primary mission on ports, waterways, and coastal security (PWCS). PWCS is responsible for identifying, mitigating and disrupting both waterborne

and land based threats to the maritime transportation system and ensures the safe flow of commerce by sea. This is a vital component of protecting the homeland, and the Maritime Law Enforcement Academy (MLEA) at FLETC Charleston, South Carolina, ensures Coastguardsmen are well trained to execute this critical mission.

The MLEA trains approximately 144 students each year. Since the Coast Guard is a seagoing service, the public is oftentimes surprised to see armed Coastguardsmen patrolling areas on land; however, maritime-adjacent locations such as marinas, ferry terminals, waterfront facilities, and riverfront parks are all well within the Coast Guard's jurisdiction. Similarly, maritime professionals are used to being visited by marine inspectors, which ensures vessels are seaworthy and adhere to national and international shipping regulations. While Coast Guard inspectors (prevention-oriented) and law enforcement officers (response-oriented) may wear



Students conduct a risk and vulnerability assessment during the Seaport Security Antiterrorism Training Program.

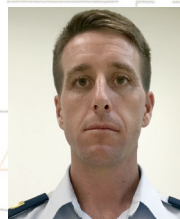
the application of their previously learned authorities, jurisdictional requirements, and legal and equipment capabilities to safeguard all components of the maritime transportation system. State of the art facilities used in the program include FLETC Charleston's 394 foot break-bulk ship M/V Cape Chalmers and a simulated Pier Terminal that can be prepared to mimic any scenario requiring Coast Guard BOCA intervention. Students work together in teams that comprise of Coast Guard personnel from Maine to Maui, Alaska to Alabama, to share best practices and challenges faced in different regions. Because port operations vary in different areas of the country, different security postures, public engagements and interagency operations take place.

Now in its ninth year as a stand-alone course, the PWCS 'C' School is undergoing major modifications to ensure students receive the most relevant and applicable training possible. Course curriculum is being modified to focus more on BOCA activities concerning emerging threats to landside maritime security and will incorporate more emphasis on establishing and maintaining relationships with regional port partners vital to the health and wellbeing of a secure and prosperous maritime environment. Just as the PWCS mission has changed throughout the decades, the lessons taught and applied in training must adapt accordingly. As new laws are enacted, new policies promulgated, and new threats identified, the Maritime Law Enforcement Academy must remain on the leading edge of this continuously evolving mission, ready to develop BOCA's to safely and swiftly respond to any incident that may require Coast Guard intervention.

different uniforms, their operations dovetail towards one common goal: protecting American waterways. For this reason, both inspectors and officers must receive cutting-edge training that not only equips these law enforcement professionals with the tools they need to secure American ports and waterways, but also to carry out their mission on relevant areas of land. Additionally, and perhaps even more challenging, these students must learn to succinctly and clearly articulate the law and authorities governing their actions on land to others, who may be unaware of the breadth of the Coast Guard's authority.

All Coast Guardsmen attend lengthy resident training at MLEA. Most go on to qualify as Coast Guard Boarding Officers, but the very best are recommended for PWCS 'C' School. This training program is considered an advanced law enforcement function, and serves to qualify graduates to function as Boarding Officers Certified Ashore, or BOCA.

During the PWCS "C" School, students are immersed in the legal frameworks that authorize Coast Guard personnel to conduct law enforcement missions on water and land, and what parameters exist to conduct shore-based U.S. Coast Guard law enforcement activities. They are placed into dynamic training scenarios that test



LIEUTENANT GREG HERSH currently serves as the school chief presiding over all advanced U.S. Coast Guard law enforcement training at the Maritime Law Enforcement Academy, Charleston, South Carolina. In this role he oversees all curriculum development, student performance, and training execution for 800 students annually across four advanced Coast Guard law enforcement missions – Ports, Waterways, and Coastal Security; Maritime Illicit Trafficking; Radiation Detection and Response; and U.S.-Canadian Integrated Cross-border Maritime Law Enforcement. Previously, he was a boarding officer certified ashore in Port Arthur, Texas. He holds a Bachelor of Arts degree from the Virginia Military Institute, becoming the first triple major in the school's history, and earned a Master of Arts in Global Diplomacy from SOAS University of London.

MARITIME COUNTER- TERRORISM TRAINING



The United States Coast Guard receives a distress call from the Steamship Cape Chalmers captain. His crew discovered unknown individuals, possibly armed and dangerous, on board the vessel. The ship is inbound from a known smuggling hub and hotspot for terrorists.

BY KEN PARKS AND KIERAN MORIARTY
PHOTOS: U.S. COAST GUARD



THE COAST GUARD notifies the Joint Terrorism Task Force and requests support from the local police. The police department's elite tactical team boards a 28-foot Rigid Inflatable Boat and sets course to intercept the compromised Cape Chalmers.

Under the cover of darkness, the coxswain swiftly positions the boat against the hull of the Cape Chalmers, and uses pole and ladder tenders to extend and hook a 30-foot caving ladder on the railing. One at a time, the team members climb the 28 feet to the vessel's deck and stack in formation on the deck of the Cape Chalmers to secure the vessel. Once the entire team is aboard, they move quickly through the vessel securing critical parts of the boat while searching for stowaways.

Speed and silence are important, but the team knows there are many hidden dangers on a 500-foot commercial freighter. Ladder wells and passageways are dimly lit and exceptionally narrow, and the team is constantly vulnerable and exposed. This is much different than the building entries they are used to making on land. The cargo holds are filled with freight and littered with hazards. They have been trained that going below decks and entering confined spaces can have deadly consequences. Prolonged periods in a confined space can result in oxygen deprivation that can incapacitate an individual within minutes. Fortunately, the responding tactical team is carrying gas meters, which provide an audible signal if the oxygen levels fall dangerously low. The team splits up as they clear the cargo holds, the engine room, and shaft alley. The team leader enters the bridge to contact the captain, while the rest of the team detains several subjects and works to make positive identifications.

At the same time, just miles away in the Charleston harbor, another team conducts a low freeboard boarding on a target vessel flying a Bahamian flag. The target vessel, a 65-foot crew boat, is suspected of attempting to

Photo of FLETC Charleston's training vessel.



Students detain a suspect during the Commercial Vessel Boarding Training Program.

smuggle known terrorists into the United States. The tactical team conducts a vessel stop and boards the vessel. The boarding officer and his assistant move to the pilot house to interview the captain while the security team controls the crew on deck. The team conducts a safety sweep, checking for unaccounted-for individuals based on the intelligence they received. The suspects are located hiding in a bilge area and are detained.

The above scenario might read like something from an episode of an action-packed high seas cop TV series, but it actually is an abbreviated version of a laboratory

exercise from FLETC's Maritime Tactical Operations Training Program. Highly-skilled tactical teams from around the country come to the FLETC training delivery point in Charleston, South Carolina, to receive extensive instruction on how to conduct tactical boarding procedures on high-interest/high-threat commercial vessels. The program covers all aspects of high-risk tactics needed to board and gain control of a high-interest vessel. The training includes mission planning, covert boarding by hook and climb for large commercial vessels, cross decking onto small commercial vessels, and tactically moving to specific objectives while neutralizing threats. As one of three maritime-centric counterterrorism training programs currently offered at FLETC's Charleston site, its audience comprises state and local tactical and SWAT teams.

FLETC also teaches the accredited Commercial Vessel Boarding Training Program, which provides students with extensive hands-on training in the boarding and searching of high-interest vessels at the South Carolina site. Students board a 494-foot break-bulk freighter, conduct interviews, search compartments, and identify void areas and confined spaces while using the latest technological sensing and detection equipment. Attendees also learn to conduct compliant boardings on large and small commercial vessels. They are trained to inspect the ship's documents and verify



A U.S. Coast Guard crew on patrol in a 25-foot Transportable Port Security Boat. It can travel at more than 40 knots, and carry a .50 caliber machine gun and two M60 machine guns mounted on each side.

placarding to ensure it coincides with electronic cargo manifests, and conduct basic and extended initial safety sweeps for unaccounted-for persons. The audience for this particular program comprises state and local marine patrol officers, port police officers, natural resource law enforcement officers, and National Guard Bureau Civil Support Teams.

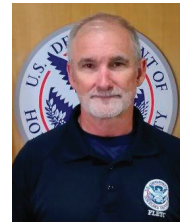
The third maritime-focused counterterrorism training program offered at the FLETC site in Charleston is the longstanding Seaport Security Antiterrorism Training Program. FLETC developed this program with the understanding that security at most seaports is accomplished through a cooperative effort of federal, state, local, contract, and port authority personnel. It was developed to address the needs of all personnel charged with seaport security responsibilities to include vulnerability assessments.

During the program, students conduct risk and vulnerability assessments at a local seaport terminal using a Department of Homeland Security-approved enhanced risk and threat assessment model. This model uses an all-hazards approach to the risk assessment process in which threats involving terrorism, human error, and natural disasters are evaluated. The students assess three key resource areas on the terminal that have a direct correlation to the critical infrastructure involving transportation, medical, and water components. Students are given background information on the terminal in reference to the amount of key resources stored; population of the terminal; population within a one-mile radius outside the terminal; response time for police, fire and hazardous material teams; any potential threat elements; and historical information on environmental threats to the area. During the practical exercise, students present a briefing on the risks and vulnerabilities they discover, the most likely threat to the key resources, and strategies they would recommend to

mitigate those threats. Attendees of this class include port police, local municipal police officers, Transportation Security Administration infrastructure protection specialists, and private sector security personnel sponsored by a FLETC Partner Organization.

Whether it's securing our commercial seaports and cruise ship terminals, safeguarding the Nation's harbors and territorial waters, or conducting tactical boarding operations, FLETC maritime graduates are truly prepared to do their part in protecting the homeland from terrorism.

Highly-skilled tactical teams from around the country come to the FLETC training delivery point in Charleston, South Carolina



KEN PARKS began his career with the Federal Law Enforcement Training Center (FLETC), as a senior instructor with the Charleston Maritime Training Branch. Parks is currently the branch chief

for the Charleston Maritime and General Training Branch, where he oversees Maritime Training Operations to include, the Commercial Vessel Boarding Training Program, Seaport Security Ant-Terrorism Training Program, and Maritime Tactical Operation Training Program. He also assists Partner Agencies in the following maritime programs: U.S. Coast Guard Non-Compliant Vessel Pursuit Training program, NCIS Maritime Liaison Agent Training Program, NCIS Basic Port Security Training Program and NCIS Overseas Operations Training Program. To support the Maritime Programs, Parks has been employed with the FLETC since retiring as a master chief boatswains mate from the U.S. Coast Guard on October 1, 2006.



KIERAN MORIARTY currently serves as the chief of the Charleston Training Division for the Federal Law Enforcement Training Centers in Charleston, South Carolina. He is responsible for the

development and delivery of training curricula at the Charleston Training Delivery site. Moriarty served as a FLETC instructor, senior instructor and branch chief in FLETC's Physical Techniques Division and a branch chief and division chief in the FLETC's Training Management Division (TMD).



DIGITAL OFFICER SAFETY

THE NEXT GENERATION

BY MILTON "MEL" HARRIS

In the middle of the execution of a search warrant, the suspect yells out, "Echo, Lawyer Up!" The lights go out, doors lock, and all the electronic devices in the building start deleting and destroying all the digital evidence. The worst part is the officer is left in the dark, with a bad guy who is controlling the environment with just his voice. Too far-fetched? Don't believe it? You should because it's here; it's not science fiction anymore. Modern day off-the-shelf technology is making this scenario a more likely event every single day.

Speech recognition added a whole new dimension to home automation... a person can control their environment electronically by speaking into hands-free, voice-enabled speakers.

The technology that allows the scenario above to actually occur was created for the home automation market. This technology allows the automation of many aspects of one’s living environment in order to have 24/7 awareness and control from any internet-connected device. There are a number of different devices that allow home/business owners the ability to communicate to effect changes in their environment. The first home-automation devices allowed individuals to turn lights or even power receptacles off and on remotely. Devices that followed were thermostats and burglar alarms, and finally cameras. Today, nearly every home appliance, yard irrigation systems, and a multitude of other devices are all accessible via the internet. Then computers became smart enough to understand speech.

Speech recognition added a whole new dimension to home automation. Now, instead of the homeowner having to become a geek to run the home automation software, a person can control their environment electronically by speaking into hands-free, voice-enabled speakers. These particular devices control appliances that plug into your home’s electrical outlets; they are not just apps on your phone. These devices integrate with home controllers and allow voice activation to lock doors, turn lights off and on, close drapes, adjust thermostats, and peer through any cameras installed on your smartphone, along with many other functions.

The speech recognition devices are hooked into many different types of controllers and software programs used to wirelessly communicate between

devices automating homes. These protocols connect the devices to a home controller that can be reached over the internet. The public has tremendous interest in home automation right now as demonstrated by the number of manufacturers in this field. What this means is as the general public becomes aware of this technology, the criminal element will as well.

There is another related software technology law enforcement professionals should be familiar with called IFTTT, which stands for “if this, then that.” The program’s website empowers even technology novices to utilize their phones in ways that maximize their capabilities. The software works by the user giving a command, which will direct another action to occur as directed by the application. Employing the Global Positioning System of the phone allows a user to set a virtual geographic boundary known as a geofence. This allows the software to initiate an event when a mobile device enters or leaves a particular area. Criminals could put up a geofence around the building, meaning the phone performs a predetermined function when the phone enters or leaves the specific area. These functions can be something within the phone or any application on the phone like a text, phone call, email, or other web application.

This software requires no computer coding or technical know-how. “Recipes” are installed by clicking icons to create specific scenarios. Hundreds of recipes that can get someone started can be freely downloaded to any phone or computer. A popular recipe is one that automatically generates a text message

to a recipient letting them know the sender is on their way home. Another recipe automatically turns on the lights when the sender gets home so they don't have to enter a dark house. Every day new recipes are coming out, and more and more devices are including the Internet of Things connecting with one another.

Another software product allows the user to control their home from their vehicle by doing such things as turning down the air-conditioning, turning lights on, or closing curtains. Additionally, there are programs that can start a vehicle. What this portends is the home automation craze is moving to cars and trucks and will potentially allow someone to remotely control the vehicle with their smartphone.

The scenario at the opening of this article is not that difficult to envision. Imagine if someone wires up some explosive charges, which could then easily be controlled from a geofence-enabled device or by voice command to hands-free, voice-enabled speakers.

The police officer's life just got tougher without them knowing it, thanks to technology. The seemingly simple act of moving a phone without a Faraday Bag or without it being wrapped in aluminum foil could result in very negative consequences, not just for an investigation, but for an officer's physical well-being. Home controllers, scenario-based software, voice command, and the Internet of Things are here. They are a serious helping hand at automating our lives, but they can also be a deadly adversary. Don't be caught unaware of their power for good or for evil.



Law enforcement professionals should be familiar with IFTTT, which stands for “if this, then that.” The program empowers even technology novices to utilize their phones in ways that maximize their capabilities.



MILTON “MEL” HARRIS is a senior instructor and program coordinator at the Federal Law Enforcement Training Centers (FLETC), Technical Operations Division, and Recovery of Evidence from CCTV Video Recordings (RECVR) course. In addition to having oversight of the RECVR Program, he provides coordination and subject matter expertise to the program curriculum.

In 2011, Harris was asked by the Law Enforcement & Emergency Services Video Association International (LEVA) to join a select 40-member team of forensic video analysts and technicians that assembled at the LEVA lab to assist in the processing of more than 5,000 hours of video from the Vancouver Hockey Riots. This investigation was so successful that LEVA and the Vancouver Police Department's riot investigation team each received the 2012 International Association of Chiefs of Police, August Vollmer Excellence in Forensic Science Award. Prior to coming to FLETC, he managed the Technical Operations Section for the Citrus and Hernando County Sheriff's Offices in central Florida. He comes to law enforcement from the United States Navy as a retired chief petty officer and brings skills he learned from various military police assignments and working in weapons departments throughout the world.



MIRANDA AND TERRORISM

The bombed remains of
vehicles outside the Alfred
P. Murrah Federal Office
Building, Oklahoma City.

BY PAUL SULLIVAN

The terrorist attacks of September 11, 2001, may have shaken the sense of security of the citizens of the United States, but not of the Constitution. One of the greatest protections any criminal defendant has in the United States is the Fifth Amendment right against self-incrimination. The Supreme Court of the United States' 1966 decision in *Miranda v. Arizona* requires law enforcement to advise suspects of their right to remain silent and to have an attorney present prior to custodial

APPLYING THE PUBLIC SAFETY EXCEPTION



Recovery efforts underway at the Alfred P. Murrah Federal Office Building following the bombing. The attack killed 168 people, injuring more than 680 others. Photo: NASA

interrogation. Failure to provide the warning, or if the suspect does not voluntarily waive his rights, normally means suppression of the statement. With only one exception, the suspect's statements cannot be used against him in the government's case. The *Miranda* public safety exception states that officers need not warn suspects of their right to remain silent if the questioning is based on an objectively reasonable need to protect the public from immediate danger.

The public safety exception was announced in the Supreme Court of the United States' 1984 decision in *New York v. Quarles*. The facts were fairly straightforward. In this case, two police officers arrested Quarles in a grocery store after a sexual assault victim identified him as her attacker.

The victim told police that Quarles was armed with a handgun and inside the grocery store. An officer apprehended Quarles in the store and a subsequent search found that he was wearing an empty shoulder holster. The officer naturally asked Quarles where the gun was located. Quarles nodded toward some empty cartons stating, "The

gun is over there.”

The issue was whether Quarles’s statement could be used against him in a criminal trial for illegal possession of a firearm. The lower court strictly adhered to the normal Miranda rules. Quarles was clearly in police custody at the time, and he was interrogated by someone known to be a law enforcement officer, but he had not been provided with his Miranda warning prior to the interrogation (or, questioning reasonably likely to elicit an incriminating response). Therefore, the trial court suppressed Quarles’s statement. The Appellate

Division of the Supreme Court of New York and the New York Court of Appeals affirmed the trial court’s decision to suppress the evidence. The U.S. Supreme Court agreed to review the case, and reversed the

decision of the lower court.

The Supreme Court of the United States held that warning a suspect of their right to remain silent and to have an attorney present is not required when “police officers ask questions reasonably prompted by a concern for public safety.” The officer in this case was confronted with the immediate need of finding the gun, which the officer had every reason to suspect had recently removed and hidden in the supermarket. It was reasonable to believe that the gun posed a threat to public safety. The officer “needed an answer to his question not simply to make his case against [Quarles], but to insure that further danger to the public did not result from the concealment of the gun in a public area.”

The public safety exception allows officers to interrogate suspects in custody without Miranda warnings. Law enforcement may ask questions that are reasonably likely to incriminate a suspect in a criminal trial, and the answers are admissible in the government’s case.

The test for public safety is objective: Was the interrogation reasonably prompted by a need to protect the officer or others from an immediate danger? The officer’s motive for asking the question

is not relevant. The officer in the Quarles case may have asked about the gun with every intention of using Quarles’s answers to make a case for an illegal weapons charge, but again, the test is objective – not subjective. (The officer’s motives don’t count.) The public safety exception is triggered and questioning need not be preceded by Miranda warnings, if it’s objectively reasonable to believe that the questions were needed to protect the public from immediate danger.

Terror events inside the United States are often prosecuted in Federal district court. Terrorists are afforded the same constitutional protection as any defendant. However, law enforcement are allowed to use the tools at their disposal to prevent further criminal or terrorist acts. The public safety exception is one of those vital tools.

A recent example is the case involving Dzhokhar Tsarnaev, one of the Boston Marathon bombers. After capture, Tsarnaev was questioned by law enforcement for about 48 hours without receiving Miranda Warnings. Tsarnaev was in the hospital recovering from injuries sustained in the gunfight during his capture, and federal agents questioned him about his actions in an effort to prevent further attacks. Questions directed towards identifying immediate threats to the public are permissible under the public safety exception.

¹New York v. Quarles, 467 U.S. 649 (1984).



Firemen about to begin their recovery job outside the ruins of the Alfred P. Murrah Federal Office Building following the bombing. Photo: NASA



PAUL SULLIVAN has been a senior instructor at the Federal Law Enforcement Training Centers at Glynco, Georgia, since 2014. As a member of the Legal Division, he is involved in teaching various courses in constitutional law, criminal law, and use of force. Sullivan served as a police officer in Kansas before attending Creighton University School of Law and becoming a prosecutor in Nebraska. In 2010, he accepted a position with the U.S. Department of State working in Liberia, West Africa, where he assisted in rebuilding the justice system in cooperation with the Liberian Ministry of Justice by training judges, magistrates, and police officers. In 2013, Sullivan was a prosecution justice advisor, representing the State Department as part of Combined Joint Interagency Task Force-435, in the National Security Courts, Parwan, Afghanistan. He was an advisor to Afghan prosecutors in more than 300 trials involving defendants charged with terrorism related offenses under the Laws of Armed Conflict.



UNRAVEL MONEY LAUNDERING AND TERRORIST FINANCING WITH THIS COURSE

Students in the International Banking and Money Laundering Training Program (IBMLTP) give a presentation on zakat, the pillar of the Islamic faith which requires charitable donations.

INTERNATIONAL BANKING AND MONEY LAUNDERING TRAINING PROGRAM

BY PERRI S. ROTHMICH

You are sitting at your desk performing a task most agents dread – a tedious post-search warrant document review. You’ve been tasked with reviewing the electronic material and despite narrowing by key words, you’re looking at email number 764 of 351,389. As you scroll through the seventh copy of the same all-hands memo, an email concerning shipping documents for products going to Ciudad del Este in Paraguay catches your attention. It appears out of the scope for the company you’re investigating. It’s one of those things that makes you go “hmm,” but you scroll past it searching for a “smoking gun” document that’s going to make your case.

You review another 130 emails before leaving for the day. As you walk out the door, your supervisor catches you and tells you that a seat has opened up for you in the International Banking and Money Laundering Training Program (IBMLTP) at the Federal Law Enforcement Training Centers (FLETC).

IBMLTP is a highly regarded five-day FLETC course that provides an overview of the international banking environment, money laundering trends, and terrorist financing. Day three is dedicated almost entirely to terrorist financing, and focuses on three components: sources of terrorism funding, how terrorist money is moved, and the U.S. laws in place to prosecute criminals involved in terrorist financing. FLETC staff teaches the first two components of day three, and Department of Justice teaches terrorist financing laws. The program is widely known for its practical application of money laundering and terrorist financing investigative tools. Last fiscal year, representatives from more than 20 federal agencies, six state and local agencies, and two foreign countries attended IBMLTP.

SOURCES OF TERRORIST FINANCING

The three main sources of terrorist financing are state sponsorship, charitable organizations, and criminal activity.

The Department of State maintains the list of designated State Sponsors of Terrorism, which began in December 1979 with Libya, Iraq, South Yemen, and Syria. The State Department added Cuba, Iran, North Korea, and Sudan in 1982, 1984, 1988, and 1993 respectively. Active state sponsorship is uncommon, and currently only Iran, Sudan, and Syria are on the list. Passive state sponsorship remains a worry, with countries allowing access to territory, facilitating travel, or turning a blind eye to terrorism-related activities occurring within their borders. Countries of concern currently are Saudi Arabia, Lebanon, Yemen, Somalia, Nigeria, Angola, and the United Arab Emirates.

Charitable gift giving, or “zakat” in Arabic, is a pillar of Islam and is mandatory for all

Criminal activity is a key source of terrorist financing and ranges from narcotics trafficking, to counterfeit merchandise, to kidnap for ransom, to credit card and identity theft, to illegal wildlife trafficking.

adult Muslims. Those who fulfill their zakat duties are promised abundant rewards in this world and the hereafter, and those who evade zakat are warned of dire consequences. Islamic charities are typically present in communities where there are Muslims, and in some instances have served as a means for abuse for terrorist financing. Some organizations are overt, whereas others syphon donated funds for illegitimate terrorist related activities. According to John Cassara in his book “On the Trail of Terror Finance,” prior to 9/11, al-Qaeda received more than \$30 million per year through zakat organizations.

Criminal activity is a key source of terrorist financing and ranges from narcotics trafficking, to counterfeit merchandise, to kidnap for ransom, to credit card and identity theft, to illegal wildlife trafficking. The 1993 World Trade Center bombing was financed in part through the sale of counterfeit T-shirts on Broadway in New York City. Boko Haram makes a living off kidnap for ransom, most notably for the April 14, 2014, siege on the Chibok School in Nigeria where 329 female students were kidnapped, many of whom were



EAST AFRICA – A man displaying bundles of notes in Somalia. The informal money transfer system hawala used primarily by the Somalis has been linked to the terrorist attack at Westgate Mall.

sold as child brides for the equivalent of \$12.50 in U.S. dollars. Earlier in 2014, Boko Haram kidnapped a French family and received \$3.15 million in ransom.

Al-Shabaab is an equal opportunity criminal fundraiser, employing both kidnap for ransom and wildlife trafficking to fund terrorism. The group funded the Kenya attacks at Westgate Mall in September 2013 and Garissa University in April 2015 in part by illicit ivory sales. Ivory has been dubbed the “white gold of jihad.” According to a 2016 report from the United Nations Environment Program, the worldwide value of illegal wildlife trafficking and resource extraction hovers around \$213 billion, surpassing the worldwide illegal drug trade which is estimated at \$200 billion.

MOVEMENT OF TERRORIST MONEY

The methods used to move terrorist-related money are the same as those used in international money laundering. The key distinction is the origin of the funds. Money laundering always involves the proceeds of a specified unlawful activity, whereas terrorism-related funds are often “clean” money being

used to finance illicit acts. Terrorist funds move in a variety of ways, including through trade (often referred to as trade-based money laundering, or TBML), bulk-cash smuggling, and informal value transfer systems.

According to Cassara, outside the U.S., 67 percent of the money laundered is accomplished through deceptive trade. The tri-border area (Argentina, Brazil, and Paraguay) is a hot-spot for Hezbollah financing and support. In 2009, four individuals were prosecuted for exporting video games and other electronic products to a shopping center in Ciudad del Este in Paraguay. The shopping center, Galeria Page, is a designated funding arm for Hezbollah. Wire transfer payments were routed through various financial institutions to disguise their true origin, and the electronics were exported by concealing the contents and designation of shipments through falsified documents.

Bulk-cash smuggling is simply that – moving currency across borders without disclosure or detection. In 2002, Hambali, the leader of the terrorist organization Jemaah Islamiyah, claimed responsibility for the bombing in Bali, which killed 202 and injured 209. Hambali hired couriers to move money to those executing the attack before the bombing. He transferred \$30,000 in two batches via couriers.

An Informal Value Transfer System, or IVTS, is a term used to describe money or value transfer systems that operate informally to transfer money as a business. They are commonly labeled hawalas in the Middle East, but also go by hundi in India, fei ch’ien in China, and hoe kuan in Thailand. The system works by transferring money without actually moving it. For example, a person in Yemen wants to move money to Somalia, but neither the originator nor the recipient has formal bank accounts. The individual in Yemen contacts a hawaladar, who is a provider of hawala services. The hawaladar has family in Somalia, and for a nominal fee the hawaladar takes the funds from the Yemeni individual to transfer to his family member in Somalia who will then provide the equivalent to the intended beneficiary in Somalia. The hawaladar often

keeps no records of the transfer. Any records maintained typically only document the debt owed by the hawaladar to his family member in Somalia, not the identities of the originator or the beneficiary of the funds. Because funds are transferred anonymously, it is difficult to determine how much terrorist financing is routed through hawalas. When Osama bin Laden held the al-Qaeda headquarters in Afghanistan, it was estimated that he moved more than \$30 million a year through IVTS.

So you might ask yourself, “What’s in it for me?” My agency isn’t charged with investigating terrorist financing. Why would that information be of use to me? Let’s go back to our agent in the opening paragraph. Prior to attending IBMLTP, that email that made him go “hmm” would likely have been ignored; passed over without a second glance. However, now that he has attended IBMLTP and has seen firsthand how trade is used to move terrorist financing, upon returning to his office he pulls that email back up and takes a closer look. Sure, it’s not the focus of his investigation, but as any 4th Amendment pundit knows, “right to be, right to see.” That second look at an otherwise irrelevant email could be the predicate for a terrorist financing investigation. It also could be the leverage you need in your criminal investigation.

Law enforcement is too small a community to be pigeon-holed into “not my area” or “outside my scope.” Everyone needs to be keenly aware of other missions and indicators of other criminal or terrorist activity. IBMLTP focuses for the most part on international banking and money laundering, but training related to terrorist financing might give someone the insight to uncover criminal activity outside their agency’s typical specific mission area.

For more information or to attend IBMLTP, contact Program Coordinator Perri Rothemich at perri.rothemich@fletc.dhs.gov.

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PERRI ROTHMICH is a senior instructor at the Federal Law Enforcement Training Centers (FLETC), Investigative Operations Division, Financial Fraud and Investigative Analysis Branch. She serves as the program coordinator for the International Banking and Money Laundering Training Program. Prior to her position at FLETC, she served as a special agent with the General Services Administration Office of Inspector General and a special agent with the Department of the Interior Office of Inspector General. Before becoming a special agent, Rothemich served as an attorney-advisor for the Department of the Interior. She holds a master’s degree and a law degree from Vermont Law School, and a bachelor’s degree from the North Carolina State University.



Benito Medina was one of the inmates interviewed by FLETC Behavioral Science Division Chief Scott Donovan (left) and Dallas Police Department Senior Corporal Kevin Navarro (right) during the development of A 360-Degree Look At Criminal Interrogation. Medina confessed to acting as the getaway driver during the gang-related murder of an Immigration and Customs Enforcement employee.

THE SCIENCE OF INTERROGATIONS

**COUNTER TERRORISM,
INTELLIGENCE GATHERING,
AND LAW ENFORCEMENT**

BY PATRICIA DONOVAN

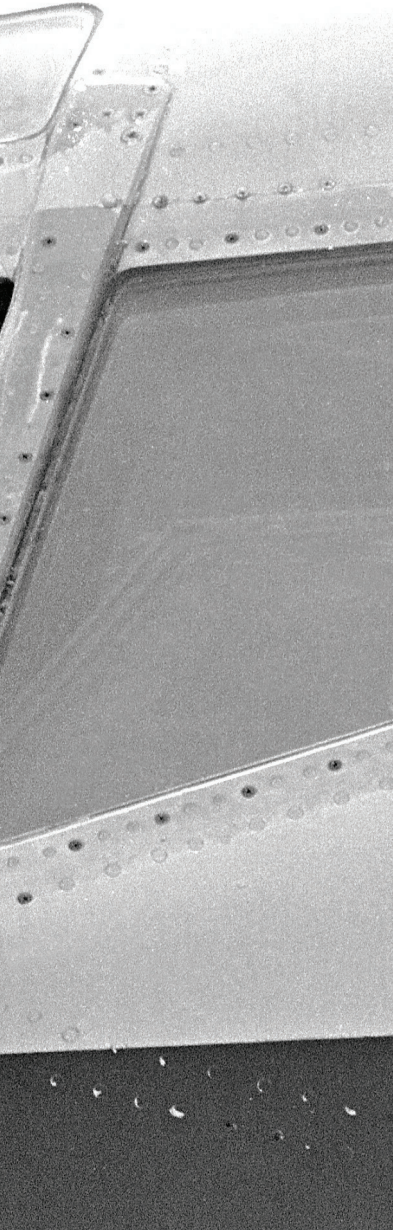


TERRORISM has changed reality; few would argue with that statement. Wars are no longer fought in a distant land, experienced by most citizens through television news footage. Instead, terrorists have brought their fight into the homeland and engaged non-combatants in their war. As a result, law enforcement officers, agents, and investigators had to adapt their policing strategies to more effectively combat this new threat. The intelligence community has similarly had to adjust its focus and its approach, and its members have gradually begun working more closely with one

another. As dramatically as methodologies have changed, the foundation for any and all of these strategies has remained the same; we need information - the kind that comes from human sources. And now more than ever, that information has to be gathered with precision and it has to be reliable.

HIGH VALUE DETAINEE INTERROGATION GROUP (HIG)

The Obama administration established the High Value Detainee Interrogation Group (HIG) in January of 2010 in an effort to reform previous intelligence interrogation



Above: Shoes worn by Richard Colvin Reid, also known as the Shoe Bomber. Reid is a British man arrested as the prime suspect who attempted to detonate explosives packed into the shoes he was wearing, while on American Airlines Flight 63 from Paris to Miami December 22, 2001. Photo: Getty Images.

Left: One of the TWA Flight 847 hijackers emerges from the plane's cockpit waving a gun after the plane landed at the Beirut Airport on June 19, 1985 Photo: Getty Images.

practices for the intelligence community. The group comprises representatives from the Federal Bureau of Investigation, the Central Intelligence Agency, and the Department of Defense, and includes and deploys expert mobile interrogation teams to collect intelligence that will prevent terrorist attacks and protect national security. While the group's primary function is intelligence gathering, it also works to equip the intelligence community and law enforcement with valid, evidence-based interrogation methods. To date, the HIG's multi-disciplinary, international team of PhD-level scientists and researchers, has produced cutting edge research in the

areas of cognitive processes and persuasion science, decision-making, culture, rapport, deception detection, linguistics, motivation, and other methodical, quantifiable factors specific to interrogation processes. Because of this work, traditional interrogation methods have measurable value, and novel techniques born of psychological theory are tested and vetted before being deployed in a field setting. Not only are the HIG's research results crucial to the success of the intelligence community, but those conducting criminal interrogations have an opportunity to benefit as well.

FLETC AND HIG-COMMISSIONED RESEARCH

The Federal Law Enforcement Training Centers (FLETC) in Glynco, Georgia, has become a key partner for the HIG, and has contributed significantly to the applicability of its research efforts. FLETC's primary contribution to this interviewing and interrogation research involves dedicating experienced law enforcement subject matter experts who participate in controlled experiments, gain firsthand knowledge of data and findings, and provide feedback to the researchers that can be used to measure or validate the effectiveness of a given strategy. This partnership also enables FLETC to ensure its training material reflects the best and most effective methods to obtain information for law enforcement and

investigative purposes.

In April of 2012, FLETC's Behavioral Science and Training Innovation Divisions partnered with the Florida International University through a Cooperative Research and Development Agreement to conduct a HIG-funded research project comparing the effectiveness of the Five Step Law Enforcement Interview to the Cognitive Interview. The cognitive interview is an intelligence/information gathering protocol consisting of multiple techniques intended to maximize memory retrieval by capitalizing on an understanding of cognitive processes and the manner in which memories are formed. The intent of these techniques is to place the interviewee back into the moment they observed the event, thus enabling greater quality and quantity of relevant memories. The five-step law enforcement interview is a more structured protocol that employs multiple rapport-based techniques to facilitate a conversation intended to obtain factual information. While the technique does not mandate a rigid transition from step to step, its general framework involves an introduction, rapport-building, questions, a summary of what was discussed, and closure. The results of the study comparing these two techniques indicated the cognitive interview elicited approximately 80 percent more relevant and accurate information than did the five-step protocol. These results have tremendous implications for both intelligence gathering and law enforcement investigation, and have already begun to manifest in both fields as critical tools to accomplish their respective missions.

Another HIG-commissioned collaboration FLETC facilitated involved collaboration with Dr. Maria Hartwig of John Jay College of Criminal Justice's Psychology Department. This study examined the effectiveness of the strategic use of evidence approach to interviewing. This approach is a cognitive-based framework designed to equip the interviewer with the skills to discriminate between truth and deception on the part of the interviewee. The study conducted at FLETC involved experienced law enforcement interviewers, who were assigned to either receive training in the technique (independent variable) or to receive no training (dependent variable). To ensure proper and uniform employment of the technique, Dr. Hartwig delivered a series of four-hour training sessions, which consisted of a lecture about the principles, application of the technique, and practical exercises. The interviewers not trained in the technique were instructed to utilize any method they wanted to use to extract information and determine if the interviewee was being deceptive. To determine how the technique compared to others, the

study called for participants to interview civilian volunteers who engaged in a series of actions, which they would then be instructed to either lie or be truthful about during a subsequent interview. Interviewers trained in the technique were able to accurately detect deception at a rate of 65 percent, compared to untrained interviewers achieving just 43 percent. As an additional benefit, the results of the study indicated that training law enforcement to effectively use the technique can be accomplished in a relatively short period of time, thus making it an even more desirable technique to adopt.

MORE WORK TO BE DONE

Amidst the current sensitivities regarding information gathering and the counterterrorism concerns of securing of the homeland, there is a renewed and unshakable resolve to utilize the most effective and defensible strategies and techniques available. This cannot be achieved without continued collaboration between scientific researchers and law enforcement and intelligence practitioners. Due in large part to the HIG and its relationship with organizations like FLETC, a greater body of research now exists to inform interrogation practices and ensure scientifically sound results. Whether the goal is information collection for intelligence or investigative purposes, the criticality of success has never been greater. If the United States is to effectively combat the ever-changing threat of terrorism both abroad and in the homeland, the law enforcement and intelligence communities must continue to work with one another to ensure we evolve together today to meet the threats of tomorrow.



PATRICIA DONOVAN is a senior researcher at the Federal Law Enforcement Training Centers (FLETC), Behavioral Science Division. Donovan spent 21 years in law enforcement, including 13 years as a DeKalb County Police Department investigator. She also served as a Drug Enforcement Administration drug interdiction task force agent at the Atlanta Hartsfield Jackson International Airport, and a detective in the Robbery/Homicide Unit. She later became a special agent with the United States Secret Service, where she conducted counterfeit currency, mortgage fraud, bank fraud, and protective intelligence investigations. Donovan joined FLETC in 2011 and spent six years as an instructor in the Behavioral Science Division. In this capacity, she taught basic and advanced interviewing to criminal investigators and uniformed police officers. Donovan is currently assigned to the Training Innovation Division, Applied Research Branch, where she works to ensure FLETC curriculum constitutes the most current and scientifically sound principles of federal law enforcement.



CRITICAL INFRASTRUCTURE

SECURITY & RESILIENCY: PROTECTING THE BACKBONE OF AMERICA

BY DAVID LAU AND KEVIN MCCARTHY
PHOTOS: DAVID S. TUCKER, FLETC

The United States' critical infrastructure is the backbone of our society. It provides the physical and virtual essential elements necessary for our country to maintain its national and economic security, as well as public health and safety. Critical infrastructure hides in plain sight. We drive on it, fly on it, drink from it, talk on it, and eat it every day without pause. We utilize our critical infrastructure when we are injured, and call upon it when we are in danger. It helps to warm us when we are cold and cools us when we are hot.

The Department of Homeland Security divides the assets, systems, and networks that make up the critical infrastructure that serves our nation into 16 sectors. When all 16 are operating at steady-state, our nation runs like a well-oiled machine. However chaos can and often does ensue if even one of our sectors experiences a glitch in service.

According to the USA Patriot Act's Section 1016, the 16 critical infrastructure sectors are "so vital to the nation that the incapacity or destruction of such systems would have a debilitating impact on security, national economic security, national public health or safety, or any combination thereof."

In short, they are what makes the United States a world power. The vast majority, approximately 85 percent, of the United States' critical infrastructure is privately owned, necessitating the private sector and all levels of government to work in unison to protect the underpinning of our society from manmade and natural disasters. The 16 sectors of critical infrastructure are designated as chemical; commercial; communications; critical manufacturing; dams; defense industrial base; emergency services sector; energy; financial services; food and agriculture; government facilities; healthcare and public healthcare; information



technology; transportation; nuclear reactors, materials, and waste; and water and wastewater.

Considering the breadth of our nation's critical infrastructure, it is clear how disastrous a disruption could be in any of the 16 sectors. In an effort to minimize impacts to the country, the Federal Law Enforcement Training Centers (FLETC) has developed the Critical Infrastructure Security and Resilience Training Program. This unique program is designed to give officers, agents, and public safety professionals a skill set that can help in securing our nation's critical infrastructure from the strategic to the tactical levels.

The student body makeup of the program comprises federal, state, local, and international students. It is designed to introduce students to the current policies, plans, doctrine, and methods relevant to protecting critical infrastructure. Students learn theories and

LEFT: An advanced student in the Federal Law Enforcement Training Centers (FLETC) Critical Infrastructure Security and Resilience Training Program assesses a major electricity generation plant. RIGHT: The plant provides 1,300 megawatts during peak capacity and can provide electricity for over 250,000 households.



principles to develop security and resiliency strategies for critical infrastructure in the United States. They also learn and apply risk management techniques to analyze and evaluate facilities in order to develop security and resiliency strategies that will enhance the protection of critical infrastructure in their purview. As a graduation requirement, the students perform a comprehensive practical exercise assessment on an actual infrastructure facility and provide recommendations to increase the security and resiliency of the facility.

Throughout the training, instructors lead students through a discussion focused on dependencies and interdependencies of critical infrastructure. For example, the information technology sector is dependent upon the energy sector to function. Likewise, the energy sector requires information technology to run vital control systems. Most of our nation’s electricity generation is also dependent upon water for cooling purposes. The task of protecting the vast array of critical infrastructure against not only terroristic threats, but also natural disasters, would be too daunting of a task for any one agency. It is important that as many law enforcement officers and public safety professionals as possible are trained in how to identify threats, vulnerabilities, dependencies, and interdependencies of the critical infrastructure within their operating environment. The assessment is structured

to reinforce the classroom lectures and discussions, and students are often surprised at the scope of these facilities and how they impact the Nation as a whole.

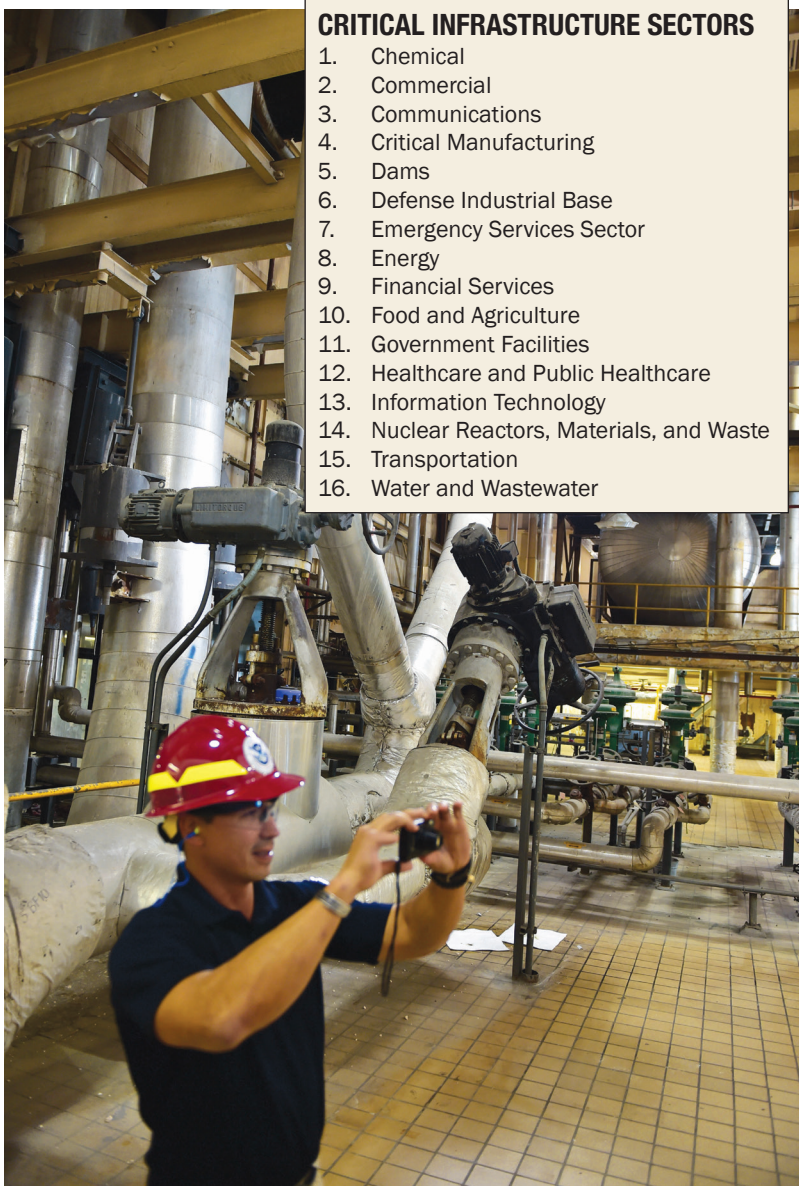
One of the off-site assessment locations during this particular training program is a major electricity generation plant that provides 1,300 megawatts during peak capacity and can provide electricity for over 250,000 households. According to a recent graduate, “The power plant assessment was a terrific way to put what we learned in the classroom into action. No one in my class had ever been inside a major power plant before, and I think all of us were surprised at the enormity of it.”

When asked for his thoughts about the applicability of the course to his assigned role, one student responded, “I never realized or stopped to think about how interwoven critical infrastructure is with our lives. I work in the transportation sector, and one of the key things I learned was how vital the transportation sector is to the Nation and how vital other sectors are to transportation. The course taught me how to assess for realistic threats and how to identify vulnerabilities of my environment.”

As public and private partnerships continue to grow in critical infrastructure, the need to prepare for threats to that infrastructure increases at an equal pace. An international student from Australia stated, “The course has a multifaceted approach to teaching, blending

CRITICAL INFRASTRUCTURE SECTORS

1. Chemical
2. Commercial
3. Communications
4. Critical Manufacturing
5. Dams
6. Defense Industrial Base
7. Emergency Services Sector
8. Energy
9. Financial Services
10. Food and Agriculture
11. Government Facilities
12. Healthcare and Public Healthcare
13. Information Technology
14. Nuclear Reactors, Materials, and Waste
15. Transportation
16. Water and Wastewater



FLETC Senior Instructor David Lau tours one of the Jacksonville (Florida) Electric Authority's power plants.



DAVID H. LAU currently serves as a senior instructor within the Leadership and International Training Division at the Federal Law Enforcement Training Centers (FLETC) Glynco facility. His previous position as a senior instructor with the Counterterrorism Division and as the program coordinator for the

Critical Infrastructure Security and Resilience Training Program. Lau also provides instruction in the Blue Courage program to FLETC instructors and staff. He began his law enforcement career in 2000 as a border patrol agent stationed in Falfurrias, Texas. Joining the Federal Air Marshal Service (FAMS) a few months after the events of 9/11, he was assigned to the Seattle field office. In addition to providing international mission coverage, Lau was also an instructor for mission tactics at the air marshal academy. In 2015, he was assigned to FLETC's Counterterrorism Division as a detailed instructor from FAMS. He became a permanent member of FLETC's instructional staff in the spring of 2016. Lau retired from the U.S. Army in 2014 with 21 years of service in the active, reserve, and National Guard components. He served as the deputy team chief of an advisor mission to Afghan National Security Forces during his last deployment. He holds a baccalaureate degree in International Affairs (Cum Laude) from the University of the Incarnate Word in San Antonio, Texas. He is active as a volunteer with local combat wounded veterans and enjoys giving back to the veteran community by serving as the Georgia Chapter President of Wind Sports for Wounded Warriors, a non-profit that focuses on the physical and emotional health of combat veterans.



KEVIN MCCARTHY is the law enforcement training advisor in the Counterterrorism Division. He manages curriculum, administrative and budget responsibilities for multiple basic and advance training programs. McCarthy formerly was the senior critical infrastructure and intelligence analyst

for Las Vegas Metropolitan Police Department's Critical Infrastructure Protection Program. He was an original team member and instrumental in planning, developing, and implementing the program throughout southern Nevada. He participated in the training and development of the Southern Nevada Counter-Terrorism Center and was responsible for security, vulnerability, and risk assessments at critical infrastructure facilities, threat and intelligence analysis, red team operations and emergency response planning for critical facilities.

Additionally, he served 12 years with the United States Navy as a submariner, naval officer, and nuclear operator. McCarthy is experienced in anti-terrorism, all-hazards mitigation planning, and emergency management. As the emergency management officer for Naval Weapons Station (NWS) Charleston, he was responsible for all-hazards planning, anti-terrorism, force protection and integration of NWS policies for security and emergency management. McCarthy is trained in multiple assessment methodologies, and he is a graduate of Navy Nuclear Power School and Naval Nuclear Prototype Training Unit. He holds a bachelor's degree in marine bio-chemistry from the University of San Diego.

both academic and practical off-site instruction. From an international law enforcement perspective, I increased my ability to bring my state-based knowledge of law enforcement and investigations into the public and private partnership setting.”

Unlike many other law enforcement disciplines, there are very few training resources available to assist public safety professionals in the protection of critical infrastructure in the setting that student described. The Critical Infrastructure Security and Resilience Training Program strives to fill that void and better prepare public safety professionals to safeguard the resources upon which societies are sustained.



Left Photo: Singapore Senior Trainer Sutarson Jaganathan discusses interview training with FLETC instructors. Above photo: Singapore Senior Trainer Jaganathan receives Trainer of the Year Award from the Singapore Home Team Academy.

SINGAPORE TOP LAW ENFORCEMENT TRAINER HOSTED AT THE FLETC

The Federal Law Enforcement Training Centers (FLETC) hosted Singapore Senior Trainer Sutarson Jaganathan at its headquarters as part of a law enforcement exchange program. The exchange program is endorsed by Singapore Home Team Academy (HTA) and the United States to promote the rule of law in both countries.

Jaganathan, a senior trainer with the Immigration and Checkpoints Authority of Singapore (ICA), was awarded the Home Team Trainer of the Year Award, which included an all-inclusive sponsorship for a professional development program. The 55-year-old, who spent the last 35 years with the service, is a trainer on search techniques for vehicles, personnel and cargoes coming across borders.

More than 40 HTA trainers competed for the award, which assessed the impact of their programs, how the programs are tailored to the needs of the students, and how adaptable these programs are in respect to changing needs, concepts, and ideas. This award was one of several Singapore Home Team awards presented to trainers and units as part of a recognition program developed in 2016.

According to the panel of HTA leaders, the ICA veteran showed outstanding performance in training design and delivery through his creative and innovative approach in the conduct of ICA training.

During an interview, Jaganathan discussed his method of teaching, "I move around and engage my participants, make them involved, and ask them to role-play. We cannot

just simply read from books. Trainers should have enough knowledge and experience from that particular field.... We should also consider different methods when delivering a class." It was those different methods that he hoped to learn from his visit to FLETC.

Jaganathan's visit to FLETC began in Charleston, where he successfully completed the Seaport Security Anti-terrorism Training Program and gave the course high praise. "This exchange was a direct result of the enhanced cooperation between FLETC and the HTA," said Phillip Weston, chief of FLETC's Leadership and International Training Division. "We are very pleased that Mr. Jaganathan had the opportunity to visit FLETC Glynco to learn about our curriculum and systems and observe training at the Customs and Border Protection's Field Operations Academy. These types of exchanges are important in helping U.S. law enforcement build cooperative relationships to effectively combat transnational crime and terrorism."

Since 2007, the Singapore organization and FLETC have partnered to collaborate and share expertise and best practices in law enforcement training, leadership development, and capacity building. In fact, FLETC Senior Law Enforcement Advisor Francisco Berrios has been assigned to the US Embassy in Singapore to work with them on the country's law enforcement training programs. "From the visit to FLETC, I personally learned many world class best practices, which I will consider recommending to my department and my academy," said Jaganathan.

THE INTERMODAL TRANSPORTATION AND COUNTERTERRORISM TRAINING FACILITY – FLETC GLYNCO –



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Homeland
Security