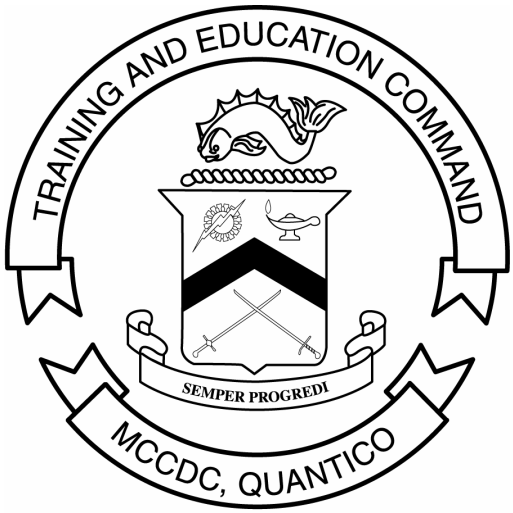
MCI 0210C

MARINE CORPS INSTITUTE



TERRORISM AWARENESS FOR MARINES

MARINE BARRACKS
WASHINGTON, DC

UNITED STATES MARINE CORPS
MARINE CORPS INSTITUTE
912 CHARLES POOR STREET SE
WASHINGTON NAVY YARD DC 20391-5680

IN REPLY REFER TO:
1550
Ser 0210
12 Dec 05

From: Director
To: Marine Corps Institute Student

Subj: TERRORISM AWARENESS FOR MARINES (0210C)

1. Purpose. The subject course provides instruction on terrorism awareness for all Marines.

2. Scope. This course gives an overview on terrorism and provides guidance to individual Marines on terrorism and its effects.

3. Applicability. This course is designed for the Marine, private through general officer, in all MOSs.

4. Recommendations. Comments and recommendations on the contents of the course are invited and will aid in subsequent course revisions. Please complete the course evaluation questionnaire at the end of the final examination. Return the questionnaire and the examination booklet to your proctor.

T.M. FRANUS
By direction

(This page intentionally left blank.)

Table of Contents

		Page
Contents		i
Student Information		iii
Study Guide		v
Study Unit 1	Terrorism Basics	1-1
Lesson 1	Background of Terrorism	1-3
Lesson 2	Objectives of Terrorism	1-11
Study Unit 2	Terrorist Doctrine	2-1
Lesson 1	Operations	2-3
Lesson 2	Targets	2-17
Lesson 3	Organization of Terrorist Groups	2-27
Lesson 4	Training	2-35
Study Unit 3	Detecting Terrorist Surveillance	3-1
Lesson 1	Surveillance	3-3
Lesson 2	Techniques Employed	3-13
Study Unit 4	Protective Measures for the Home and Office	4-1
Lesson 1	Residential Security	4-3
Lesson 2	Protective Measures Used in the Workplace	4-17
Study Unit 5	Protective Measures While Traveling	5-1
Lesson 1	Traveling on Foot	5-3
Lesson 2	Traveling in a Vehicle	5-9
Lesson 3	Traveling by Air	5-29
Lesson 4	Staying Safe in Hotels	5-37

Continued on next page

Table of Contents, Continued

		Page
Study Unit 6	Hostage Survival	6-1
Lesson 1	Analyzing a Hostage Situation	6-3
Lesson 2	Responsibilities of a Hostage	6-9
Lesson 3	Adjusting to a Hostage Situation	6-15
Lesson 4	Surviving a Hostage Situation	6-25
Review Lesson		R-1

Student Information

Number and Title	MCI 0210C TERRORISM AWARENESS FOR MARINES
Study Hours	7
Course Materials	Text
Review Agency	NMITC Dam Neck, VA
Reserve Retirement Credits (RRC)	2
ACE	Not applicable to civilian training/education
Assistance	For administrative assistance, have your training officer or NCO log on to the MCI home page at www.mci.usmc.mil. Marines CONUS may call toll free 1-800-MCI-USMC. Marines worldwide may call commercial (202) 685-7596 or DSN 325-7596.

(This page intentionally left blank.)

Study Guide

Congratulations

Congratulations on your enrollment in a distance education course from the Distance Learning and Technologies Department (DLTD) of the Marine Corps Institute (MCI). Since 1920, the Marine Corps Institute has been helping tens of thousands of hard-charging Marines, like you, improve their technical job performance skills through distance learning. By enrolling in this course, you have shown a desire to improve the skills you have and master new skills to enhance your job performance. The distance learning course you have chosen, MCI 0210C, *Terrorism Awareness for Marines*, provides instruction to all Marines. This course gives an overview of terrorism, explains anti-terrorism individual protective measures, and what to do if taken hostage.

Your Personal Characteristics

- **YOU ARE PROPERLY MOTIVATED.** You have made a positive decision to get training on your own. Self-motivation is perhaps the most important force in learning or achieving anything. Doing whatever is necessary to learn is motivation. You have it!

- **YOU SEEK TO IMPROVE YOURSELF.** You are enrolled to improve those skills you already possess, and to learn new skills. When you improve yourself, you improve the Corps!

- **YOU HAVE THE INITIATIVE TO ACT.** By acting on your own, you have shown you are a self-starter, willing to reach out for opportunities to learn and grow.

- **YOU ACCEPT CHALLENGES.** You have self-confidence and believe in your ability to acquire knowledge and skills. You have the self-confidence to set goals and the ability to achieve them, enabling you to meet every challenge.

- **YOU ARE ABLE TO SET AND ACCOMPLISH PRACTICAL GOALS.** You are willing to commit time, effort, and the resources necessary to set and accomplish your goals. These professional traits will help you successfully complete this distance learning course.

Continued on next page

Study Guide, Continued

Beginning Your Course

Before you actually begin this course of study, read the student information page. If you find any course materials missing, notify your training officer or training NCO. If you have all the required materials, you are ready to begin.

To begin your course of study, familiarize yourself with the structure of the course text. One way to do this is to read the table of contents. Notice the table of contents covers specific areas of study and the order in which they are presented. You will find the text divided into several study units. Each study unit is comprised of two or more lessons and lesson exercises.

Leafing Through the Text

Leaf through the text and look at the course. Read a few lesson exercise questions to get an idea of the type of material in the course. If the course has additional study aids, such as a handbook or plotting board, familiarize yourself with them.

The First Study Unit

Turn to the first page of study unit 1. On this page, you will find an introduction to the study unit and generally the first study unit lesson. Study unit lessons contain learning objectives, lesson text, and exercises.

Reading the Learning Objectives

Learning objectives describe in concise terms what the successful learner, you, will be able to do as a result of mastering the content of the lesson text. Read the objectives for each lesson and then read the lesson text. As you read the lesson text, make notes on the points you feel are important.

Completing the Exercises

To determine your mastery of the learning objectives and text, complete the exercises developed for you. Exercises are located at the end of each lesson, and at the end of each study unit. Without referring to the text, complete the exercise questions and then check your responses against those provided.

Continued on next page

Continuing to March

Continue on to the next lesson, repeating the above process until you have completed all lessons in the study unit. Follow the same procedures for each study unit in the course.

Preparing for the Final Exam

To prepare for your final exam, you must review what you learned in the course. The following suggestions will help make the review interesting and challenging.

- **CHALLENGE YOURSELF.** Try to recall the entire learning sequence without referring to the text. Can you do it? Now look back at the text to see if you have left anything out. This review should be interesting. Undoubtedly, you'll find you were not able to recall everything. But with a little effort, you'll be able to recall a great deal of the information.

- **USE UNUSED MINUTES.** Use your spare moments to review. Read your notes or a part of a study unit, rework exercise items, review again; you can do many of these things during the unused minutes of every day.

- **APPLY WHAT YOU HAVE LEARNED.** It is always best to use the skill or knowledge you've learned as soon as possible. If it isn't possible to actually use the skill or knowledge, at least try to imagine a situation in which you would apply this learning. For example make up and solve your own problems. Or, better still, make up and solve problems that use most of the elements of a study unit.

- **USE THE "SHAKEDOWN CRUISE" TECHNIQUE.** Ask another Marine to lend a hand by asking you questions about the course. Choose a particular study unit and let your buddy "fire away." This technique can be interesting and challenging for both of you!

- **MAKE REVIEWS FUN AND BENEFICIAL.** Reviews are good habits that enhance learning. They don't have to be long and tedious. In fact, some learners find short reviews conducted more often prove more beneficial.

Continued on next page

Tackling the Final Exam

When you have completed your study of the course material and are confident with the results attained on your study unit exercises, take the sealed envelope marked **"FINAL EXAM"** to your unit training NCO or training officer. Your training NCO or officer will administer the final examination and return the examination and the answer sheet to MCI for grading. Before taking your final examination, read the directions on the DP-37 answer sheet carefully.

Completing Your Course

The sooner you complete your course, the sooner you can better yourself by applying what you've learned! HOWEVER--you do have 2 years from the date of enrollment to complete this course.

Graduating!

As a graduate of this distance education course and as a dedicated Marine, your job performance skills will improve, benefiting you, your unit, and the Marine Corps.

Semper Fidelis!

STUDY UNIT 1

TERRORISM BASICS

Overview

Scope

September 11, 2001 is a day that will redefine history. The terrorist attacks that were launched on that day claimed victims from some 88 nations. For many countries, including the United States, the horrors of September 11 claimed the most lives of any terrorist incident in their history.

The attacks may have been conceived as a blow against America, but in reality they were attacks against all of humanity and civilization itself. The war we are waging will be a long struggle with many dimensions. The United States has entered a new age of terrorism that targets both civilians and Armed Forces in a war with no rules and no clear ending. There has been a steady progression towards this point by such events as the

- 1983 Bombing of Marine Barracks, Beirut
- 1988 Bombing of Pan Am Flight 103
- 1995 Oklahoma City bombing
- 1996 Bombing of the Khobar towers
- 2000 Attack on the USS *Cole*
- Attacks on multiple embassies throughout the world

Although the means and ends have evolved throughout history, the central elements of terrorism – fear, panic, violence, and disruption – have changed little. As the world enters the 21st century, terrorism remains a vexing problem. With training and an increase in knowledge and awareness of terrorist activities, perhaps these attacks can be prevented in the future.

In This Study Unit

This study unit contains the following lessons:

Lesson	See Page
Background of Terrorism	1-3
Objectives of Terrorism	1-11

(This page intentionally left blank.)

LESSON 1

BACKGROUND OF TERRORISM

Introduction

Scope

As a Marine, you are more likely to witness or experience terrorist acts. In this lesson, you will learn multiple factors that will establish a foundation needed to help you counteract terrorism.

Learning Objectives

After completing this lesson, you should be able to

- State the definition of terrorism.
- Identify the strategy of terrorists.
- Identify the perspectives of terrorism.
- Identify the different operational categories of terrorists.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	1-3
What is Terrorism?	1-4
Strategy	1-5
Perspectives	1-6
Types	1-7
Lesson 1 Exercise	1-8

What is Terrorism?

Definition

Terrorism is defined as "the calculated use of unlawful violence or threat of unlawful violence to inculcate (instill) fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideolo gical."

Within this definition, there are three key elements:

- Violence
- Fear
- Intimidation

An understanding of this definition will aid in developing an awareness of terrorism.

U.S. Policy

The policy of the United States is summarized as follows:

- All terrorist acts are criminal and intolerable. Whatever their motivation is, they should be condemned.
- The United States will support all lawful measures to prevent terrorism and bring those responsible to justice.
- No concessions will be made to terrorist extortion; to do so only invites more terrorist action.
- When Americans are abducted overseas, the United States will look to the host government to exercise its responsibility to protect all persons within its territories, to include achieving the safe release of hostages.
- The United States will maintain close and continuous contact with the host government during the incident and will continue to develop international cooperation to combat terrorism.

In this global campaign, the United States welcomes the help of any country or party that is genuinely prepared to work with us, but we will not relax our standards and we will continue to advance our fundamental interests in establishing a world of democracy, opportunity, and stability. This is a world in which terrorism cannot thrive.

Strategy

Characteristics

A terrorist is one who advocates, creates, or practices the use of terror for a means of coercion. The characteristics and traits of each terrorist may vary and it is difficult to generalize about a terrorist's profile; however, terrorists typically are intelligent, obsessed with initiating changes, reared in middle class or wealthy families, and are in their early to mid-twenties.

Planning For Response

Terrorism is a criminal act that influences an audience beyond the immediate victim. The strategy of terrorists is to commit acts of violence that draw the attention of the local populace, the government, and the world to their cause.

A successful attack for a terrorist is one that gains the greatest publicity. A terrorist becomes more effective with a larger reaction from the public or government.

Gaining Publicity

A prime example of publicity occurred in 1983 when Middle Eastern terrorists bombed the Marine Battalion Landing Team Headquarters at the Beirut International Airport. Their immediate victims were the 241 U.S. military personnel who were killed and over 100 others who were wounded. Their true targets were the American people and the U.S. Congress. This one act of violence influenced the decision to withdraw the Marines from Beirut and was considered a terrorist success.

Perspectives

View of Incident

It is important to realize that there are different views when it comes to a terrorist incident. Those involved may all share a different view of what took place. There are three perspectives of a terrorist incident:

- Terrorist's perspective
- Victim's perspective
- General public's perspective

Terrorists will view their actions as heroic, and worthy of praise. The victim of course will see otherwise. The general public's perspective is possible of being swayed in both directions.

Perception

A common phrase "one man's terrorist is another man's freedom fighter" is often the view a terrorist takes on and accepts. Terrorists do not see themselves as evil; they believe they are legitimate combatants, fighting for what they believe in, by whatever means possible.

Victim

A victim of a terrorist act sees the terrorist as a criminal with no regard for human life.

General Public

The general public's view of a terrorist incident is the most unstable view of the three. Terrorists take great pains to portray a "Robin Hood" image in hopes of swaying the general public's point of view toward their cause. If a terrorist group were to win the views of the people then their cause would be aided immensely.

Other Outlooks

George Washington served in the British Army before serving in the Continental Army. British subjects viewed him as a traitor and colonists viewed him as a patriot. The same can be said concerning many areas of the world today. Elements that are perceived as menaces to our way of life can be viewed as saviors by others. It is important to take this into account when dealing with foreign cultures, and realize that not everyone thinks the same way.

Types

Operational Categories

Terrorist groups fall under three operational categories:

- National Terrorists – A group that operates in and aims to attain political power within a single nation.
- Transnational Terrorists – A group that operates across national borders.
- International Terrorists – A group that is controlled by a sovereign state and that represents the state's interests.

Government Affiliation

A terrorist group's selection of targets and tactics is also a function of the group's governmental affiliation. Terrorist groups are categorized by their operational category and governmental affiliation. This enables security personnel and planners to anticipate terrorist targets and determine the sophistication of a terrorist group's intelligence and weaponry.

Three categories of governmental affiliation are shown in the table below:

Non-State Supported	State Supported	State Directed
• Operates independently • Receives no significant support from any government	• Operates independently • Receive some support from one or more governments	• Operates as an agent of a government • Government provides substantial intelligence, logistics and operational support

Today's Threat

Many areas of the world are experiencing great political, economic, and social unrest. The reasons for this unrest can be seen in conflicts with neighboring states, internal strife, dissatisfaction with governments in power, unconstrained population growth, declining resources, and ethnic and religious hatreds.

This unrest has spawned numerous groups that lack the means to have their grievances solved by their own governments through the normal political processes. Sometimes these groups resort to terrorism to achieve their aims.

Lesson 1 Exercise

Directions Complete items 1 through 6 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 Define terrorism.

_____

_____

_____

Item 2 The strategy of terrorists is to commit acts of violence that draws attention of the local populace, the _____, and the world to their cause.

a. government
b. children
c. media
d. church

Item 3 Name the three perspectives of a terrorist incident.

_____

_____

_____

Continued on next page

Item 4 Through Item 6

Matching: For items 4 through 6, match the type of terrorist group in column 1 to its description in column 2. Place your responses in the spaces provided.

Column 1	**Column 2**
Terrorist Group	**Description**
____4. National Terrorists	a. A group that is controlled by a sovereign state and that represents the state's interests
____5. Transnational Terrorists	b. A group that operates in and aims to attain political power within a single nation
____6. International Terrorists	c. A group that operates across national borders
	d. A group that operates solely in the local area

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.	1-4
2	a	1-5
3	• Terrorist's perspective • Victim's perspective • General Public's perspective	1-6
4	b	1-7
5	c	1-7
6	a	1-7

LESSON 2

OBJECTIVES OF TERRORISM

Introduction

Scope

Different terrorist groups are motivated by different reasons. Depending on the situation the objectives may also vary. In this lesson, you will learn the different motives for terrorist attacks as well as the objectives terrorists hope to accomplish.

Learning Objectives

After completing this lesson, you should be able to

- Identify the motives for terrorism.
- Identify immediate objectives of terrorism.
- Identify long-term objectives of terrorism.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	1-11
Motives	1-12
Immediate	1-14
Long-Term	1-17
Lesson 2 Exercise	1-18

Motives

Different Motivation

Terrorists are constantly coming up with new ideas and methods to accomplish their goals. The motivation for these goals will fall within one of the following four categories:

- Political Ideologies
- Nationalism
- Religion
- Special Interests

Political Ideologies

Political ideologies range from the far left to the far right.

Left-wing terrorists are out to destroy capitalism and replace it with a communist or socialist regime. Because they see most civilians as suffering from capitalist exploitation, left-wing terrorists sometimes have limited their use of violence to avoid hurting the victims they say they want to save. Left-wing terrorists sometimes focus instead on such tactics as kidnapping tycoons or bombing monuments.

Right-wing terrorists are among the least organized terrorists, often associated with neo-Nazi street rioting in Western Europe, especially in the early 1980s. These groups, often dominated by skinheads, seek to do away with liberal democratic governments and create fascist states in their place. Neo-fascist terrorists frequently attack immigrants and refugees from the developing world and are both racist and anti-Semitic.

Nationalism

Nationalism is the devotion to the interests or culture of a group of people or a nation. Typically, nationalists share a common ethnic background and wish to establish or regain a homeland.

Examples of nationalism were seen with the war in Iraq. Former regime officials, or former Ba'ath party members (mostly all Sunni Muslims), were behind the majority of insurgent attacks. They felt they stood the most to lose if a democratic government were established in Iraq. If Iraq evolves into a democratic Shiite ruled government, Sunnis felt they would have zero power in the decision-making process.

Continued on next page

Motives, Continued

Religion

Religion has driven many of the violent acts in recorded history. Religious extremists often reject the authority of secular governments and view legal systems that are not based on their beliefs as illegitimate. They often view modernization efforts as corrupting influences on traditional culture. Two of the most influential religious terrorist groups in the past decades have been the Al Qaeda network in Afghanistan and the Hezbollah in Lebanon.

Al Qaeda

Al Qaeda has been responsible for some of the most notable terrorist attacks within the past 15 years. Their attacks have targeted Americans and other Western interests, as well as Jewish and Muslim governments it deems corrupt. These attacks include

- 2003 Car bombings in Riyadh, Saudi Arabia
- 2001 Hijacking attacks on the World Trade Center and Pentagon
- 2000 Bombing of USS *Cole*
- 1998 Bombing of U.S. Embassies in Kenya and Tanzania
- 1993 Links to bombing of World Trade Center

Hezbollah

The Hezbollah (meaning "party of God") has been linked to a number of terrorist attacks against America, Israel, and other Western targets. These attacks include

- 1994 Bombing of Jewish community center
- 1992 Bombing of Israeli embassy
- 1985 Hijacking of TWA flight 847
- 1983 Bombing of Marine Barracks Beirut, Lebanon

Special Interest

Special interest groups include people on the radical fringe of many legitimate causes such as antiabortion views, animal rights, and radical environmentalism. Although many of the groups may have some valid arguments, their approaches to expressing their concerns may not be. These groups believe that violence is morally justifiable to achieve their goals. As a result, such groups are labeled as terrorist groups.

Immediate

Achievement

Rarely does one act of terrorism achieve a group's long-term objectives. Each act usually achieves a specific objective. This objective may satisfy an immediate concern or may be a step in achieving a long-term objective. The following are all immediate objectives of terrorism:

- Recognition
- Overreaction by the government
- Harassment, weakening, or embarrassment of government security forces
- Theft or extortion of money or equipment
- Destruction
- Discouraging foreign investment or assistance programs
- Influencing government decisions
- Freeing prisoners
- Satisfying vengeance
- Turning the tide in guerilla warfare

Recognition

Terrorists seek to obtain worldwide, national, or local recognition for their cause. This vital publicity advertises the movement, bringing national and international attention to their grievances. It attracts money, international sponsorship, and recruits to their cause.

Overreaction by the Government

An overreaction to terrorist activities will usually lead the government to restrict the liberties of the local populace by instituting special anti-terrorist laws that allow searches without warrants, detention of citizens without charges, curfews, and travel restrictions. People view these acts as violations of their rights, creating an atmosphere more sympathetic to the terrorist.

Government Security Forces

Calling in false alarms, killing security personnel, and conducting sophisticated raids and ambushes reduces and diminishes public confidence in the government's ability to adequately protect them.

Continued on next page

Immediate, Continued

Extortion of Money

Successful terrorist operations bring the organization needed funds, equipment, and international support, especially weapons and ammunition essential to the cause.

The largest ransom ever paid for a single individual is $14.2 million. It was paid by the Exxon Corporation for the release of Victor Samuelson, a company executive who was working in Argentina in 1974. In 1975, a German industrialist for the release of his two sons paid $60 million to the Montonero Peronist Movement.

Destruction

Often the public views the destruction of a building or disruption of lines of communication as the final goal of terrorism; this is not the case. By destroying facilities or disrupting lines of communication, terrorists can isolate entire segments of the population, thereby hindering the government's ability to control the violence. Once isolated, the terrorists can move into the area, spread propaganda, and serve as the sole support element to the isolated population.

Discouraging Foreign Investments

Terrorist attacks against foreign businesses often end with the business pulling out and departing the host country for a safer area. When this occurs, thousands of local nationals instantly become unemployed causing tremendous strain upon the government to provide assistance; which in many cases it cannot. The local populace, with no means of feeding themselves or their families, become hostile towards the existing government, and become susceptible to recruitment by the terrorist organization.

Influencing Government Decisions

The sole purpose of this objective is to find a way to persuade a government or legislation to support the cause of the terrorist. There is little doubt that the bombing of the Marine Barracks in Beirut influenced our government to eventually withdraw the Marines.

In Italy, repeated assassinations of public officials by the "Red Brigades" have influenced law enforcement and judicial processes concerning terrorism.

Former President of El Salvador, Jose Duarte, softened his hard-line "no negotiation" stance when terrorists kidnapped his daughter in 1985.

Continued on next page

Immediate, Continued

Freeing Prisoners

Freeing prisoners is a frequent demand of terrorists, especially airline hijackers. Usually, the demand is for the release of fellow terrorists who have been imprisoned or are awaiting trial.

The three members of the "Black September" organization, who were convicted and jailed for their role in the murder of 11 Israeli athletes at the 1972 Munich Olympics, were released when their comrades skyjacked an aircraft. They spent only 30 days in jail for their crime.

Satisfying Vengeance

The most brutal acts of terrorism are reserved for informants or other traitors. Some terrorist groups can be extremely brutal when it comes to punishing its members. Mutilation, beheadings, and torture tactics are commonplace when achieving this immediate objective.

The Irish Republican Army uses a punishment known as "kneecapping" to serve as a lasting reminder to those who have been considered traitors.

Guerilla Warfare

Terrorism is an integral part of insurgency. In rural areas, it is usually used to punish government supporters. In urban areas, it can also divert government troops from the countryside where they are needed to fight.

Long-Term

Staying the Course

As a Marine you should be well-versed in observing what terrorists are hoping to accomplish. It is imperative that you are able to distinguish between immediate objectives and long-term objectives. Identifying immediate objectives will assist you in preventing long-term objectives. Long-term objectives fit into at least one of the following categories:

- Revolutionary
- Sub-revolutionary
- Establishment

Revolutionary

A terrorist's objective is revolutionary when their intent is to help bring about the complete overthrow of an incumbent government. The threat may come from within a country, or from outside. Some terrorists are anarchists. Their purpose is to use violence to achieve world revolution and to eliminate all governments.

Sub-Revolutionary

A terrorist's objective is sub-revolutionary when it is intended only to influence a government or other groups of people to change against their will. The sought after changes are usually of a political, social, or economic nature.

Special interest groups want to change the government policy on specific issues. Their long-term goals also fit into this category.

Establishment

A terrorist's objective is categorized as establishment when the use of terrorism is directly controlled or at least tolerated by a particular state to attack enemies of the government. This use of terrorism can be directed at either foreign or domestic enemies.

Lesson 2 Exercise

Directions Complete items 1 through 14 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 Name the four motives for terrorism.

_____

_____

_____

_____

Item 2 Through Item 14 For items 2 through 14, place either an "I" for an immediate objective, or "L" for a long-term objective next to the item.

____2. Recognition
____3. Revolution
____4. Destruction
____5. Free Prisoners
____6. Establishment
____7. Theft
____8. Satisfy Vengeance
____9. Influence Governments
____10. Sub-Revolutionary
____11. Harassment
____12. Overreaction
____13. Discourage Assistance
____14. Turn Tide in Guerilla War

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	Political Ideologies Nationalism Religion Special Interests	1-12
2	I	1-14
3	L	1-17
4	I	1-15
5	I	1-16
6	L	1-17
7	I	1-15
8	I	1-16
9	I	1-15
10	L	1-17
11	I	1-14
12	I	1-14
13	I	1-15
14	I	1-16

(This page intentionally left blank.)

STUDY UNIT 2

TERRORIST DOCTRINE

Overview

Scope

Terrorism is an indiscriminate crime that comes in varying forms of threats and violence.

Study unit 1 provided you with a basic knowledge of terrorism, identifying the background, and the objectives of terrorism. In this study unit, you will learn

- What is considered a terrorist operation
- The different types of terrorist targets
- The organizational structure of a terrorist group
- How terrorists train

After completing this study unit, you should be able to determine how a terrorist operates, and you will be able to identify ways to establish yourself as a hard target.

In This Study Unit

This study unit contains the following lessons:

Lesson	See Page
Operations	2-3
Targets	2-17
Organization of Terrorist Groups	2-27
Training	2-35

(This page intentionally left blank.)

LESSON 1

OPERATIONS

Introduction

Scope

Terrorist operations are usually well thought out and executed by specially trained and organized clandestine elements. Strict security techniques are followed once a target is selected, and team members are not brought together until the final rehearsal phase. In this lesson, you will learn the definition and details of each phase of a terrorist operation, and the types of operations commonly associated with terrorism.

Learning Objectives

After completing this lesson, you should be able to

- Recall in writing the definition of a terrorist operation.
- Recall the phases of a terrorist operation.
- Recall common terrorist operations.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	2-3
What is a Terrorist Operation?	2-4
Phases	2-5
Types	2-7
Lesson 1 Exercise	2-13

What is a Terrorist Operation?

Definition

A terrorist operation is defined as any criminal act carried out by a person or group to gain attention for a cause, by using terror-causing tactics to raise capital or obtain equipment for future operations.

Copycat

It is always important to determine the types of operations terrorist groups normally use. When a terrorist group successfully employs a certain method of operation, the group will likely reuse it in the future.

When other terrorist groups identify an effective operation, they may copy the techniques employed and use them for their own operations.

A prime example of "copycat" techniques is the recent string of anthrax scares throughout the United States. Aside from a small number of genuine anthrax contaminations, there have been thousands of hoaxes in the form of talcum powder or sugar being mailed in suspicious looking packages to national and local leaders. Once other terrorists realized they did not need the real thing to achieve the desired outcome, they jumped on the bandwagon in attempt to disrupt the lives of others.

Phases

Five Phases

Terrorist operations are broken down into five phases:

- Pre-incident
- Initiation
- Negotiation
- Climax
- Post-incident

Understanding each of these phases will assist you in detecting and ultimately preventing terrorist operations.

Pre-Incident

During this phase, activities by terrorist groups are meticulously conceived and prepared by command elements. You will learn more about command elements later in the course. Activities include reconnaissance missions, lengthy periods of training, and rehearsals. Small, special units conduct target and area reconnaissance missions. Different elements of the group will work independent of the other without knowing members of either team until just before the operation takes place.

Initiation

This is the movement to target phase, and when the actual action takes place. Movement to the target is covert. Individual terrorists leave for the target singly or in pairs along separate routes. When necessary, they use false passports and names. Weapons and other items are sent separately to prearranged locations where they are given to terrorists involved in the operation. Countries sympathetic to terrorist causes have allowed items to be carried in diplomatic pouches with agents taking them from the embassy to a prearranged site.

Negotiation

When terrorists decide that a hostage/barricade or another similar event is worthwhile, they may use the negotiation phase to gain publicity. Negotiations may include certain specific demands that often require intergovernmental negotiations at the highest level. There may be trade-offs, especially if the demands are more than the government is able to meet.

Note: If the terrorists do not take hostages or enter a barricade-scenario, this phase does not occur.

Continued on next page

Phases, Continued

Climax

The climax phase immediately follows the initiation phase if there is no negotiation phase. The climax phase signals the end of the incident as far as the terrorists are concerned. The terrorists retreat from the incident and attempt to return to a staging point to begin the post incident phase.

Post-Incident

During the post-incident phase, the terrorist members regroup, critique, and criticize the operation. This is considered to be a very important part of the operation. During this phase, the terrorists learn from and share their successes and failures. The lessons learned are often shared with other groups to improve their operational skills.

Types

Commonly Associated Operations

Terrorist operations consist of the same types of criminal activities you see daily on the news. Not every incident is the result of terrorism, but the possibility should never be discounted. As you know, terrorist attacks are well planned and rehearsed. All terrorists groups, no matter how they are categorized or what their goal may be, carry out similar operations. The following are operations conducted by terrorists:

- Bombings
- Arson and fire bombings
- Vehicle theft
- Skyjacking and aircraft theft
- Marjacking
- Ambush
- Kidnapping
- Hostage-taking
- International narcotics support
- Robbery and extortion
- Psychological terror
- Nuclear, biological, and chemical attack
- Assassination
- Raids and/or attacks on facilities
- Commercial and/or industrial sabotage
- Hoaxes
- Ecological terrorism
- Cyberterrorism

Bombings

Bombings are the most common type of terrorist operation. Typically, improvised explosive devices (IED) are inexpensive and easy to make. Modern devices are getting smaller and harder to detect, yet they continue to increase in destructive capabilities. Terrorists can also use materials readily available to the average consumer to construct a bomb.

During Operations *Iraqi Freedom* and *Enduring Freedom*, IED attacks were the most effective against coalition forces.

Arson and Fire Bombings

Incendiary devices are cheap and easy to hide. Arson and fire bombings are easily conducted by terrorist groups that may not be as well organized, equipped, or trained as a major terrorist organization. Arsons or fire bombings against utilities, hotels, government buildings or industrial centers are common tactics used by terrorists to portray an image that the ruling government is incapable of maintaining order.

Continued on next page

Types, Continued

Vehicle Theft

Stolen vehicles provide terrorists with a means of delivering explosives that can and most likely will be traced back to the original car owner and not to the terrorist organization.

Skyjacking and Aircraft Theft

Skyjacking provides terrorists with hostages and draws media attention. An aircraft theft provides terrorists with a tool for conducting kamikaze attacks. Aircraft mobility and distance make retaliation difficult. Skyjacking also provides an opportunity for terrorists to relocate the aircraft to a country that supports their cause.

Note: On 11 September 2001, commercial airplanes were skyjacked to gain control of the aircraft. The terrorists' intent was not to create a hostage situation, but to ensure the passengers did not interfere with their desire to crash the aircraft into their intended targets.

Images of 9/11 Attacks

The below graphics depict the horrific attacks on the World Trade Center Towers in New York City, and at the Pentagon in Washington D.C.

World Trade Center

Pentagon

Continued on next page

Types, Continued

Marjacking	Marjacking (also known as maritime theft) provides terrorists with a unique method of intimidating international travelers. Due to a ship's size and ability to endure long periods of isolation, marjacking presents a variety of benefits to terrorists and risks to legal authorities. While occurrences of marjackings are infrequent, the possibility should not be underestimated.
Ambush	A well-planned ambush provides terrorists with the opportunity to kidnap or assassinate intended victims. An ambush allows terrorists to choose the time and place of the attack. An ambush is easily planned if the victim uses the same routes daily.
Kidnapping	Kidnapping has become a preferred terrorist tactic. Although kidnapping is one of the most difficult acts for a terrorist group to accomplish, if successful, it can gain terrorists money, help release jailed comrades, and provide publicity for an extended period of time.
Hostage-Taking	Hostage-taking involves the seizure of a facility or location and the taking of hostages. Unlike a kidnapping, hostage-taking provokes a confrontation with authorities. It forces authorities to either make dramatic decisions or to comply with the terrorists' demands. Hostage-taking is overt and designed to attract and hold media attention. The terrorists' intended target is the audience emotional impact by the hostage's confinement, not the hostage himself.
International Narcotics Support	Drug activities are a major financial source for some terrorist groups. Providing security for narcotics networks in exchange for financial support is a common occurrence.
Robbery and Extortion	Robbery and extortion is another source of fund raising for terrorist operations. These methods are unnecessary when terrorists receive funding and support from nations sympathetic to their cause.

Continued on next page

Types, Continued

Psychological Terror

Psychological terror alters behavioral characteristics of an individual, group, or organization through the application of sophisticated techniques.

Nuclear, Biological, and Chemical Attack

Nuclear, biological and chemical (NBC) attacks have been almost non-existent in the past. Due to the extremely high number of casualties that NBC weapons produce, they are also referred to as weapons of mass destruction (WMD). The increase in development of WMD also increases the potential for terrorist groups to gain access to WMD. It is believed that in the future, terrorists will have greater access to WMD due to unstable nations failing to safeguard their stockpiles from accidental losses, illicit sales, or outright theft or seizure.

Determined terrorist groups can also gain access to WMD through covert independent research efforts or by hiring technically skilled professionals to construct them. Although an explosive nuclear device is believed to be beyond the scope or capabilities of most terrorist groups, chemical, biological or radiological dispersion weapons that use nuclear contaminants are not.

Examples

One example of a terrorist group gaining access to NBC occurred on 20 March 1995, when a Japanese religious cult, known as "Supreme Truth," chemically attacked citizens in the Tokyo subway system. Use of the nerve agent Sarin resulted in 12 deaths and 5,500 hospitalizations.

Another example occurred in October of 2001 when several letters were mailed to selected U.S. Government and media individuals. The letters contained the biological agent anthrax.

Fear of these biological agents can create as much terrorist value as their actual employment.

Assassination

Assassination is the killing of a selected victim, usually by bombings or small arms. Historically, terrorists have killed specific individuals for a psychological effect.

Continued on next page

Types, Continued

Raids or Attacks on Facilities

Raids or attacks on facilities are usually undertaken for one of three purposes:

- To gain access to radio or television broadcast capabilities to make a statement
- To demonstrate the government's inability to secure critical facilities or national symbols
- For logistical purposes, such as robbery of a bank or armory

Commercial or Industrial Sabotage

The objective of most sabotage operations is to demonstrate how vulnerable society is to terrorists' actions. Industrialized nations are more vulnerable than less developed societies. Utilities, communications, and transportation systems are so interdependent that disruption of any one affects all of them and gains immediate public attention.

Hoaxes

Any terrorist group that has established credibility can employ a hoax with considerable success. A threat against a person's life causes that person and those associated with that individual to devote time and effort to security measures. A bomb threat can close a commercial building, reduce operations, or delay an aircraft flight at no cost to the terrorist. These types of threats also can increase threat conditions on military installations causing delays and confusion at entry and exit points.

False alarms dull the analytical and operational efficiency of key security personnel, thus degrading readiness.

Ecological Terrorism

The increasing accessibility of sophisticated weapons and explosives to terrorists has the potential to threaten or damage the environment. Use of large scale IEDs against a variety of targets such as hazardous waste storage sites, nuclear power plants, and electrical controls for petroleum or water pumping facilities could have far reaching effects well beyond those caused directly by an IED.

Continued on next page

Types, Continued

Ecological Terrorism, continued

This tactic proved extremely effective during *Operation Iraqi Freedom* when insurgents continually attacked oil fields and power plants in hopes of disrupting the rebuilding efforts of the coalition forces. The insurgents attempted to destroy not only the economy in Iraq, but also the image of coalition forces with the Iraqi citizens.

Cyberterrorism

Cyberterrorism is a new, increasing form of terrorism that targets computer networks. Cyberterrorism allows terrorists to conduct their operations with little or no risk to themselves. It also provides terrorists an opportunity to disrupt or destroy networks and computers. The result is interruption of key government or business-related activities. Although this type of terrorism lacks a high profile compared to other attacks, its impact is just as destructive.

Lesson 1 Exercise

Directions Complete items 1 through 16 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 State the definition of a terrorist operation.

_____

_____

_____

Item 2 Through Item 6 Matching: For items 2 though 6, match the phase of terrorist operations in column 1 to its description in column 2. Place your responses in the spaces provided.

Column 1	**Column 2**
Phase of Terrorist Operations	**Description**
___2. Pre-incident	a. Terrorist members regroup, critique and criticize the operation.
___3. Initiation	
___4. Negotiation	
___5. Climax	b. Terrorists move to their targets.
___6. Post-incident	
	c. Signals the end of the operation, terrorists retreat.
	d. Terrorists decide that a hostage/barricade or another event is a worthwhile endeavor to gain publicity or obtain a demand.
	e. Activities include reconnaissance missions, lengthy periods of training, and rehearsals.

Continued on next page

Item 7 Through Item 16

For items 7 through 16, identify the operations commonly associated with terrorism by placing either a Y for yes if the operation is associated with terrorism, or N if the operation is not.

___7. Burglary
___8. Kidnapping
___9. Skyjacking
___10. Surveillance
___11. International narcotics support
___ 12. Intimidation
___ 13. Beatings/maiming
___ 14. Bombing
___ 15. Arson
___ 16. Genocide

Continued on next page

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	Any criminal act carried out by a person or group to gain attention for a cause by using terror-causing tactics or to raise capital or obtain equipment for future operations.	2-4
2	e	2-5
3	b	2-5
4	d	2-5
5	c	2-6
6	a	2-6
7	N	2-9
8	Y	2-9
9	Y	2-8
10	N	2-7 through 2-12
11	Y	2-9
12	N	2-9
13	N	2-7 through 2-12
14	Y	2-7
15	Y	2-7
16	N	2-7 through 2-12

(This page intentionally left blank.)

LESSON 2

TARGETS

Introduction

Scope

Terrorists prefer a soft target, or one that involves little risk and a high probability of success. In this lesson, you will learn the different categories of terrorist targets, and you will learn ways to establish yourself as a hard target.

Learning Objectives

After completing this lesson, you should be able to

- Identify different categories of terrorist targets.
- Identify key characteristics of soft targets.
- Identify key characteristics of hard targets.
- Identify ways to establish yourself as a hard target.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	2-17
Categories	2-18
Soft Targets	2-20
Hard Targets	2-21
Lesson 2 Exercise	2-24

Categories

Different Targets

Terrorist targets are broken down into four basic categories. Within each category there are a number of different installations or facility types. Knowing what is contained in each category will make you more efficient in deciding if your installation, base, or place of employment may be considered for a terrorist attack. The different categories are

- Engineering and energy systems
- Communication and supplies
- Transportation
- Human

Engineering and Energy Systems

Engineering and energy systems are vital to the survival of economies. If these structures are attacked, the host government takes on the added pressure of providing relief for those affected. These systems include the following:

- Hydroelectric plants
- Offshore oil rigs
- Nuclear facility sites
- Gas pipelines
- Electric power lines

Communication and Supplies

Communication and supply lines can be extremely effective targets for terrorists. Interrupting these can damage progression throughout societies. This category includes the following:

- Communication lines and facilities
- Chemical storage sites
- Dock facilities
- Equipment warehouses
- Computer facilities
- Weapon storage sites, both conventional and special weapons

Continued on next page

Categories, Continued

Transportation

In recent years, transportation has been the category of choice for terrorist attacks. Terrorists use vehicles and aircraft as methods for delivering bombs and inflicting mass casualties. Public transportation is also a prime source for mass casualties. This category includes the following:

- Vehicles
- Rail lines
- Bus depots
- Airports and aircraft
- Trucking facilities
- Shipyards

Human

Under this category are the individuals that are historically targeted more often than any other. Although you may not fall under one of the groups listed in this category, there is always the possibility that you could be an innocent bystander at the time of an attack. This category includes the following:

- Embassy and government employees
- Corporate executives
- Police
- Dependents of the above

Becoming A Victim

You can become a victim of terrorism in any of the following ways:

- **Victim by location** – Being at a certain location when an attack occurs, or a victim of circumstance.

- **Victim by association** – Associating with a person who has been previously selected as a target.

- **Target of opportunity** – Presenting yourself as a target, thereby allowing the terrorists to capitalize on that opportunity.

Increasingly, U.S. citizens are becoming popular terrorist targets as they travel and conduct business throughout the world.

Soft Targets

Determination

As stated before, terrorists prefer a target that involves little risk and a high probability of success. Terrorists evaluate a target's security profile, predictability, and value. The target's value is determined by its importance and possible benefits gained. Once a target has been evaluated, the target is labeled in the terrorist's mind as either a soft or hard target.

Characteristics

The following characteristics establish individuals as a soft target:

- **Unarmed**– The victim is not armed or simply displays a lack of willingness to use his/her weapon.
- **Minimal chance of confrontation with police** – The victim's travel patterns or routines do not take him near police or fire stations, hospitals, friendly embassies, or other safe haven locations.
- **Accessible –** The victim is easy to get to because he/she works in an area with minimum security, travels to high-risk areas alone, or does not consider security measures a major concern. They make it easy for strangers to access their private information (phone numbers, addresses, schedules).
- **Predictable –** The victim is predictable because he/she follows set routines or patterns.
- **Unaware –** The victim is complacent, not security conscious, and uses no individual protective measures.

Hard Targets

Characteristics

The following characteristics establish individuals as a hard target:

- **Armed** – The target is armed with a weapon that is in good working condition and that is readily accessible. The target is proficient in the use of the weapon and will not hesitate to use it.

- **Hardened/Escort vehicles** – The target's vehicle is equipped with armor, bullet-resistant glass, alarms, and a two-way radio. The person driving the vehicle will not hesitate to use it as a weapon. When possible, the target makes sure an escort vehicle accompanies him/her with a trained driver and crew.

- **Hardened residence** – The residence has a layered defense. The target's residential security includes armed guards, roving patrols in the neighborhood, high walls or fences, anti-intrusion devices, lights, watchdogs, etc.

- **Heightened awareness** – The target continually uses and adjusts the level of individual protective measures and does not become complacent. Always show a constant state of alertness.

- **Unpredictable** – The target avoids routines and varies daily events. Determines different routes to be taken, times of departure and return, and dining establishments. Being unpredictable causes the terrorist to perceive the target as a hard target.

A terrorist will not attack a hard target unless there are specific orders to do so. In most cases an easier target will be selected.

Avoid Routine

One of the best ways to establish yourself as a hard target is to avoid forming routines in your daily life.

- **Routines at home** – Picking up the newspaper or mail, walking and feeding the dog, warming up the car, turning lights on or off as you leave or enter your residence. These are all routines commonly practiced at your residence. Attempt to vary these habits on a daily basis. For example, pick your mail up at a different time; when you leave, leave different lights on in different rooms to confuse would-be attackers as to your whereabouts.

Continued on next page

Avoid Routine, continued

- **Routines at work** – Constantly traveling the same route to and from work, arriving and departing at a set time, parking in the same spots, going to the same place for lunch, these are all examples of routines we set at work. By being in the military some of these routines may be hard to avoid, however you must do your best to add variations throughout the work week.

- **Other routines**

  - When overseas, Americans like to visit restaurants, bars, and clubs that serve American style food or that has inexpensive prices. They may also patronize an establishment because other Americans go there. Always be extremely cautious in foreign countries and research the threat in the vicinities you frequent.

  - Military personnel tend to form routines in physical fitness training, such as having set times and places to work out, or follow the same routes when running. Do what you can to vary your workout regimen. Run different routes, utilize the morning, afternoon, and evenings for workout sessions.

  - Many people affected by human nature, will stop to render aid at a roadside emergency. Some countries even require by law that you stop and render assistance. If you happen to come across a roadside emergency, assess the situation. If time permits, contact the proper authorities and wait for help to arrive. If the situation appears to be a matter of life or death, make a rational decision, and then if you decide to provide help or assistance, use as much caution as possible.

Continued on next page

Hard Targets, Continued

Other Considerations

Becoming a hard target also takes into account another consideration; what and how much value can the terrorists expect to gain from attacking you?

- **Importance** – How important are you? What publicity will the terrorists gain for their cause?
- **Terror generated** – How much terror will be generated as a result of the attack?
- **Ransom** – Can the terrorists receive a ransom for you?
- **Free comrades** – If the terrorists take you hostage, will the demands for the release of their comrades be met?
- **Safe escort** – Can the terrorists obtain safe passage? If all else fails, or in addition to their other demands, the terrorists will demand safe passage to an area of their choice.

Whether you become a hard target or a soft target is entirely up to you. Try to create an amount of risk and work so high, with the probability of success so low, that the terrorists will leave you alone and select another target.

Lesson 2 Exercise

Directions Complete items 1 through 4 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 The different categories of terrorist targets include _____, communication and supplies, transportation, and humans.

a. weapons sites
b. factories
c. engineering and energy systems
d. military headquarters

Item 2 What are three characteristics of a soft target?

_____

_____

_____

Item 3 What are three characteristics of a hard target?

_____

_____

_____

Item 4 What is one of the best ways to establish yourself as a hard target?

_____

_____

Continued on next page

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	c	2-18
2	Any three of the following: • Unarmed • Minimal chance of confrontation with police • Accessible • Predictable • Unaware	2-20
3	Any three of the following: • Armed • Hardened/Escort vehicles • Hardened residence • Heightened awareness • Unpredictable	2-21
4	One of the best ways to establish yourself as a hard target is to avoid forming routines in your daily life.	2-21

(This page intentionally left blank.)

LESSON 3

ORGANIZATION OF TERRORIST GROUPS

Introduction

Scope

Regardless of the final objective, terrorist organizations act on the same principles. In this lesson, you will learn how terrorist groups are organized as well as the common characteristics associated with terrorist groups.

Learning Objectives

After completing this lesson, you should be able to

- Recall the structure of a terrorist group.
- Recall the role(s) or function(s) of each cell within a terrorist group.
- Recall common characteristics terrorist groups share.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	2-27
Analysis	2-28
Common Characteristics	2-31
Lesson 3 Exercise	2-32

Analysis

Structure

Due to the clandestine nature of terrorist groups, a great deal is unknown about their internal organization. Many groups today have adopted the cellular structure brought about by the Tupamoro Organization that was active in Uruguay in the early 1970s. In this organization, the basic operational unit of the terrorist group was known as a cell. The number and size of the cells will depend on the following factors:

- Function of the cell
- Security measures employed by the government
- Sophistication of the group

Function of the Cell

Terrorist cells are task organized for specific missions. A cell whose purpose is solely to construct explosive devices may only consist of one or two specifically trained individuals. They do not plant the devices they construct nor do they determine targets or participate in any other function of the organization. Conversely, a group that is planning a kidnapping will require a large number of cells with different missions, all supporting the final objective. Sometimes cells have no knowledge of the operation of any other element in the group. The size of the cell will vary depending on the operation; however, a working figure of 3 to 5 people per cell is normally used.

Security Measures Employed by the Government

When governments employ strict security measures, this becomes a factor when determining the size of the terrorist cell. Strict measures usually require the terrorist organization to operate with smaller, easier to control cells. It is much more difficult to track down and break a small cell with a decentralized command and control than a group with a large and often cumbersome centralized command and control.

Sophistication of the Group

The level of experience that a group has perpetrating terrorist acts will increase its level of sophistication. A more sophisticated terrorist group will have an intricate clandestine communication system in place. This minimizes the need for face-to-face communication, and enhances the covert nature of their intended operation. A less sophisticated or experienced group will not have such a communication system in place; however, over time these systems are sure to develop.

Continued on next page

Analysis, Continued

Category of Cells Within a Terrorist Group

Whether large or small, terrorist groups are all composed of the following cells:

- Command cell
- Operational and Clandestine cell
- Intelligence cell
- Support cell
- Reconnaissance cell
- Assault cell

Each of these cells performs its own specific role or function based on the mission of the terrorist group.

Command Cell

The command cell provides the command and control element and oversees all decisions of the terrorist group. The command cell is responsible for the structure and security of the terrorist group. All plans are carried out according to the plans and orders laid out by this cell.

Operational and Clandestine Cell

The Operational and Clandestine (O&C) cell is the building block for which all groups are formed. This cell is the action arm of the terrorist group. In sophisticated groups, this cell may be highly specialized. In new or less sophisticated groups, the O&C cell may have to conduct a wider range of activities. Under the control of the O&C cell are the intelligence cell, the support cell, the reconnaissance cell, and the assault cell.

Intelligence Cell

The intelligence cell collects and processes information on potential targets and develops specific intelligence relevant to targeted facilities, installations, and personnel including their security. This information is given to the group leaders for operational planning. The intelligence cell is highly compartmentalized and follows very strict security procedures. Because of the important role these persons play in the organization, they are often protected from exposure during an actual operation. Members of the intelligence cell often possess a greater knowledge of the inner workings and structure of the organization.

Continued on next page

Support Cell

The support cell is also known as the auxiliary cell. The support cell is responsible for fundraising, gathering sympathizers, screening recruits, and distributing propaganda. This cell usually performs logistical functions for the group. It is often made up of professionals, such as doctors, lawyers, bankers, and others who may be dedicated to the ideals of the movement, but not to the extent that they are willing to sacrifice their professional status.

Reconnaissance Cell

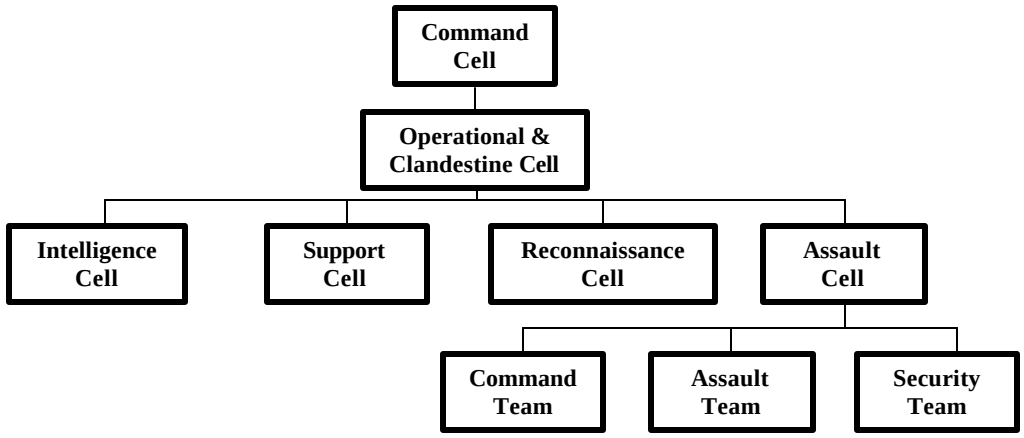
The reconnaissance cell provides pre-strike, eyes-on information about the intended target. Information such as the target's home layout, types of vehicles, route studies, and any other personal or professional information necessary to access the target. This cell works hand in hand with the intelligence cell in building operational plans.

Assault Cell

The assault cell is the cell that actually carries out the mission. The assault cell is further broken down into three teams:

- **Command team** – Provides leadership and ensures discipline is maintained throughout training and the actual assault. This team provides on-site command and control.
- **Assault team** – The assault team carries out the operation.
- **Security team** – The security team provides security for the assault team's training site. A security team may be in the background when an operation is taking place to ensure nothing prevents the assault team from successfully completing the mission.

Hierarchy of a Terrorist Group



Common Characteristics

General Terrorist Group

Regardless of the final objective, terrorist groups all have certain common characteristics. Terrorist groups all:

- **Promote fear** – Terrorist groups seek to intimidate populations by promoting and spreading fear.

- **Are militarily weaker** – Even though some groups have achieved a high level of sophistication and are heavily armed, they remain weaker than the governments they fight. This means that they must resort to hit-and-run, guerilla tactics and will be reluctant to take up a static defensive posture against a stronger enemy unless they possess a "bargaining chip" such as hostages. When a group loses militarily, it also loses the image of invincibility and power it strives to foster. They are offensive by nature, not defensive.

- **Do not equate tactical success with mission success** – Although the terrorist group may suffer personnel losses or fail to achieve it's desired result in the execution of an operation, it may still be considered a success if it achieves favorable publicity for the cause.

- **Are usually urban based and highly mobile –** Being urban based affords the terrorists all the benefits of modern society; communication, mass transportation, money laundering, and international contacts who may have access to documents needed to travel frequently to other cities and countries in search of safe havens and support.

- **Usually operate covertly** – Although some large organizations have overt politically oriented members, most are of a clandestine nature, which enhances their flexibility and effectiveness. This can also become a problem. Terrorist operatives are required to remain underground for extended periods, while at the same time operating an intricate support and operation system. Sometimes this will lead to mistakes on the part of terrorists allowing evasive action to be taken by the intended target, and sometimes leads to the capture of the group.

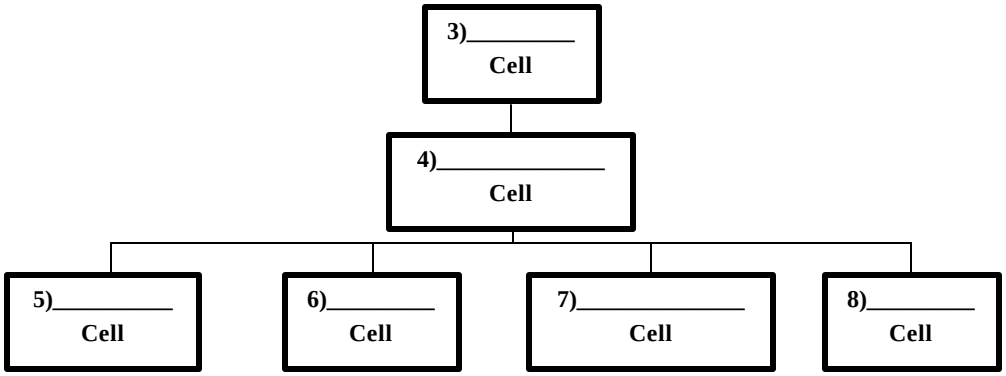
Lesson 3 Exercise

Directions Complete items 1 through 9 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 The _____ cell collects and processes information on potential targets and develops specific intelligence relevant to targeted facilities, installations, and personnel including their security.

Item 2 The _____ cell is responsible for fundraising, gathering sympathizers, screening recruits, and distributing propaganda.

Item 3 Through Item 8 For items 3 through 8, identify the six cells of a terrorist group, by filling in the chart below.



Item 9 Name three of the five common characteristics of terrorist groups.

_____

_____

_____

Continued on next page

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	Intelligence	2-29
2	Support	2-30
3	Command	2-30
4	Operational & Clandestine	2-30
5	Intelligence	2-30
6	Support	2-30
7	Reconnaissance	2-30
8	Assault	2-30
9	• Promote fear • Are militarily weaker • Do not equate tactical success with mission success • Are usually urban based and highly mobile • Usually operate covertly	2-31

(This page intentionally left blank.)

LESSON 4

TRAINING

Introduction

Scope

Terrorist operations are paramilitary in nature so it is not surprising that there are many similarities in the training of terrorists and in the training of Special Operations Forces of the United States. In this lesson, you will learn the different types of terrorist training as well as the aspects of a terrorist training program.

Learning Objectives

After completing this lesson, you should be able to

- Identify the difference between internal training and external training.
- Identify the aspects of a terrorist training program.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	2-35
Types	2-36
Program	2-37
Lesson 4 Exercise	2-39

Types

Orientation

Terrorist training missions, being paramilitary in nature, are oriented to the mission, area of operation, and the security environment in which the operation will take place. Most of the training is standardized. Historically, works such as the *"Mini-manual for the Urban Guerilla,"* by Brazilian terrorist Carlos Marighella, and the writings of revolutionary leaders Mao Tse-tung, Che Guevara, and Fidel Castro are used as instructional texts and indoctrination material. Discipline is strictly enforced and trainees are closely monitored for signs of weakness in their ability or ideological commitment.

There are two types of training available to terrorists:

- Internal training
- External training

Internal

Internal training is conducted at the cellular level by members of the group within the target country usually in a clandestine fashion. Internal training is similar to squad or fire team level training in the U.S. military in that one person possesses a particular expertise and trains the remainder of the unit locally. If secure areas are available, permanent facilities will be constructed. If no secure environment can be found within the operational area, training will be conducted in safe-houses, in a clandestine manner.

External

Non-group members outside of the operational area conduct external training. External training can take on two different forms.

- **First** - The operatives may travel abroad, individually or in small groups, to training camps or other permanent installations for their training. Once the training has been completed, the terrorists will return to their home territory to put their training into practice.

- **Second** - An operational element from a terrorist group travels intact, as a unit to the external training area in another country. This training is designed for a specific operation, an airport attack for example, and is conducted in mock-ups of the actual attack site. From the training location, the terrorists deploy directly to the operational area to conduct the act.

Program

Typical Training

As stated earlier, terrorist training is similar to the types of training the United States Special Operations Forces receive. Terrorists are known to capitalize on the open nature of our society and our willingness to publish potentially damaging material. Material such as the *"Anarchists Cook Book," "Poor Man's James Bond,"* and versions of special forces operation manuals are examples of damaging material. This material instruct individuals on how to build bombs, how to counterfeit money, perform different types of fraud, and so on. If anyone can order these books through open sources, we must assume that terrorists have also bought and used them. A typical training regimen consists of the following items:

- Physical & Mental Conditioning
- Weapons & Explosives Training
- Political Indoctrination
- General/Specific Tactics & Combat Training
- Tradecraft
- Psychological Warfare
- Survival
- Communications

Physical and Mental Conditioning

Physical conditioning is used to ensure that the terrorist is able to withstand the rigors of anticipated activity to complete the mission. Mental conditioning is used to put the terrorist in the proper mindset when placed in stressful situations or even to resist interrogations if captured.

Weapons and Explosives

Weapons' training is a basic factor for all terrorists. Terrorists need to know how to employ a variety of weapons in a split second. Employment of conventional and improvised explosives has become a method of choice for terrorist attacks.

Political Indoctrination

This is intended to plant or reinforce the ideals of the group within the individual member. Basic seminars on ideology and advanced theoretical classes for the leadership can be expected.

General/Specific Tactics and Combat

General tactics and combat techniques learned from military manuals enhance the effectiveness of the group. A group planning on conducting a hostage barricade will certainly want to know how to employ their weapons effectively, what techniques the authorities may use against them, and how they can best counteract those techniques.

Continued on next page

Program, Continued

Tradecraft	Tradecraft training teaches the terrorist to do things such as emplacing or recovering caches or perhaps opening someone's mail, photographing the contents and reseating the envelope without the recipient knowing it has been tampered with. Covert entry into a victim's home or office, as well as wire-tapping may also be learned.
Psychological Warfare	Psychological warfare enables the terrorist to select his exact audience. Learning how to deal with different types of people will aid in the effectiveness of the operation. Terrorists develop ways to instill fear in groups of people and elicit sympathy from others.
Survival	Survival is not always associated with hardships that must be endured in deep jungles or searing desert heat. It also pertains to operations within towns or villages within the targeted country. Terrorists may have points of contact and safe-havens in the local populace and not stand out and risk compromise.
Communication	Communication is the cornerstone of any good operation. Terrorists need to know how to utilize various methods of communications, from the basic telephone, to the internet, even satellites, and other means of communication.

Lesson 4 Exercise

Directions Complete items 1 through 4 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 What is the difference between internal and external terrorist training?

_____

_____

_____

Item 2 Terrorists are placed through mental _____ training to resist interrogations if captured.

Item 3 Emplacing or recovering caches or perhaps opening someone's mail is known as _____ training.

Item 4 Communication is the _____ of any good terrorist operation.

Continued on next page

Lesson 4 Exercise

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	Internal training is conducted within the country by the terrorist unit. External training is conducted in another country by non-group members.	2-36
2	conditioning	2-37
3	tradecraft	2-38
4	cornerstone	2-38

STUDY UNIT 3

DETECTING TERRORIST SURVEILLANCE

Overview

Scope

Terrorist attacks are normally meticulously planned, allowing for the greatest chance of success and safe escape for the terrorists.

Study unit 2 taught how terrorists operate, the importance of establishing yourself as a hard target, and determining ways to avoid becoming a victim of a terrorist attack. Equally important is being able to detect terrorist surveillance. The faster you can detect possible surveillance, the easier it is to prevent an attack. In this study unit, you will learn the following:

- What surveillance is
- The different methods of surveillance
- The phases of surveillance
- Techniques employed to detect surveillance

After completing this study unit, you will be able to identify methods used to detect surveillance.

In This Study Unit

This study unit contains the following lessons:

Lesson	See Page
Surveillance	3-3
Techniques Employed	3-13

(This page intentionally left blank.)

LESSON 1

SURVEILLANCE

Introduction

Scope

Reducing your vulnerability and enhancing personal security is vital to your efforts to deter terrorist attacks. In most cases, the target that terrorists select to attack is based on lengthy surveillance. In this lesson, you will learn what surveillance is, the different methods of surveillance and how those methods are employed.

Learning Objectives

After completing this lesson, you should be able to

- Recall the definition of surveillance.
- Recall different methods of surveillance.
- Recall the most difficult type of surveillance method to employ.
- Recall the phases of surveillance.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	3-3
What is Surveillance?	3-4
Methods	3-6
Phases	3-10
Lesson 1 Exercise	3-11

What is Surveillance?

Definition

Surveillance is the continuous or periodic act of observing, usually by surreptitious means, a person, a place, or an object for the purpose of obtaining information, otherwise unavailable or impractical to obtain.

Surveillance is more than just the simple act of following or trailing someone. Through surveillance, terrorists hope to learn about your habits and assess where and when you are most vulnerable.

Objective

Simply put, the objective of surveillance is to gather all information possible on a particular subject so that the data can be utilized in a plan of action. This greatly enhances the likelihood of a successful operation.

General Items

Overall there are general items of information that terrorists hope to gather during surveillance, preferably information on the subject's

- Residence or worksite
- Mode of transportation
- Routes to and from work
- Routine behavior
- General security awareness
- Places frequented
- Types of protective measures used
- Security forces in the area

Residence or Worksite

Statistics show that most terrorist attacks occur near the residence or worksite. Therefore, it is very difficult for the subject to remain unpredictable near these locations. Terrorists need to gather as much information as possible in order for them to be intimately familiar with the areas surrounding these locations. Planning will be quite different if the subject resides in a rural area rather than an urban area. Terrorist must take into account all the variables that are likely to affect their tactical planning.

Mode of Transportation

The majority of terrorist attacks directed against Americans involve automobiles. This makes it essential for terrorist surveillants to obtain as much information as possible about a subject's mode of transportation. Use of a privately-owned vehicle, car pools, chauffeured vehicles, or public transportation will all have different effects on the terrorist's tactical planning.

Continued on next page

What is Surveillance?, Continued

Routes To and From Work

An in-depth knowledge of routes the subject uses to travel to and from work or to other static locations that the subject frequents on a recurring basis is very helpful to a terrorist. The planning will be quite different if the subject uses rural or isolated routes rather than on major highways and urban areas.

Routine Behavior

The aspect of the subject's everyday routine will have the strongest impact on whether or not the subject will become a target. Without a doubt, the more predictable the subject is, the easier it will be for the terrorists to accomplish their operation.

General Security Awareness

The subject's general security awareness is of prime importance to the terrorists. If the subject continues to be unaware of a threat or even denies it exists, the terrorist's planning will be that much simpler.

Places Frequented

Information about places the subject frequently visits will come into play when determining the method of surveillance that will be used. This information is also necessary to figure out possible disguises or the type of ruse that may be needed to accomplish the mission.

Types of Protective Measures Used

The type of protective measures used is absolutely critical information for the terrorists' planning. This includes information on security systems employed at the subject's residence and at the workplace (guards, roving patrols, closed-circuit TV, dogs, etc.).

Security Forces in the Area

The location, reaction time, and type of police or security forces that could respond to an attack on the subject are of vital importance to the terrorist. This will affect the entire planning process to include weapons used, defense tactics, escape routes, and time hacks. If security is extremely high, the terrorists will not take the risk.

Methods

Multiple

There are multiple methods of surveillance used by terrorists. Whether it is stationary or moving, eavesdropping, monitoring, and even searching through garbage and personal effects, a terrorist is constantly trying to collect as much information as possible. Becoming more familiar with the techniques used for surveillance, you can become more efficient in detecting surveillance at an early stage.

Common

Stationary or fixed surveillance is the most common method employed by the terrorist organization. Many terrorist attacks take place near the residence of the intended target because that is the part of the daily routine that is the least varied. People are more vulnerable in the mornings when departing for work, and departure times are more predictable than evening arrivals.

Fixed

Hotel rooms, apartments, houses, offices, and businesses – Although these are seldom easy to acquire, fixed locations provide the surveillants the best defense against detection. However, acquisition of a fixed location usually leaves a paper trail to the terrorist.

Stationary

Vans, utility vehicles, and automobiles – Terrorist organizations will use stationary vehicles to conduct their surveillance. Vans with windows that allow outside observation make good surveillance platforms. When vans are used, more than likely there will be some sort of business logo attached to provide a reason for being in the area.

Utilizing Ruses

When conducting surveillance, terrorists must have a plausible reason for being in the area. This ruse or cover for action is only limited to the imagination of the terrorist. Commonly used ruses include:

- Person having automobile problems
- Salesperson
- Priest
- Individuals walking a dog/pushing a baby carriage
- Utility/Construction worker
- Police officer

Women/or children are often used to give the greater appearance of innocence.

Continued on next page

Methods, Continued

Moving

En route or moving surveillance is the most difficult type of surveillance to conduct. To accomplish this type of surveillance, the terrorist must place individuals or vehicles close to the subject while the subject is moving. Moving surveillance can be accomplished

- On foot
- In a vehicle

Foot

One or more individuals may undertake foot surveillance. Surveillants must remain relatively close to the subject. This makes one-person surveillance fairly easy to detect. Surveillance by two or more people is more complicated to accomplish, and although it provides greater flexibility, it also requires more training. The organization of a foot team usually requires at least three but no more than eight operators, with five or six being ideal.

Vehicle

Vehicle surveillance is more commonly used against Americans than foot surveillance primarily because as Americans we are more likely to travel by vehicle than on foot. Like foot surveillance, one or more vehicles may undertake vehicle surveillance. Vehicle surveillance requires a high degree of sophistication and training.

- At a minimum in one-person surveillance, the person in the vehicle must have a tape recorder.
- If no recorder is available, then two people are required in each vehicle; one to drive, the other to act as an observer/recorder.
- Five or six vehicles are ideal with two or more operators in each vehicle.
- The vehicles used are generally common to the area and have no distinguishing marks.
- Additionally, if more than one vehicle is employed, radio communications among the vehicles are mandatory.

Continued on next page

Methods, Continued

Leading

In leading surveillance, the surveillants travel in front of the subject while the observer watches for turns. When the subject turns, the observer makes a note of the turn. The next time the subject is surveyed, the surveillants make a turn where the subject previously made the turn. Over a period of time the surveillants will discover the entire route.

Progressive

There are two methods that can be used to conduct progressive surveillance.

In the first method, individuals are placed at key intersections along the probable route of the subject. When the subject turns, it is noted, and the positions of the surveillants are adjusted on subsequent occasions. This method, while more secure from the surveillants' point of view, is time consuming and very manpower intensive.

The other progressive surveillance method is more commonly used. In this method, the surveillants follow the subject in a vehicle. When the subject turns, it is noted. On the next occasion the surveillants pick up the subject where the turn previously occurred.

Both methods will eventually uncover the entire route, but they also maintain a minimal chance of compromise. That is why it is important to vary your routes on a regular basis.

Technology

With the advances in technology, terrorists have readily available to them numerous devices to assist their surveillance efforts. These include, but are not limited to

- Cameras (still and video)
- Vehicle tracking devices (lojack)
- Listening/recording devices
- Computers
- GPS systems

These devices can be used to assist in identifying a prospective target and recording his/her movements. They may also be used to record the security procedures employed by the subject.

Continued on next page

Methods, Continued

What to Expect In a terrorist environment, you can expect to have a combination of all the surveillance techniques employed against you. Stationary surveillance at your residence, vehicular surveillance while you are moving, and electronic surveillance recording all of your activity.

Phases

Target Assessment/ Selection

The first phase in terrorist surveillance is known as the **Target Assessment/ Selection** phase. During this phase the terrorist group will compile a list of potential targets based on the group's objectives and capabilities. The group will then determine who is the most vulnerable to attack, and when. If the list of potential targets is large, the group may have to resort to outside assistance in order to obtain the information the group needs to make the final target selection. This phase of surveillance is the weakest link in the operational planning primarily because of two factors:

- The amount of information needed to make a proper assessment of the potential targets requires the surveillance to continue for a substantial period of time.

- The necessity for the terrorist group to go outside the cadre for assistance in obtaining the necessary information usually results in newer, less experienced surveillance personnel. They may or may not know the reason for the surveillance and are usually selected for their ability to pass a police inspection.

Attack/ Operational

The second phase in terrorist surveillance is known as the **Attack/ Operational** phase. This phase begins after the target is selected. The routines and patterns are already known so surveillance is now reduced. At this point the most experienced members of the terrorist organization normally conducts the surveillance. Detection now becomes extremely difficult and may have no influence on the outcome of the operation.

Lesson 1 Exercise

Directions Complete items 1 through 4 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 What is the definition of surveillance?

_____

_____

_____

Item 2 What are three methods of surveillance?

_____

_____

_____

Item 3 What is the most difficult type of surveillance to employ?

_____

Item 4 What are the phases of surveillance?

_____

_____

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	The continuous or periodic act of observing, usually by surreptitious means, a person, a place, or an object for the purpose of obtaining information otherwise unavailable or impractical to obtain.	3-4
2	Fixed, Stationary, Moving, Foot, Vehicle, Leading, and Progressive	3-6/ 3-7
3	Moving	3-7
4	• Target Assessment/Selection • Attack/Operational	3-10

LESSON 2

TECHNIQUES EMPLOYED

Introduction

Scope

Detecting terrorist surveillance in the early stages of planning is crucial to negating terrorist attacks. In this lesson, you will learn the different techniques employed to detect terrorist surveillance.

Learning Objectives

After completing this lesson, you should be able to

- Identify methods used to detect stationary surveillance.
- Identify methods used to detect moving surveillance.
- Identify the rules to help you remember to maintain a high sense of awareness and assist you in detecting surveillance.
- Identify the ways to train yourself in making accurate observations.
- Identify the important characteristics to make accurate descriptions.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	3-13
Detecting	3-14
Observation	3-18
Description	3-19
Lesson 2 Exercise	3-21

Detecting

Stationary

When attempting to detect surveillance from a stationary location, you must keep in mind that terrorist surveillance personnel will do everything in their power to blend in with their surroundings in order to protect their anonymity.

The first thing you must do to detect stationary surveillance is to become intimately familiar with your surroundings. Figure out what normal behavior is in your area so that you can recognize anything that may be out of the ordinary. An excellent aid to assist you in becoming familiar with your surrounding is a neighborhood pattern analysis.

Pattern Analysis

A neighborhood pattern analysis is simply a sketch map of your neighborhood detailing such things as

- Types of vehicles used by your neighbors.
- Times and places they park.
- Knowledge about vehicle license plates.
- Service vehicles and personnel normally in the neighborhood, and what times they are usually present.
- Locations of manhole covers, telephone, and power mains.
- Presence, times, and locations of venders.
- Any other information you feel is pertinent in becoming familiar with your surroundings.

If you maintain an accurate pattern analysis, it will be easier for you to recognize anything suspicious.

Moving

In order to detect moving surveillance, it is necessary to increase your awareness to the point where attention to detail becomes an integral part of your daily activities. Several rules to remember can help you maintain a heightened sense of awareness and assist you in detecting surveillance.

Continued on next page

Rules to Remember

The following are rules to remember to assist you in detecting surveillance:

- **Never assume that your surveillants are men**. Terrorism is not a phenomenon of only the male gender, nor are terrorists recognizable by any features that only they would display. They could very easily be women or children

- **Do not assume that the surveillance will be behind you**. The surveillants could be deployed in front or across from you. They may also be posted above you using windows and rooftops.

- **Force anyone attempting to keep you under surveillance to make a statement**. Cause them to react in such a way that you can observe their response to actions you take, thereby identifying themselves as surveillants. Untrained or, for that matter, experienced surveillance personnel have an acute fear of being detected. This is a natural fear that you may be able to exploit.

- **Employ passive maneuvers**. Passive maneuvers are techniques that do not draw attention to you. These simple maneuvers allow you to confirm, or at least get an indication, that someone may be watching you without confronting them. Remember that an overtly compromised surveillant may commit a hostile act towards you.

Common Passive Maneuvers

The following are common passive maneuvers used on foot or while driving:

When on foot:

- Retrace your course (often called a reverse 180). This is an effective way to get glimpses of people around you. Stairs and escalators are excellent for this purpose, as is shopping from the rear to the front of a store. If you retrace your course a few times, you should begin to spot the same faces, indicating that you are probably under surveillance.

- Use window and mirror reflections to observe the actions of the people around you.

- Change your pace. Normally people walk at a steady pace. If you alternate in walking slowly and rapidly, you force anyone conducting surveillance to adjust his or her pace accordingly. As you alter your pace, observe who else around you is altering their pace.

Continued on next page

Common Passive Maneuvers, continued

Remember, you are trying to force the surveillants to make a statement. While taking these actions, watch for people who are taken by surprise, react inappropriately, suddenly change direction, or give a signal to someone else. Because of the surveillants' fear of discovery, normally they will not look directly at you, but they may do so if they are surprised or unaware that you are observing them.

While driving:

- Alternately slow down and speed up
- Signal for turns and then continue straight ahead
- Make a U-turn where it is safe to do so
- Stop on the shoulder of the road just beyond a curve or hilltop
- Circle the block using a series of right-hand turns
- Go through a traffic light just as it is turning red

Route Survey

Become intimately familiar with the routes that you will travel. Conducting a thorough route survey for each route taken. At a minimum these surveys should include:

- **Route description** – Note the starting point, the finishing point, the general direction, and the total distance.
- **Road surface/condition** – Note whether the road is concrete, gravel, dirt, excessive potholes, etc.
- **Effects of weather** – Note any changes that will affect or alter driving time.
- **Construction –** Note the starting and ending points of the construction. Any alterations to the route must be noted.
- **Traffic patterns** – Note the driving times at different times of the day.
- **Chokepoints** – Such as:
  - Traffic control points
  - Toll booths
  - One way streets
  - Traffic circles
  - Narrow bridges
  - Entrance and exit ramps
- **Potential danger areas** – Such as:
  - Public gathering areas
  - Universities/schools
  - Political headquarters
  - Poverty areas

Continued on next page

Route Survey, continued

- **Safe areas** – Note locations where you can go in the event of danger:
  - U.S. or other allied diplomatic facilities
  - Police/fire stations
  - Hospitals
  - Military facilities
  - Church/mosque/sites of worship

Indicators

Some indicators of possible surveillance to be aware of are vehicles that

- Remain parked in the same spot for an extended period of time.
- Start and stop at the same time you do.
- Pass and park.
- Drive too fast or too slow for traffic conditions.
- Pause in a traffic circle until you pass or exit.
- Appear broken down
- Have altered or obstructed license plates

If possible, maintain a daily log of activities. Record anything that seems out of the ordinary or suspicious throughout your day. If you determine that there are any reoccurring suspicious people, vehicles, or situations along different routes, then ensure that the proper authorities are notified and an investigation is started.

If you feel you are under surveillance, never confront the surveillance personnel. If you feel threatened, immediately go to a safe area. As soon as possible make a complete and detailed report.

Observation

Definition

Observation can be defined as "the complete awareness by an individual of his surrounding, achieved through maximum employment of the senses." To become an expert observer, one must be able to recognize and recall any object or situation accurately, fully, and clearly.

Perception

Our ability to perceive depends upon our ability, experience, and training in relation to our environment, for you to perceive a means to see and understand. As an example, before you bought your car you probably did not see many of that kind of car on the road, but after purchasing it, you saw quite a few. Why? Because you were consciously looking for them.

Accurate observation requires the mental effort necessary to recognize, analyze, and relate the essential parts of our surroundings and to interpret the patterns present. The problem is that we usually perceive or comprehend only that which interests us or is capable of being understood with minimum effort. A person untrained in observation usually perceives another person as a whole and not as a grouping of particular physical characteristics. We meet people everyday, but these meetings do nothing to enhance our ability to describe features of a person. You must purposely practice and train your mind to develop this skill.

Training

To train yourself to make accurate observations, you must

- Practice continual and complete awareness and alertness.
- Replace casual observation of general items with study and observation of details.
- Train yourself to estimate accurately the passage of time, speed of moving objects, and distances.
- Be familiar with descriptive terms pertaining to colors and shades of colors, makes and models of vehicles, and terms that describe clothing and physical characteristics of people indigenous to the area.
- Be able to visualize what takes place in our presence.

Remember the crucial part to observation is not to remember every face and every scene, just concentrate on retention of details that will most likely affect the operation.

Description

Definition

Description can be defined as the technique of factually reporting one's own observations of an experience. The purpose of a description is to present an accurate picture, in words, of an experience.

An accurate but incomplete description is much better than a complete but inaccurate one. While descriptions should be as complete as possible so they can be used by others who have never seen the subject of the description, time and circumstances do not always permit completing the long form description.

Assembling

At a minimum, the following items should be included in an accurate description:

- **Distinguishing characteristics** – Almost everyone possesses some distinguishing or outstanding physical characteristic. This becomes the most important part of a person's description. Some examples are

  - Body scars and marks
  - Walk
  - Voice
  - Dress

- **General characteristics** – Six general characteristics are used in the description of individuals:

  - Sex
  - Race
  - Age
  - Height
  - Weight
  - Build

- **Changeable characteristics** – Changeable characteristics are those aspects of a person's appearance that can be readily changed to affect a disguise:

  - Hair style/color
  - Glasses/eye color
  - Clothes

Continued on next page

Description, Continued

Vehicle

When describing a vehicle, use the same basic format used to describe people.

- **Distinguishing characteristics** – Dents or scratches
- **General characteristics** – Make and type of vehicle
- **Changeable characteristics** – License plate number
- **Permanent details** – Four-door, two-door or hatchback

Honing Your Skills

It is important for each individual to increase his/her powers of observation and then be able to describe or "paint" that word picture based on those observations. With these skills, detecting surveillance and preventing terrorist attacks will become much easier. The following are a couple of exercises that can assist you in sharpening your skills:

- Conduct your route survey. After conducting the survey, have another individual drive your route while you are blindfolded. While en route, describe where you are based on your perceptions.

- Have someone place articles in a small box, arranging them in a particular pattern. Look at the contents for a short period of time, then close the box and describe what you saw and in what relationship to each other the items were in the box. As your proficiency improves, add or subtract items and decrease the amount of time used to observe the open box.

Lesson 2 Exercise

Directions Complete items 1 through 5 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 What tool assists you in detecting stationary surveillance?

_____

Item 2 In order to detect moving surveillance, it is necessary to increase your awareness to the point where _____ becomes an integral part of your daily activities.

Item 3 What are the four rules that help you remember to maintain a heightened sense of awareness and assist you in detecting surveillance?

_____

_____

_____

_____

Item 4 State three of the five ways to train yourself to make accurate observations.

_____

_____

_____

Continued on next page

Item 5 What are the three types of characteristics that should be included in an accurate description?

_____

_____

_____

Continued on next page

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	Neighborhood pattern analysis	3-14
2	Attention to detail	3-14
3	Any three of the following: • Never assume that your surveillants are men. • Do not assume that the surveillance will behind you. • Force anyone attempting to keep you under surveillance to make a statement. • Employ passive maneuvers.	3-15
4	Any three of the following: • Practice continual and complete awareness and alertness. • Replace casual observation of general items with study and observation of details. • Train yourself to estimate accurately the passage of time, speed of moving objects, and distances. • Be familiar with descriptive terms pertaining to colors and shades of colors, makes and models of vehicles, and terms that describe clothing and physical characteristics of people indigenous to the area. • Be able to visualize what takes place in our presence.	3-18
5	Distinguishing characteristics General characteristics Changeable characteristics	3-19

(This page intentionally left blank.)

STUDY UNIT 4

PROTECTIVE MEASURES FOR THE HOME AND OFFICE

Overview

Scope

To maintain a posture of a hard target, it is important to increase the security and awareness measures in the places where most of your time is spent – your personal residence and place of work.

Study unit 3 taught you what surveillance is and how to detect it. The majority of surveillance is going to be conducted at places easy to access the intended target. Throughout this study unit, you will learn ways to increase the security of your residence and your place of work.

In This Study Unit

This study unit contains the following lessons:

Lesson	See Page
Residential Security	4-3
Protective Measures Used in the Workplace	4-17

(This page intentionally left blank.)

LESSON 1

RESIDENTIAL SECURITY

Introduction

Scope

For most people, over half of their time during the day is spent in or around their residence. Based on this, you should make your residence as secure as possible. In this lesson, you will learn measures that should be taken to ensure residential security.

Learning Objectives

After completing this lesson, you should be able to

- Identify the precautions to take when selecting a residential site.
- Identify methods used to enhance physical security of the residence.
- Identify personal security and safety measures.
- Identify how to create the appearance of occupancy when you are away from the residence.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	4-3
Selecting a Residence	4-4
Securing the Exterior	4-6
Securing the Interior	4-8
Safety Considerations	4-11
Servants	4-13
Lesson 1 Exercise	4-14

Selecting a Residence

Choosing A Site

When selecting a site for your residence there are many things to consider. Safety, different routes, neighborhood patterns, even your landlord and neighbors must be considered. Your best bet is to look at things from a terrorist's viewpoint. If you were to attack someone, who or what would be your easiest target? When possible, compare all available options before deciding on a place.

Options for Housing

The following are options to consider when determining where to live:

- On-base or off-base housing are typically the safest for military personnel.
- A single family home might be the least desirable. This will require a high degree of security, and thereby give you a high profile. Living in an area where there are other Americans or friendly foreign nationals might provide a higher degree of safety without causing a great deal of attention to be focused on you.
- Apartments can offer the benefit of close neighbors and limited entries and exits, but they also offer easy access to the lobby and building.
- If possible, avoid homes that have limited routes of ingress and egress. Avoid homes on dead-end streets or cul-de-sacs. Selecting a residence that has several roads nearby will offer you more escape routes in the event of an attack.
- Investigate your prospective landlord and neighbors. Avoid renting from anyone that has ties to terrorists or who are sympathetic to their cause.

Continued on next page

Examine the Neighborhood

When determining if a neighborhood is a safe environment to live in, you want to consider the following aspects:

- **How reliable are the police and rescue systems?** Not only do you have to think about the reliability, but the proximity of these facilities. Are these facilities close to your home? The distance can work both ways for you. If you are in close proximity to a police station this could deter a terrorist from attacking due to fear of a quick response. On the other hand, these facilities may be targets themselves and your home may be dangerously close to the actual targets.

- **Are there any late-night establishments in the area?** If an attack were to take place, could you gather your family and proceed to a safe public place? Terrorists may be deterred by the possibility of innocent civilians or indigenous persons getting injured.

- **What is the attitude of the neighborhood toward the terrorist movement and towards the United States?** This is especially important in foreign nations.

- **Is there anything else that might affect the safety of your home and family?** Possibly a neighborhood watch program, security patrols, etc.

Securing the Exterior

Introduction

There are many options available to you when it comes to increasing security on the exterior of your residence. You must understand that there are very few security systems that will keep you completely safe. They will provide you with more time and warning in the event of an attack, and more importantly, they may motivate the terrorists to attack a less security conscious target. Let us look at some of your options.

High Walls and Fences

Walls and fences will limit the view of your residence, preventing terrorists from having easy access to surveillance. These barriers may also protect you from drive-by attacks. If the laws allow, consider placing barbed wire or broken glass on the tops of the wall. All items such as tree branches, poles, and trash cans, should be removed so they can not be used as a tool to gain access to your residence. All gates should be sturdy, in good working condition, and locked when not in use.

Trees and Shrubs

Tall trees and shrubs serve as a screen to anyone trying to observe the grounds of the residence. Shrubbery inside the perimeter should be trimmed so intruders cannot be concealed.

Dogs

The size of the dog is of little importance. Trained guard dogs may cause fear in many intruders; however, an animal will pose little problem to a determined professional. Use a dog primarily as an alarm. A loud and alert dog is much more effective than an intimidating dog.

Warning Signs

Signs on your fence and house advertising the presence of an alarm system or a dog, may cause terrorists to choose another target.

Lighting

Exterior lighting is one of the most effective deterrents to entry. Security lighting should be designed to expose low-contrast targets that may be visible for only a few seconds. Lighting should be installed so that the loss of one lamp will not leave an area totally dark.

Continued on next page

Night Watchmen

If you happen to hire a security guard or elect a neighborhood watch representative, make sure to check their backgrounds extensively before hiring them. If guards are employed, try to avoid twelve-hour shifts. Studies have shown that tours in excess of eight hours degrade effectiveness. Training of these individuals is paramount. Ensure they have successfully completed any required protection training, are trained to handle emergencies, and are in strict compliance with local laws concerning weapons handling. Guards should always be warned against flashing weapons in an unprofessional manner.

Securing the Interior

Introduction

Never restrict security measures to just the exterior of your residence. There are a multitude of options to increase the interior of your residence as well. The following are all considerations for extra protection.

Doors

Consider the strength of each door when it is opened and when it is closed. If possible, a steel door without windows would be the best choice. It is recommended that you change the existing locks in your new residence unless you can positively determine that you have the only available keys. At a minimum, each door should

- Be equipped with heavy duty hinges
- Have one dead bolt lock
- Have a push button lock on the doorknob, allowing you to activate the lock quickly if an emergency occurs.

When secured, evaluate the effort required to force entry.

Windows

Windows should always be properly secured. They are likely to be the weakest link in your home security. Mylar film coating should be considered for all surfaces. This will prevent the shattering of glass and reinforce the strength of the windows. For the most part, intruders will avoid breaking glass unless absolutely necessary. This leaves the intruder no choice but to defeat the windows locking device. The following methods can be used to upgrade window security:

- **Sash and frame pin** – This method involves the drilling of a hole through the sash and frame and inserting a pin or nail to prevent the window from opening.

- **Key locks** – A key lock can either be installed as a part of the window by replacing the standard window lock, or it can be used to secure the frame, blocking the raising or sliding of the window.

- **Steel bars, mesh, or grillwork** – This method is more of a permanent measure. The installation of bars, mesh, or grillwork are the most secure, however, they can be very expensive to install.

Note: Keep in mind that these measures may enhance security, but can also become a hazard should the window be needed for escape in an emergency.

Continued on next page

Securing the Interior, Continued

Alarms

An alarm system should be considered for doors, windows, and other possible entry points into the house. An effective alarm system should

- Allow ingress and egress to all primary entrances through the use of timing devices.
- Be equipped with an emergency panic button.
- Have external horns, sirens, and bells loud enough to alert the neighbors.
- Have a bright flashing light mounted so that emergency personnel can easily observe it.
- Have audio and visual indicators inside the residence to awaken or notify the residents. (Exceptions include duress systems (silent alarms) which should be connected to a police station or private security station.)
- Be checked periodically to ensure against tampering or loss of power.

Cameras, Optical Viewers, and Intercoms

If cameras and closed circuit TV (CCTV) are available, use them. If not, consider using dummy CCTV cameras as a deterrent.

Using optical viewers (peepholes) and intercoms will allow you to identify who is outside your door without exposing you directly to the person. Always exercise care when using an optical viewer. When your eye is placed close to the viewer, the light behind you is blocked, and the attacker may suspect that you are in front of the door. At this point, the attacker can shoot through the door, or possibly detonate an explosive device. Instead of standing in front of the door, approach it from the side. Raise a book in front of the viewer and ask who is at the door. Exercise the same precautions with an intercom system. Run the intercom wires so that the speaker boxes are placed on opposite sides of the door. If the terrorist shoots through the intercom box on his side of the doorway, you will not get hit.

Continued on next page

Weapons

If guns are kept inside the residence, they should be loaded and kept in a safe place. They must be accessible to those who need them, without endangering children or those untrained in their use. If it is inadvisable to keep a gun in the house because of laws or personal reasons, consider using a stun gun, mace, or clubs. Ensure you are proficient in the use of whatever weapons you use. What is more important is making sure you have the proper mindset. If you are not willing to use the weapon to save the lives of yourself or those you love, then the weapon will become a danger to you. If you are unwilling to use the weapon, do not pick it up.

Safety Considerations

Education

In addition to having the proper equipment necessary to increase the security of your residence, it is also very important to educate yourself and your family members about personal security and safety measures to be aware of. You should cultivate interest and participation from all family members. There are certain behavioral aspects concerning family members that you should take into account:

- **Know where your family members are at all times.** In the event of an attack, you will be in a better frame of mind to deal with the situation.
- **Have your dependents vary their routines or patterns.** Just as you would do yourself in efforts to maintain status as a hard target, ensure your family members are varying their everyday activities.
- **Brief all family members on their roles and responsibilities when it comes to protective measures.** Terrorists often use family members as a means to get to their intended target. A better understanding of how to react will increase the chances of survival for your family members.

Escape Routes

Always establish a primary and an alternate escape route out of your residence leading to a rally point. Rehearse these routes at various times of the day, tracking the different amounts of time and hazards along the way. If you live on the second floor or higher levels, plan secure ways to exit. Portable ladders and ropes are useful in these cases.

Safe Havens

In the event of any attack, establish a safe haven you can go to until reinforcements arrive. Safe havens should have more than one entrance and exit, with the openings being strong and locking systems sturdy. Stock the room with emergency items such as water, food, flashlights, candles, blankets, first aid supplies, required medicines, weapons, and ammunition. There should also be a communication system and the ability to contact security forces and activate any exterior alarms from inside the room. Ensure the room has a fire extinguisher and proper ventilation in case a fire was to break out.

Continued on next page

Safety Considerations, Continued

Communication

Each phone should post emergency telephone numbers, such as the police, fire department, and rescue services. Always be cautious of phone conversations and be aware that the phone could be tapped. Be sure to locate a public phone or a neighbor's phone near the house, and advise your family members of its location for emergency use. If you happen to get suspicious calls, try to record the conversations and ensure the proper authorities are notified.

Two Way

If your home is equipped with a two-way radio, each member of the family must know how to use it. Children should be taught how to use the radio, as it is often ignored in serious incidents and could possibly signal a warning.

Emergency Contact System

An emergency contact system should be established so that help can be rushed to your location should an attack occur. Select a system that will allow direct contact with the response force, your office, and your neighbors. The system should consist of a primary duress system (radio/phone), an alternate system (horn/siren), and a covert system (silent alarms). In the event of an attack, activate as many systems as possible to ensure your call for help gets out.

Always test your communication systems frequently, ensuring everything works properly.

Create the Appearance of Occupancy

If you are away from your residence for extended periods of time, there are multiple things you can do to create the appearance of someone occupying your home:

- Ask neighbors to place garbage in your garbage can.
- Arrange for someone to pick up your mail/newspaper daily.
- Set timers on lights and other appliances to turn on and off at different times.
- Arrange for lawn services to continue on a regular basis.
- Turn down the telephone ringer, and the answering machine.
- Park your vehicle in a safe and secure place. If no place is available, consider loaning the vehicle to a friend. This measure may prevent terrorists from planting a device on your vehicle while you are away.
- Inform the local police/guards and neighbors (if trustworthy), that you will be away from your residence.

Servants

Hiring Considerations

There are many precautions that must be taken if you are considering to hire servants, especially in a foreign nation. Often times, servants will be provided for you at the discretion of the host nation. These are the individuals you should be most cautious about.

Servants should not be hired unless they have undergone an extensive background check performed by the appropriate investigating agency, the American Embassy, or military police.

Valuable Sources

Servants can either be a vulnerability or a contributor to the security effort. If they are trustworthy, you can incorporate them as a positive asset in security. If your servants are indigenous to the area, they may be able to provide in-depth knowledge as to what is unusual or suspicious that you might not notice. Another set of ears and eyes to keep track of what is going on. However, if the wrong servants are hired, they can be releasing valuable information and have access to critical areas of your home.

Visitors

Servants should be thoroughly briefed on the matters of visitors. When answering the door, instruct servants not to admit strangers, such as repairmen, police officers, or others without specific approval. Doors should not be opened or unlocked until visitors have been properly identified. If necessary, contact the visitor's office using a number obtained from a telephone directory. If the visit is legitimate, the visitor will not mind the inconvenience. Always brief servants on visitors expected time of arrival and purpose of visit so that only the proper parties are admitted.

Telephone Security

Many servants are trained to answer the telephone with the family name. Brief your servants against this procedure and inform them not to give any information over the phone until the caller has been identified.

Mail Security

Instruct servants not to accept any suspicious mail at home. If possible have your mail, especially packages, routed through the embassy. The mail staff is specially trained to recognize suspicious packages. If an unexpected package arrives, have the deliverer open the package at a safe distance away from your residence, but at a point where you can still observe.

Lesson 1 Exercise

Directions Complete items 1 through 6 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 What are the four things to consider when determining if a neighborhood is right for you?

_____

_____

_____

_____

Item 2 Name four methods used when it comes to increasing security on the exterior of your residence.

_____

_____

_____

_____

Item 3 At a minimum, what should every door in your residence be equipped with?

_____

_____

Item 4 Identify three methods used to increase the strength of your windows.

_____

_____

_____

Continued on next page

Lesson 1 Exercise, Continued

Item 5 Always establish a/an _____ and a/an _____ escape route out of your residence leading to a rally point.

Item 6 Identify three methods used to create an appearance of occupancy when you are away from your residence.

_____

_____

_____

_____

Continued on next page

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	• How reliable are the police and rescue systems? • Are there any late-night establishments in the area? • What is the attitude of the neighborhood toward the terrorist movement and towards the United States? • Is there anything else that might affect the safety of your home and family?	4-5
2	Any four of the following: • High walls/fences • Trees and shrubs • Dogs • Warning Signs • Lighting • Night watchmen/security patrols	4-6/4-7
3	• Be equipped with heavy duty hinges • Have one dead bolt lock • Have a push button lock on the doorknob	4-8
4	• Sash and frame pin • Key locks • Steel bars, mesh, or grillwork	4-8
5	primary, alternate	4-11
6	Any three of the following: • Ask neighbors to place garbage in your garbage can. • Arrange for someone to pick up your mail/newspaper daily. • Set timers on lights and other appliances to turn on and off at different times. • Turn down the telephone ringer, and the answering machine. • Park your vehicle in a safe and secure place. • Inform the local police/guards, neighbors that you will be away from your residence.	4-12

LESSON 2

PROTECTIVE MEASURES USED IN THE WORKPLACE

Introduction

Scope

As stated earlier, a majority of your time is spent in your residence. Another large chunk of time is spent at the workplace. It is vital that you do not discount the office as a terrorist target.

Learning Objectives

After completing this lesson, you should be able to

- Recall the five countermeasures that make intelligence collection and targeting difficult.
- Recall measures used to handle suspicious packages.

In This Lesson

This lesson contains the following topics:

Topic	See Page
Introduction	4-17
Office Security	4-18
Suspicious Packages	4-21
Lesson 2 Exercise	4-24

Office Security

Responsibility

Recently there has been an increase in the number of U.S. facilities and embassies being targeted for terrorist attacks. The overall security of the building may be someone else's responsibility, but you are a vital link in that security. Always identify and report suspicious activity, vehicles, and personnel. You are not only protecting yourself but others as well.

Counter-measures

Day to day activities within an office can help establish an environment in which it is more or less difficult for terrorists to gain the knowledge they need to successfully attack personnel. The following countermeasures should be taken to make intelligence collection and targeting by terrorists more difficult, forcing them to spend more time collecting information. This in turn causes them to spend more time exposed and visible for detection:

- Visitor control procedures
- General working procedures
- Arrangement of the office space
- Contingency plans for emergencies
- Mail handling procedures

Visitor Control Procedures

Access to the office should be strictly limited. During periods of increased threat, access to additional offices, shops, laboratories, and other areas within the installation should be controlled.

- There should only be one visitor entrance and exit to restricted areas.
- A receptionist should clear all visitors before they enter inner offices.
- Only permit workmen or visitors access into restricted areas with an escort and proper identification. Always confirm the work to be done before admitting them into the facility.
- Do not post unit rosters or manning/photo boards where they can be viewed by visitors or local contractors who provide cleaning services, food and beverage services, and delivery of office supplies, etc.
- Restrict the use of message and sign in-out boards to general statements of availability. Do not list publicly local travel itineraries or phone numbers where visitors have easy access to such information.

Continued on next page

Office Security, Continued

General Working Procedures

- **Avoid carrying attaché cases, brief cases, or other courier bags unless absolutely necessary.** These cases have become symbols of power and prominence in many cultures. Individuals carrying such items are often assumed to be important. Use satchels or book bags instead.

- **Do not carry items that bear markings that identify the owner by rank or title, even within the office environment.** A visitor sent to gather intelligence on potential targets may see coffee mugs labeled "Top," "Intel," or "The LT" in use, thus aiding his effort.

- **Avoid working alone late at night or on days when the remainder of the office is absent.** If late night work is necessary, work in conference rooms or internal offices where observation from the outside of the building is not possible.

- **Offices should be locked when vacant for any lengthy period of time.** Also lock all unoccupied utility areas and rest rooms. This will prevent anyone from hiding or placing a bomb in these areas.

- **Maintain a clean desk policy throughout the office.** This facilitates easier observation of objects out of place or removed.

- **Have contingency plans for emergencies.** Update the plans regularly and brief all personnel on their roles and responsibilities. Do not display evacuation routes in public areas. When conducting drills, do your best to avoid setting a pattern. Use different rally points. If the terrorists recognize that you use the same rally point every time, they can easily call in a threat to the office, wait until a crowd of employees gathers at the rally point, and detonate an explosive at that point.

- **Unknown callers should not be privy to any unnecessary information.** If you happen to receive a threatening call, such as a bomb or extortion threat, remain calm and listen carefully. A copy of a bomb threat checklist on the following page is a good reference tool to have available by all phones in the event someone receives a threatening phone call.

Continued on next page

Bomb Threat Checklist

Bomb Threat Checklist

THIS IS A COPY OF THE BOMB THREAT CARD

Place this card under your telephone

BOMB THREAT CHECKLIST
QUESTIONS TO ASK

1. When is the Bomb going to explode?
2. Where did you put the Bomb
3. When did you put it there?
4. What does the Bomb look like?
5. What kind of Bomb is it?
6. What will make the Bomb explode?
7. Did you place the bomb?
8. Why did you place the Bomb?
9. What is your name?
10. Where are you?
11. What is your address?

EXACT WORDING OF THREAT

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

ACTION

_____

REMEMBER KEEP CALM –
DON'T HANG UP

NOW – PLEASE
FILL IN THE BOMB THREAT REPORT

BOMB THREAT REPORT
CALLER'S VOICE

Accent (specify): _____
Any impediment: _____
Voice (loud, soft, etc): _____
Speech (fast, slow, etc): _____
Diction (clear, muffled): _____
Manner (calm, emotion, etc): _____
Did you recognise the voice? _____
If so, who do you think it was? _____
Was the caller familiar with the area? _____

THREAT LANGUAGE

Well spoken: _____
Incoherent: _____
Irrational: _____
Taped: _____
Message read by caller: _____
Abusive: _____
Other: _____

BACKGROUND NOISES

Street noises: _____ House noises _____
Aircraft: _____
Voices: _____ Local call: _____
Music: _____ Long Distance: _____
Machinery: _____ STD _____
Other: _____

OTHER

Sex of caller: _____
Estimated age: _____

CALL TAKEN

Date: ___/___/___ Time: _____
Duration of Call: _____
Number called: _____

RECIPIENT

Name (print): _____
Rank: _____
Telephone Number: _____
Signature: _____

* Hand completed card to Police

Suspicious Packages

Handling

Designate an area and a specially trained person to handle incoming mail and packages. Set aside an area to store unusual deliveries until the Explosive Ordnance Disposal (EOD) can be notified. The holding area should not be a closet or a safe, as this increases the effectiveness of the explosive by increasing its pressure. If possible, use a large drum filled with sawdust or similar material. Mail representatives should be trained in bomb-detection techniques.

What to Look For

Always observe caution when handling mail. In particular, be on the lookout for letters or packages that exhibit the following features:

- **Unknown or strange postmark** – The mail may be postmarked from a strange or unknown place, usually outside your normal channels of correspondence.
- **No return address** – Leaving the return address off of the mail may be an attempt by the terrorists to reduce the amount of evidence on an envelope. Also, rather than using a return address that may be determined erroneous by postal authorities, the terrorists may leave the information off, hoping to avoid suspicion.
- **Excessive amount of postage** – It is risky to ask a mail clerk to weigh a letter bomb to determine the amount of postage. It is safer for the terrorist to add additional postage rather than risk being caught with a bomb.
- **Abnormal size or shape** – The mail may have an abnormal, excessive, or unusual size because of the construction of the firing device and other bomb parts inside.
- **Protruding strings or wires** – String or wires may protrude from or be attached to the item. The bomb maker may have constructed the device in a sloppy manner causing unsecured wires to work loose. Another reason for an exposed wire is that it may be an arming wire that the courier did not remove, fearing the device would detonate.
- **Misspelled words** – Misspellings on a letter or package could occur because the writer is simply not familiar with military ranks or unit designations.

Continued on next page

Suspicious Packages, Continued

What to Look For, continued

- **Inconsistency between the return address and postmark** – For example, the return address may indicate a place in California, whereas the postmark may prove the package was actually mailed from France.

- **Foreign/bad handwriting** – Handwriting that is foreign or illegible may indicate that the bomber is from another country.

- **Odd smell** – The item may have an odd smell, such as shoe polish, or substances such as marzipan (a sweet almond paste used to mask the smell). Heavily perfumed packages or letters may also indicate the presence of a device.

- **Unusual/unbalanced weight** – The package may be unusually heavy or light for its size. A normal letter weighs about 1-2 ounces; a letter bomb is more likely to weigh around 4-6 ounces. The package may be unusually light if it contains a firing device, a power source, and an explosive rather than the contents listed on the exterior of the package, such as books or other materials.

- **Springiness** – Springiness may result if the bomb has a pressure release-type switch. The wires used in the device may also cause the springiness.

- **Inflexibility** – If the contents have been mounted on material to prevent their shifting while traveling through the mail system, the letter may be inflexible.

- **Grease marks or stains** – Marks or stains, such as those caused by potato chips or french fries, may show on the outside because many explosives sweat or exude the oil used in their manufacture, such as motor oil (used with Semtex –H explosives) or vegetable oil (used with C-4 explosives).

Devices

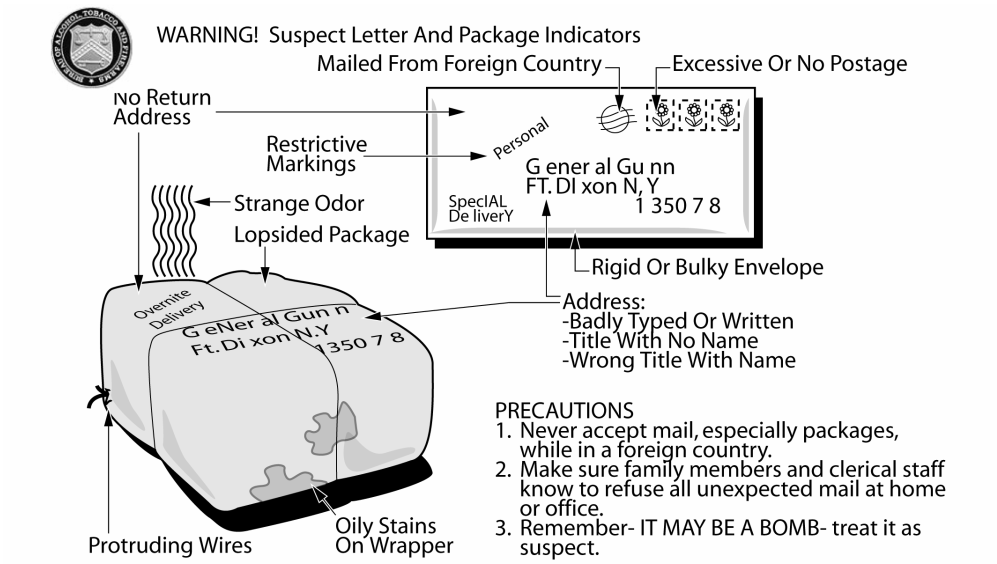
The characteristics listed above are very helpful in identifying dangerous packages. There are a number of manufactured devices designed to detect abnormalities within envelopes, as well as x-ray and other machines used for scanning suspicious packages. These devices provide accurate detection, and increased search efficiency.

Continued on next page

Suspicious Packages, Continued

Examples of Suspicious Packages

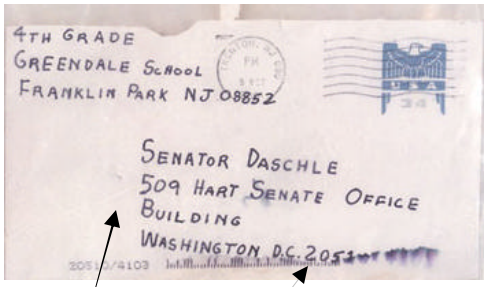
The following image depicts the possible features of a suspicious package:



FOR MORE INFORMATION ON BOMB SECURITY OR BOMB THREATS, CONTACT YOUR LOCAL ATF OFFICE

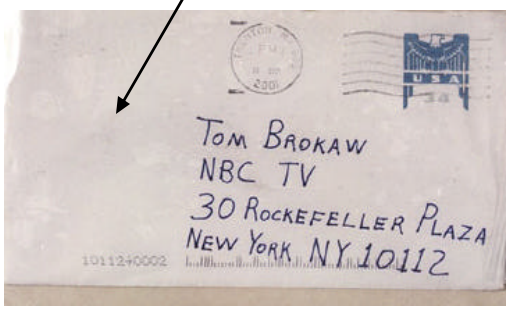
Examples of Suspicious Envelopes

The following images are actual envelopes that were mailed out containing Anthrax:



Badly written / Possible oil stain

Badly written / No return address



Lesson 2 Exercise

Directions Complete items 1 through 3 by performing the action required. Check your answers against those listed at the end of this lesson.

Item 1 List the five countermeasures taken to make intelligence collection and targeting by terrorists more difficult.

_____

_____

_____

_____

_____

Item 2 Which general working procedure facilitates easier observation of objects that are out of place or removed?

_____

_____

Item 3 List six characteristics to look for in a suspicious package.

_____

_____

_____

_____

_____

_____

Continued on next page

Answers

The table below provides the answers to the exercise items. If you have any questions, refer to the reference page listed for each item.

Item Number	Answers	Reference Page
1	• Visitor control procedures • General working procedures • Arrangement of the office space • Contingency plans for emergencies • Mail handling procedures	4-18
2	Maintaining a clean desk policy.	4-19
3	Any six of the following: • Unknown or strange postmark • No return address • Excessive amount of postage • Abnormal size or shape • Protruding strings or wires • Misspelled words • Inconsistency between the return address and postmark • Foreign/bad handwriting • Odd smell • Unusual/unbalanced weight • Springiness • Inflexibility • Grease marks or stains	4-21/ 4-22

(This page intentionally left blank.)