



POLICE DEPARTMENT

DATE: 2/20/16

From: John McKean
To: Chief of Police

Subj: COUNTER –TERRORISM UNIT FORMATION AND MISSION

The formation of a new Counter-Terrorism Unit (CTU) must be considered an integral part of the mission of the department. Department managers and local government officials must support the program. Appropriate resources including funding and personnel need to be allocated for the development and continual functionality of the unit. CTU's mission statement should be concise and developed after consultation with experts in the field. The mission statement should fall in line with the overall mission of contemporary law enforcement and counter-terrorism objectives.

CTU's personnel selection needs to be done with input and coordination with our federal, state, and local counter terrorism resources. Selecting personnel with applicable skills should be an undertaking of the human resources department and overseen by the Chief of Police. CTU must be comprised of both law enforcement and analytical investigators trained in cyber-terrorism and cyber-investigations. The high level of sensitive material and the access to classified material that may be encountered in joint investigations necessitates a requirement of a security clearance for all personnel. Recruiting at universities with contemporary programs in cyber-security and investigations will allow us to build a pool of qualified personnel.

The nature of cyber-crimes spans the globe and multiple jurisdictions. New York City Police Captain Michael Shugrue said it well in an article on *The Role of Local Law Enforcement*



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Agencies In Preventing and Investigating Cybercrime, “Cybercrimes essentially reduce the size of the world, so that someone across the globe can become part of your jurisdiction.” A key component of the success of CTU will be the partnership with resources within the federal, state, and local cyber-crimes community. The federal government has the Internet Crimes Complaint Center (IC3), and the US Patriot Act of 2001 established the Electronic Crimes Task Force (ECTF). Partnering with the local Law Enforcement Coordination Center (LECC) and the FBI funded and supervised Joint Terrorism Task Force (JTTF) will ensure that actionable intelligence is disseminated both up and down the information’s pipeline. Partnering with these intelligence resources allows quicker response time and investigative resources when the investigation leads outside the local area. Partnership with these agencies, along with the District Attorney’s Office and the US Attorney’s Office, was a corner stone to the success of the recent investigation of the plot to poison the local water system.

It is not a matter of if but when it is going to happen. Just as we have contingency plans for planned and unplanned events such as, earthquakes or other natural disasters along with preplanned SWAT operations, plans are also needed for terrorist attacks. Needed are similar plans for attacks on our infrastructure by cyber-terrorist. Planning for the inevitable terrorist attack will help minimize the effects of the attack.

The CTU supervisor will coordinate training for all assigned personnel. Training will include the use of afore mentioned resources. Information and training also can come from local universities that have departments that specialize in cyber-crimes and cyber-terrorism. The Terrorism Liaison Officer (TLO) program will be utilized to increase the amount of tips and



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leads that are generated from patrol officers. Having liaisons at the local higher education facilities is a great source of intelligence. This increases the flow of suspicious activity reported to CTU that would otherwise go unnoticed.

Moving forward, CTU will share with the appropriate supporting agencies and aggressively investigate all tips and leads generated by the public and law enforcement. Having a public campaign of reporting suspicious activity will greatly increase the likelihood of policing suspicious activity. New York City's well-advertised slogan of "See something, Say something" was successful.

Utilizing the most contemporary investigative techniques, equipment, and information available also has the potential for constitutional rights violations. CTU will ensure strict adherence to all applicable federal, state, and local laws. Coordination with our legal advisors and search warrants will be used whenever there is a question of constitutional rights and privacy is a concern. This policy is only to be set-aside in the instance of exigency circumstances. For example, when the threat of immediate attack that could cause death or serious injuries to a person is uncovered. Another example could be the immediate destruction of evidence of a planned terrorist attack.

In summary, Chief, CTU has the potential to serve as one of the most productive investigative units in the department. With proper support from management and local leaders, it has the ability to thwart deadly terrorist attacks. Partnering with other agencies expands its dragnet of investigative capabilities. With ongoing training, up to date resources and equipment will allow CTU to uncover communication and identify potential threats of terrorist attacks



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without violating the rights of the public.