



The Terrorist Threat Mitigation Reference Guide

2004©

The information and data contained in this Reference Guide is privileged and/or confidential to Chameleon Associates LLC. ("Chameleon") and is of sensitive nature. This information is not made available for public review, and is submitted voluntarily to the Designated Recipient. The information contained herein is protected by the Trade Secrets Act, as codified, and any improper use, distribution, or reproduction is specifically prohibited. No license of any kind whatsoever is granted to any third party, except the Designated Recipient, to use the information contained herein unless a written agreement exists between Chameleon and the third party who desires access to the information.

TABLE OF CONTENT

PURPOSE	4
SCOPE AND USAGE	4
DISTRIBUTION	4
INTRODUCTION TO THREAT MITIGATION	5
THE NATURE OF THE TERRORIST THREAT	7
Terrorism	7
State Sponsored Terrorism	7
Terrorist Planning	8
Building a Legitimate Profile or Cover	8
Sophisticated Yet Simple Execution	9
Highly Motivated	11
CHANGE IN MINDSET	12
Reactive vs. Proactive	13
Observe and Report vs. Think and Respond	14
Distrust vs. Empowerment	15
Non Cognitive vs. Cognitive	16
Detection of Means vs. Detection of Intentions	16
Technology and Security	17
Indifference and Panic vs. Awareness	18
PREDICTIVE PROFILING DEFINED	18
AGGRESSORS' METHODS OF OPERATION	19
Marking	20
Intelligence Gathering	21
Surveillance	21
Planning	21
Tooling Up	22
Rehearsing/Training	23
Execution and Getaway	24
AMO vs. Scenarios	25
Suspicion Indicators	26
THE FIRST STEPS TOWARDS PREDICTIVE PROFILING	27
The Protected Environment	27
The Operational Environment	27
The Terrorist Capabilities	28
The Calculated Risks	28
Our Capabilities and Resources	28
Security Objective	29
SECURITY ENGINEERING	29
The Human Element	29
Hardening the Target	30
Articulation	31
The Role of Intelligence	31
Information Sharing	32
Confidentiality of Procedures	32
Customized Procedures	33

The information and data contained in this Reference Guide is privileged and/or confidential to Chameleon Associates LLC. ("Chameleon") and is of sensitive nature. This information is not made available for public review, and is submitted voluntarily to the Designated Recipient. The information contained herein is protected by the Trade Secrets Act, as codified, and any improper use, distribution, or reproduction is specifically prohibited. No license of any kind whatsoever is granted to any third party, except the Designated Recipient, to use the information contained herein unless a written agreement exists between Chameleon and the third party who desires access to the information.

THE CYCLICAL SECURITY ENGINEERING PROCESS	33
Red Teaming	34
Assessment	34
Protocol Design	35
Protocol Integration	35
Training and Drilling	35
Maintenance	36
SECURITY QUESTIONING	36
Future Intentions	37
Security Questioning Process	37
Detection of Suspicion Indicators during Security Questioning	38
Security Questioning Defined	39
Objectives of Security Questioning	39
Do's and Don'ts in Security Questioning	39
The Customer Oriented Approach	41
Obtaining Cooperation	41
Signs of Lying	42
The Cover Story	43
The Security Impression	44
Independent vs. Dependent Information	44
Cultural and Social Inhibition	45
Empowerment	45
MEANS OF AGGRESSION	46
Bombs	46
Explosives and AMOs	47
High Explosives	48
Standard and Improvised Explosives	48
Standard Explosives	51
PREDICTIVE PROFILING APPLICATIONS	53
Airport Security and Passenger Screening	53
Law Enforcement	54
Cargo and Freight Security Scenarios	55
Critical Infrastructure	58
Human Resources	58
Information Technology	59
CONCLUSION	60

The information and data contained in this Reference Guide is privileged and/or confidential to Chameleon Associates LLC. ("Chameleon") and is of sensitive nature. This information is not made available for public review, and is submitted voluntarily to the Designated Recipient. The information contained herein is protected by the Trade Secrets Act, as codified, and any improper use, distribution, or reproduction is specifically prohibited. No license of any kind whatsoever is granted to any third party, except the Designated Recipient, to use the information contained herein unless a written agreement exists between Chameleon and the third party who desires access to the information.

PURPOSE

Chameleon Associates' objective is to provide guidance for security managers and law enforcement officers entrusted with the safety and security of people and assets. This reference guide is intended as a source document from which security and law enforcement can extract those elements applicable to their own environments. The reference guide aims to assist professionals in the augmentation of their threat mitigation practices, procedures, policies and protocols and is a vital skill enhancement tool. It reflects ideas and practices used by security and law enforcement agencies in many protected environments around the world.

SCOPE AND USAGE

The Threat Mitigation Guide focuses on terrorist events that jeopardize lives, assets and operations in a given protected environment. It defines and describes in depth important concepts dealing with Threat, Suspicion, Risk, Terrorism, Predictive Profiling, Detection, Determination, Deployment, among other terms. This guide is a useful tool for anyone whose duties involve protection, minimizing risk, hiring employees, security training, manufacturing security technology, integrating security solutions and mitigating threat.

DISTRIBUTION

The recipient of this guide should limit its exposure only to parties directly involved with threat mitigation and it should be made available on a need-to-know basis. This guide contains sensitive information; it describes many terrorist tools and modus operandi with the intent of educating the security and law enforcement professionals who are the recipients of this document to better mitigate such threats. We recommend storing this document in a secured location. Chameleon Associates LLC assumes no responsibility for the misuse or the improper and unlawful distribution of this guide.

The information and data contained in this Reference Guide is privileged and/or confidential to Chameleon Associates LLC. ("Chameleon") and is of sensitive nature. This information is not made available for public review, and is submitted voluntarily to the Designated Recipient. The information contained herein is protected by the Trade Secrets Act, as codified, and any improper use, distribution, or reproduction is specifically prohibited. No license of any kind whatsoever is granted to any third party, except the Designated Recipient, to use the information contained herein unless a written agreement exists between Chameleon and the third party who desires access to the information.

INTRODUCTION TO THREAT MITIGATION

“In the past our focus has been on traditional law enforcement where prosecution is retrospective ... Our new, international goal of terrorism prevention, on the other hand, involves anticipation and imagination about immersing scenarios ... finding new ways to anticipate these dangerous scenarios and to identify, intercept and disrupt them before they become tragic terrorist realities.”

Attorney General John Ashcroft, February 10, 2003

A westernized economy with an open and diverse society is an attractive target for many terrorists. The new reality of increasing and elevated terrorist threat dictates the use and implementation of innovative, yet proven, security methodologies. Chameleon Associates LLC has developed proprietary methodologies for threat mitigation to meet these very objectives. Derived from protocols and decision-making matrixes used by security agencies and law enforcement organizations around the world, these methodologies have proven themselves time and time again, in the mitigation of terrorist threats. Law enforcement and security personnel must arm themselves with the **proactive** tools of suspicion detection, threat assessment and the deployment of subsequent mitigation procedures.

For law enforcement and security personnel to successfully prevent and deter terrorist acts, they must focus on responding to threat as it is manifested throughout each preparatory phase of a terrorist attack: Marking, Intelligence Gathering, Surveillance, Planning, Tooling Up, Training and Rehearsing, Execution and Getaway. Chameleon Associates' threat mitigation methodologies use these terrorist methods of operation as the foundation for identification and assessment of suspicion, threat and risk.

Given the high volume of human traffic, freight and goods flowing through many areas of the world, traditional access control techniques and explosive detection devices if used alone, prove impractical. This condition dictates dependence on law enforcement and security staff trained in innovative detection techniques that focus on security resources where they are most effective. What is needed is a security and law enforcement framework that supports community oriented policing and customer service and that at the same time, does not inhibit civil rights and freedoms. The Chameleon Associates threat mitigation techniques

The information and data contained in this Reference Guide is privileged and/or confidential to Chameleon Associates LLC. (“Chameleon”) and is of sensitive nature. This information is not made available for public review, and is submitted voluntarily to the Designated Recipient. The information contained herein is protected by the Trade Secrets Act, as codified, and any improper use, distribution, or reproduction is specifically prohibited. No license of any kind whatsoever is granted to any third party, except the Designated Recipient, to use the information contained herein unless a written agreement exists between Chameleon and the third party who desires access to the information.

promote best use of existing resources and focus attention on the way law enforcement and security interact via security interviewing techniques.

This reference guide delineates many of Chameleon Associates' threat mitigation processes and protocols. However, specific emphasis is given to the application of Predictive Profiling. Predictive Profiling is a proprietary security methodology of situation assessment developed by Chameleon Associates to predict and categorize the potential for inappropriate, harmful, criminal and/or terrorist behavior and it leads to the deployment of procedures and actions necessary to confirm, reduce, neutralize and/or eliminate such threats.

Predictive Profiling is the antithesis of racial profiling. It focuses on categorizing terrorists into behavioral profiles (situational) as opposed to racial, religious or ethnic profiles.

The use of "mules", (persons un- or semi-intentionally involved in the execution of an attack) the falsification of identities, and the variety of international and domestic terrorist groups in operation today, has rendered racial profiling an inefficient method of terrorist threat mitigation. Chameleon Associates' proprietary Predictive Profiling methodology provides the complete situational profile for a terrorist scenario, from the planning of the attack to its execution, focusing on what terrorists do, and not who they are.

This Terrorist Threat Mitigation Reference Guide offers security and law enforcement professionals unique and proven strategies and techniques for confronting terrorists and minimizing their potential to inflict harm. It provides a tool for reviewing a security framework, designing or reconfiguring a security system, or training personnel. Moreover, the approach encourages the necessary shift in mindset that any threat mitigator today needs in order to do their job successfully.

The information and data contained in this Reference Guide is privileged and/or confidential to Chameleon Associates LLC. ("Chameleon") and is of sensitive nature. This information is not made available for public review, and is submitted voluntarily to the Designated Recipient. The information contained herein is protected by the Trade Secrets Act, as codified, and any improper use, distribution, or reproduction is specifically prohibited. No license of any kind whatsoever is granted to any third party, except the Designated Recipient, to use the information contained herein unless a written agreement exists between Chameleon and the third party who desires access to the information.