LARGE INTERNATIONAL EVENTS CASE STUDY: OLYMPIC GAMES
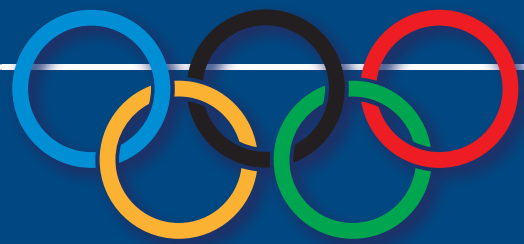
A Comprehensive Counter-Terrorism Consulting Proposal

October 2006

CTS

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Consulting Proposal

Introduction

Counter-Terrorism Solutions Ltd. herein respectfully submits its preliminary proposal for the provision of a comprehensive package of Counter-Terrorism consulting services and research products.

The package is designed to facilitate effective planning and implementation of an overall security concept.

CTS brings to this project a decade of experience in both academic and applied research carried out by its research arm, the International Policy Institute for Counter-Terrorism (ICT), widely considered among world leaders in the field. Partnership with CTS / ICT thus provides the added value of the Institute's solid reputation in professional circles.

Terms of reference and methodology

The package offered here consists of several different functional lines of sustained activity. For the most part, these tasks will be carried out in parallel by separate teams of different background and professional skills.

Each line of activity will yield a baseline situation report at a different point in time, which will then be periodically updated and synchronized with the output of the other teams. The resulting composite product will facilitate the emergence of an integrated "battlefield" scope and subsequent strategy concept. The goal is a process that, while ongoing and dynamic, will enable integrated situational "snapshots" at predetermined control points.

Naturally, some activity lines will intensify as the target date of the Games launching draws near, requiring more intense real-time coverage and more frequent reports.

The envisaged timeframe for the entire project consists of approximately **15 months**. The project will keep in touch with the evolving picture on the ground and adapt itself to the changing conditions parallel to closely monitoring the world Terrorism scene. The involvement of the CTS teams from an early of the project will help to integrate our security concept in the planning of the major systems from their inception.

The Team

The wealth and diversity of human capital brought to the table covers a complete spectrum on the subject, representing every relevant discipline from basic intelligence to practical solutions.

Some of our leading experts were heavily involved in performing the Counter-Terrorism security consulting for the 2004 Olympic Games in Athens. All of our operational staff, without exception, consists of senior veterans of Israel's counter-terrorism establishment.

Every team member has acquired about two decade long experience of both field and staff command positions.

Lines of Activity – Services and Products

Monitoring Open Sources Intelligence (OSINT)

Product:

Customized Databases for use by project security teams.

Why ICT / CTS?

ICT's staff combines security professionals with extensive experience in their respective fields with academic scholars specializing in terrorism research.

ICT's database team has built an infrastructure for statistical analysis of terrorism-related data that is one of the most sophisticated in the world. Data includes terrorist incidents, key personalities involved in international terrorism and their connections to one another, to terrorist organizations, and to front groups used to fund terrorist activities.

Team leader

Ten years experience in gathering open source intelligence and terrorism research. Extensive experience in intelligence/resource correlation and terrorism threat modeling.

Team A – *researchers, database & web masters, linguists & translators*

Customization of a dedicated database designed to cover the following topics:

- Past terrorist activities and incidents targeting international events and major sports competitions.
- Terrorist organizations likely to target the Event.
- Terrorist organizations likely to target specific participant delegations or individual personalities.
- Individual terrorists likely to engage in the above.
- Modus Operandi potentially applicable to the above.
- Public expressions by terrorist organizations related to the up-coming Event.
- Any other form of indication concerning the above.

Monitoring activity will include the following sources:

- Existing ICT terrorist incidents database
- Existing ICT database of terrorist personnel and front companies
- International databases
- Internet Websites related to terror organizations or their supporting elements in all relevant languages (English, Arabic, Persian, Russian, Chinese and other dialects).
- International Press.
- Associated research centers worldwide, including in Russia, China, United States, and others, where ICT is very well connected.
- Some of these organizations have used ICT as a model for their own activities, in consultation with the Institute's staff. These institutes are closely associated with the local security community.

This activity will commence immediately upon contracting and will be carried out on a permanent basis throughout the entire time frame.

Threat Assessment

Product:

Threat Assessment Baseline report, supplemented by periodic updates.

Alerts of concrete threats on a real-time basis.

Why ICT / CTS?

Building on ICT's extensive experience in researching terrorism and advising decision-makers, CTS has developed tools designed to identify the threats and potential hazards faced by our clients.

Team

Senior analysts with counter-terrorism research and military intelligence background.

Team B – *analysts and intelligence experts*.

Based on the above available data, Team B will apply its intimate knowledge of the subject material, its past experience, and analytical skills to provide an ongoing picture of potential aggressors, their current motivation and operational capabilities and any indication of their intentions to target the Event in any form or MO.

This overview will address global and regional, as well as local potential threats.

Timeline

1. **A Baseline report** will be submitted to the client at Target Date-12.

2. **Periodic updates** will be submitted every three months thereafter.

3. Starting at Target Date-3, an updated report will be submitted on a monthly basis.

4. Starting from the commencement of the Event until the closure of the Games updates will be submitted on a weekly basis.

Alerts indicating concrete threats will be issued on a real time basis throughout the duration of the project.

Venue Security Surveys

Product:

Field file for each facility under survey to be used for integrated Venue-specific Risk Analysis.

Why ICT / CTS?

CTS draws on the experience and expertise of its pool of ICT researchers and senior veteran personnel of the Israeli security and intelligence communities.

Team

Senior veterans of the Israeli physical security government apparatus.

Team C – *Physical security professionals.*

This **field team** will carry out systematic onsite surveys of all major and secondary Event venues and/or compounds to the extent tolerated by local municipal and security authorities. This task will be performed in stages in accordance with construction activity progress.

Surveys will aim to record a given state of security measures and expose potential vulnerabilities inherent in each individual facility.

An individual **field file** will be produced for each facility under survey within a reasonable time from completion of construction and will then become a building block for an integrated **Risk Analysis** report to be produced in cooperation with Team D (see below).

The team will become involved as soon as will be practically possible in each particular case in order to make its findings available to planners and designers.

Red Teaming Scenarios & Risk Analysis

Product:

Analysis of vulnerabilities from the point of view of potential agressors

Integrated Risk Analysis: Baseline report, supplemented by periodic updates.

Why ICT / CTS?

CTS specializes in the analysis of existent terrorist groups and individuals, their objectives, modus operandi and resources, and applies this research to real life situations.

Team

Senior veterans of elite military counter-terrorism units who led the same task force for Athens 2004 Olympics.

Team D – *Tactical Counter Terrorism experts*

This second field team will operate in conjunction with Teams B and C, studying each venue from the operational standpoint of potential aggressors. The team will then identify possible methods of attack against individual facilities, specific delegations and individuals, or against mass audiences in open-air compounds, according to the prevailing circumstances in the field.

The work done by both field teams will culminate in a **Risk Analysis** report which will integrate the findings of Team B regarding possible *modus operandi* favored by the opposition with the physical vulnerabilities exposed by Team C and potential methods of attack as were identified by Team D.

This report will provide **prioritized classification** of potential scenarios to be considered, rated through a wide range of relevant variables. This will enable the customer to better allocate finite financial resources and man-hours. The report will also highlight possible solutions and recommend the necessary measures to be taken in each case.

Timeline

1. **The Baseline report** will be submitted at Target Date-8.

2. **Periodic updates** will be submitted every three months thereafter.

Comprehensive Security Concept

Product:

Recommendations for security concept / strategy

Baseline report.

Why ICT / CTS?

ICT combines the real world experience of its security professionals with the academic expertise of scholars specializing in terrorism & counter-terrorism. This combination puts the Institute in a unique position to provide recommendations on security policy.

Team

Senior veterans of military counter-terrorism combined operations, who led same task force for Athens 2004 Olympics.

Integrated Team plus specialized experts

Based on the accumulative insight gathered through the Threat Assessment and Risk Analysis reports CTS will present its general recommendations for an overall security concept/strategy addressing the following topics:

- Command, Control and Communication
- Intelligence & Information processing
- Major Security concerns
- Main countering methods and desirable shifts.
- Public Order & Public control
- First Responders deployment

Timeline

1. **The Baseline report** will be submitted at Target Date-7.

2. **A Second and final** updated report will be submitted at Target Date-3.

Training

Product:

Training program aimed at "training the trainers."

Why ICT / CTS?

The CTS course curriculum provides tools for decision-makers and security personnel to analyze terrorist strategy and psychology, and provide a foundation for tactical counter-terrorism implementation.

Comprehensive training plan will focus on two target audiences: managerial level, and senior security personnel.

Orientation Seminars

This off-the-shelf curriculum is initially aimed at providing basic Counter Terrorism orientation to managerial echelons of the client and senior staff designated to head the Event security systems.

This program is designed to familiarize leaders and would-be instructors with the multiple and diverse aspects of the subject.

It is aimed at providing a deeper understanding of the strategy and psychology of terrorist organizations, and to foster a greater awareness of the issues involved. This in turn will lead to promote more informed decision-making in real life scenarios.

The orientation stage will consist of an ongoing series of seminars according to client choice.

Task oriented Training

For security personnel, CTS staff will design a training master plan in coordination with the overall security concept (final designing stage T-7 to T-4).

This master plan will center on simulations and drills aimed at training the security forces in responding to the selected scenarios in real time environment.

CTS staff can implement this master plan in the field through delivering drills and simulation workshops, according to client choice.

Training can be delivered on different levels—from war games, through skeleton drills, to full-scale implementation drills. Selected topics include: Responding to Suicide attacks, non-Conventional Terrorism, Role of Intelligence in Counter-Terrorism. Hostage-taking tactics, terrorist use of Psychological warfare, and potential Mass casualty attacks.

Work Flow over 15 months Timeframe for Product Delivery

Activity Line / Timeframe	OSINT Monitoring	Threat Assessment	Field Security Surveys	Red Team Scenarios / Risk Analysis	Security Concept	Training
T-15	Set up		Set up			
T-14						
T-13						
T-12		Baseline Report				
T-11						
T-10						
T-9		Update				
T-8				Baseline Report		
T-7					Baseline Report	
T-6		Update				Training Master Plan
T-5				Update		Orientation Seminars
T-4						Training stage
T-3		Update			Updated Report	
T-2		Update		Update		
T-1		Update		Update		
T (Target date)						