

# Critical Incident Response Group







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## **Countering the Terrorist Threat Through** Partnerships, Intelligence, and Innovation

For a long time, we lived in a haze that seemed like September 12, day after day after day. Every lead, every tip, every threat seemed like it could signal the next attack.

We kept asking ourselves, "What could we have done better? What should we have done better?" But we picked ourselves up, fiercely determined to prevent an atrocity like that from ever happening again.

Today at the FBI, when we think back to that fateful September, we move forward with the benefit of knowing what did happen that day, and what could happen-if not for the work of everyone in this room and all our partners—on any day. We wake up every morning asking ourselves, "What do we need to do to keep people safe today, and tomorrow, and the day after that?"

Everywhere I turn, someone's identified something they think the FBI should do more of. I haven't yet met anyone with responsible ideas of things they think the FBI should do less of. I'm sure many of you feel similar pressures. National security remains our top priority, and counterterrorism, of course, is still a paramount concern. But the terrorist threat has morphed significantly since the last time I was in government.

To confront all these threats successfully, I believe three things are crucial: partnerships, intelligence, and innovation. Our success is going to depend on strong partnerships with our partners in the community; with our state and local law enforcement partners; and with our intelligence community partners, both here at home and around the world.

The threats we face are bigger than any one of us. So we've got to work together and do everything we can to keep people safe from harm.

But today we know that if we're to be truly effective with intelligence, we've got to get even better at collecting, analyzing, and sharing intelligence across everything we do. That's a lot easier said than done. But we're determined to keep pushing ourselves so that we can stay ahead of the threats coming down the pike.

Finally, we're increasingly focused on innovation. The terrorist threat doesn't stand still—so we can't, either. One of my priorities as Director is to make the FBI more agile and resilient. An organization that's nimble, one that fosters creativity and ingenuity. One that creates more, and tries more. Even one that embraces the risk of failure, where it's part of a process to improve. We're thinking inside the rules, but outside the box.

If the evolution of the terrorist threat has taught the FBI anything, it's that we need to adapt to whatever challenges are coming around the bend, quickly and fluidly. The same could be said for everyone here today. We need to have the right tools, the right technology, and the right people to meet our mission-tomorrow, next year, and in the next decade. If we don't, the consequences could be dire indeed.



**Christopher Wray** Director Federal Bureau of Investigation

# **Success Through Readiness**

Through aggressive training programs, state-of-the-art technologies and equipment, extensive research, and far-reaching partnerships with international, federal, state, and local law enforcement agencies, CIRG works to successfully resolve critical incidents worldwide and achieve its mission of **Readiness, Response, and Resolution**.

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#### **Overview**

The CIRG, established in 1994, integrates tactical, negotiations, behavioral analysis, and crisis management resources into one cohesive structure to facilitate the FBI's rapid response to critical incidents. As the Bureau's mission has expanded over the years, so have CIRG's responsibilities, but the premise behind its formation remains. Today, CIRG, which has a motto of *Proventus Per Adparatus—Success Through Readiness*—has grown into a "one-stop shop" that provides expertise in the following fields:

- ★ Crisis management
- ★ Hazardous devices disruption
- ★ Crisis negotiations
- ★ Behavioral analysis and assessments
- ★ Strategic information dissemination
- ★ Tactical and technical operations
- ★ Ground and air surveillance
- ★ Aviation support
- ★ Special events management
- ★ Rapid deployment logistics

#### **Strategic Response**

CIRG personnel are on call around the clock, seven days a week, ready to assist FBI field divisions and law enforcement partners in pre-crisis planning and response to critical incidents, major investigations, and special events. Through the **Strategic Information Operations Center (SIOC)**, CIRG also facilitates enterprise-wide situational awareness and maintains a platform for critical interface and the dissemination of strategic information.

In addition, CIRG provides training programs to FBI field offices and federal, state, local, and international law enforcement partners. With aggressive training programs, state-of-the-art equipment, and expertise in a broad range of tactical and investigative techniques, CIRG is capable of fulfilling its overall mission of "Readiness, Response, and Resolution" to manage critical incidents.

#### **Turning Point**

The FBI's Critical Incident Response Group (CIRG) consists of a cadre of special agents and professional support personnel who provide expertise in crisis management, hostage rescue, surveillance and aviation, hazardous device mitigation,

crisis negotiations, behavioral analysis, and tactical operations.



**Crisis Communications** 

CIRG personnel are on call around the clock, seven days a week, ready to assist FBI field divisions and law enforcement partners in pre-crisis planning, response to critical incidents, major investigations, and events.



# **Counter-IED Operations**

Programs within the **Counter-IED Section** (C-IEDS) play a vital role in the Bureau's strategic objective to prevent and effectively respond to terrorist or criminal use of hazardous devices, explosives, and weapons of mass destruction (WMD).



**Be Prepared** 

The FBI's Hazardous Devices School at Redstone Arsenal in Huntsville, Alabama is the only facility in the country that trains and certifies the nation's public safety bomb technicians.

Since 1971, the section has managed the nation's only facility to train and certify public safety bomb technicians to render safe hazardous devices. The FBI's **Hazardous Devices School** at Redstone Arsenal in Huntsville, Alabama is often referred to as the national academy for bomb technicians. HDS has provided training to over 20,000 state and local first responders. National standards published by the FBI for training state and local bomb squads provide the necessary foundation for an effective response to federal crimes involving hazardous devices, terrorist bombing campaigns, or use of a WMD.

#### **Dangerous Duties**

A natural extension of the FBI's bomb tech school is the Special Agent Bomb Technician (SABT) Program. SABTs provide training to local and state bomb squads and serve as the workforce for the FBI's explosives-related operations and activities worldwide. SABTs undertake some of the most dangerous duties in the FBI. They respond to actual and threatened improvised explosive device (IED) incidents domestically and internationally. They provide assistance during major cases, special events, and federal, state, and local training events. They enable first-tier response to WMD incidents involving chemical, biological, radiological, and nuclear devices.

The C-IEDS is also responsible for responding to WMD incidents around the country and carrying out render

safe procedures as required. C-IEDS fulfills this mission in partnership with the Department of Energy, the Department of Defense, and a variety of state and local agencies.

#### **Share Point**

Within the C-IEDS, the **Counter-Improvised Explosive Devices Unit** is the FBI's focal point for sharing hazardous device-related information among federal, state, and local bomb technicians and investigators, as well as bomb data centers and general audiences. The unit publishes bulletins, guides, and other materials designed to offer continuing education to bomb technicians beyond the structured learning provided by the Hazardous Devices School.

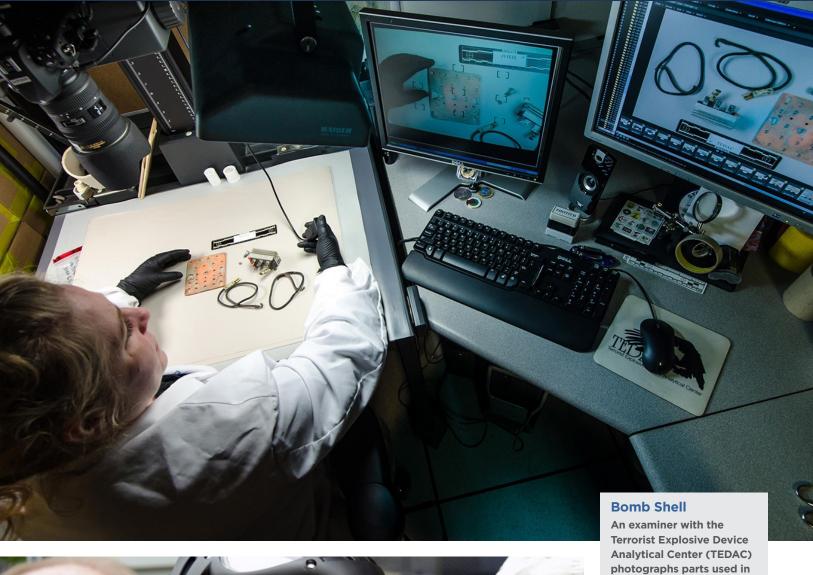
It also publishes bulletins and posts explosives-related information to investigators and general audiences through bulletins and the resources available on Law Enforcement Online, which can be accessed by law enforcement through the Law Enforcement Enterprise Portal (LEEP).

#### **Learn More**

For more on the Bureau's efforts to prevent and respond to terrorist or criminal use of hazardous devices, explosives, and weapons of mass destruction, visit the **Terrorist** 

**Explosive Device Analytical Center (TEDAC)** website by scanning this code.







sometimes referred to as America's bomb library, as a

essential tool in the nation's fight against terrorism.

# **Investigative and Operations Support**

The Investigative and Operations Support Section (IOSS) supports other CIRG sections, FBI field offices, FBI Headquarters divisions, U.S. law enforcement agencies, and FBI legal attachés at U.S. embassies abroad in the preparation for, response to, and successful resolution of major investigations, **critical incidents**, and special events.



The Violent Criminal
Apprehension Program
(ViCAP) consists of a
database and web-based
tool available to law
enforcement agencies to
connect homicides, sexual
assaults, missing persons,
and unidentified human
remains that may be

geographically dispersed.

IOSS personnel provide expertise in behavioral assessment, crisis management, special events management, rapid deployment, and logistics and information technology, provide input on the development of national plans, policies, and exercises; training for FBI, law enforcement, military, and intelligence personnel; and research and development. The section includes the National Center for the Analysis of Violent Crime and the Crisis Management Unit.

# National Center for the Analysis of Violent Crime (NCAVC)

The primary mission of the National Center for the Analysis of Violent Crime (NCAVC) is to provide behavioral-based investigative support to the FBI, national security agencies, and other federal, state, local and international law enforcement involved in the investigation of unusual or repetitive violent crimes, threats, terrorism, cyber crimes, public corruption, and other matters.

The NCAVC consists of five units:

- ★ Behavioral Analysis Unit 1 counterterrorism, arson and bombing
- ★ Behavioral Analysis Unit 2 threats, cyber crime, public corruption

- ★ Behavioral Analysis Unit 3 crimes against children)
- ★ Behavioral Analysis Unit 4 crimes against adults, ViCAP
- ★ Behavioral Analysis Unit 5 research, strategy, and instruction

The Violent Criminal Apprehension Program (ViCAP) consists of a database and web-based tool available to law enforcement agencies to connect homicides, sexual assaults, missing persons, and unidentified human remains that may be geographically dispersed, allowing police departments to better coordinate communication and investigative efforts on potentially linked crimes. The FBI maintains the database and our analysts assist investigators with case linkages and other analysis. Over 5,000 law enforcement agencies have participated in ViCAP and have contributed more than 85,000 cases to the system.

NCAVC staff provide operational support for a range of cases including but not limited to: domestic and international terrorism; threats of targeted violence (e.g., active shooters in schools, workplaces, and public areas or buildings); cyber crime; public corruption; cases involving child victims (child abduction or mysterious disappearances, child homicides,



### Investigative and Operations Support continued from page 9

and victimization of children): cases involving adult victims (e.g., serial, spree, mass, and other murders); serial rape; extortion; kidnapping; product tampering; arson and bombing; and weapons of mass destruction.

#### **On-site Essential Support**

NCAVC personnel deploy to provide time-sensitive, on-site support to the investigators and managers of complex investigations. They also provide case consultations for new, active, and cold cases via telephone conference calls, video teleconferences, and meetings at CIRG headquarters in Quantico, Virginia. BAU staff provide direct support to FBI crisis negotiators in cases involving abductions, hostage taking, extortions, threats, and other matters.

NCAVC is comprised of Bureau agents and professional staff members, along with agents from other federal agencies, including the U.S. Capitol Police, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), and the Naval Criminal Investigative Service (NCIS). In addition, all 56 FBI field offices have NCAVC coordinators who handle support and training requests from agencies in their local area.

NCAVC provides the following services:

- ★ Crime analysis
- ★ Profiles of unknown offenders
- ★ Offender motivation analysis
- ★ Linkage analysis
- ★ Investigative suggestions
- ★ Multi-agency coordination
- ★ Threat assessment and management
- ★ Interview strategies
- ★ Search warrant affidavit assistance
- ★ Prosecution and trial strategies
- ★ Expert testimony
- ★ Critical incident analysis

The NCAVC also conducts extensive research from a law enforcement perspective, often in conjunction with other law enforcement, government, and academic organizations. Results of research are provided in publications, training classes, seminars, and conferences.

#### **Crisis Management Unit**

The Crisis Management Unit (CMU) provides support in preparing for and successfully responding to critical incidents and special events through:

- ★ Domestic and foreign operational deployments to support command post operations
- ★ Deliberate planning, resource augmentation, and operational deployment in support of domestic and international special events
- ★ Development of crisis management and special events policies, doctrine, and plans for the federal government and the FBI
- ★ Maintaining a leadership role within interagency and private sector working groups addressing incident response, domestic preparedness, and international threats
- ★ Crisis management training for a wide audience
- ★ Training and deployment support for FBI senior executives designated by the U.S. attorney general as Senior Federal Law Enforcement Officials in a catastrophic domestic incident
- ★ Participation, development, delivery, and evaluation of national and FBI drills and exercises



**Intensive Training** 

Live-fire close-quarter battle exercises in the **Hostage Rescue Team's** "shooting house" mimic real-world missions.



#### **Crisis Control**

The Crisis Management Unit's special events planning works to coordinate federal, state, local, and international law enforcement partners and private sector officials to develop a comprehensive strategy, driven by a deliberate threat assessment, for supporting security efforts.

- ★ Participation in the multiagency Domestic Emergency Support Team and Foreign **Emergency Support Team**
- ★ Providing technical solutions to federal, state, and local executive stakeholders during critical incidents for the purpose of managing and maintaining situational awareness of a critical incident or event
- ★ Design, development, training, and user support for the Operational Response and Investigative Online Network (ORION) case management tool.

The FBI considers special events to include significant domestic and international activities that may attract a potential threat to national security or attract significant criminal activity for which the Bureau has jurisdiction. CMU's special events program plans, coordinates, At the command post for the April Tinsley investigation, one of our agents (front left) offers instruction on ORION, our new crisis management system.identifies, and deploys

appropriate Bureau resources to address these potential threats. Examples of events which meet these criteria include the Super Bowl, the Olympics and Paralympics, presidential inaugurations, presidential nominating conventions, and events designated by the Secretary of Homeland Security as either a National Special Security Event or awarded a Special Event Assessment Rating.

#### **Deliberate Threat Assesment**

CMU's special events planning works to coordinate federal, state, local, and international law enforcement partners and private sector officials to develop a comprehensive strategy, driven by a deliberate threat assessment, for supporting security efforts. As part of the planning process, personnel within the unit conduct site surveys, provide technical and operational guidance to field coordinators, participate in training exercises, provide program management oversight during event-specific Command Post and **Intelligence Operations**, and deploy assets to augment FBI field office and legal attaché resources.

This is obviously not a job for the timid. Working for the FBI requires strength both mentally and physically to overcome every possible challenge. It's difficult, but there are parts of the job that make it all worth it. "

> - SPECIAL AGENT **ALISON STONE**

# Strategic Information and Operations Center (SIOC)

#### **Surveillance and Aviation**

CIRG's Surveillance and Aviation Section (SAS) provides modern jets and other aircraft that respond to crisis situations domestically and around the world. SAS can deploy aviation assets worldwide, including assignments in combat theaters. Capabilities include **foreign transferof-custody flights** for high-profile terrorism and criminal subjects and the delivery of hazardous and explosive material to crime laboratories located throughout the United States.

To support the FBI's aviation mission, SAS maintains a rigorous aircraft maintenance and quality control program. Along with mandatory pilot training, these programs have produced a safety record per flight hour that is unmatched by general aviation or any other government agency. It is the responsibility of SAS to ensure that all Bureau flight operations are conducted safely.

#### **Tactical Operations**

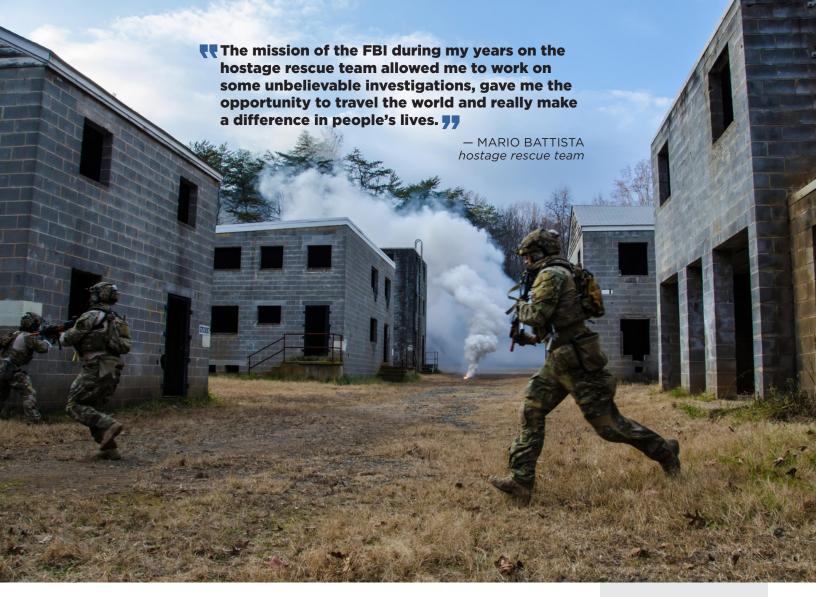
CIRG's Tactical Section ensures that the FBI has a full-time, national-level tactical team and regional SWAT teams capable of being deployed to protect American citizens around the world. The Tactical Section includes the Hostage Rescue Team (HRT), the Crisis Negotiation Unit (CNU), and other programs to support SWAT operations, tactical intelligence, and tactical aviation.

#### **Game Plan**

The Strategic Information and Operations Center is the FBI's global command and communications center. Scan code to learn more about the SCOC.







### **Hostage Rescue Team**

Created in 1983 and based at the FBI Academy in Quantico, Virginia, the HRT is the U.S. government's non-Department of Defense full-time counterterrorist tactical team. HRT, whose motto is servare vitas—to save lives, provides enhanced manpower, training, and resources to confront the most complex threats. The team deploys operationally under the authority of the FBI Director and in support of our field offices and legal attachés and performs a number of national security and law enforcement tactical functions in almost any environment or conditions.

Since its inception, the team has deployed to more than 850 incidents involving terrorism, violent crimes, foreign counter-intelligence, and other investigations. HRT has

performed missions involving hostage rescue, barricaded subjects, undercover operations, high-risk arrests, and surveillance operations. It has undertaken traditional law enforcement roles in response to large natural disasters and dignitary protection missions, and has deployed to Iraq, Afghanistan, and other countries to protect FBI personnel and to conduct sensitive site exploitations and intelligence gathering activities.

In collaboration with the Bureau's **Criminal Justice Information Services Division** (CJIS), HRT developed the Quick Capture Platform (QCP), a backpack-portable tool that has made an impact on global counterterrorism operations. The QCP enables investigators to collect and store

#### **Space Invaders**

**Hostage Rescue Team** operators participate in an urban assault training exercise.

#### Hostage Rescue Team continued from page 13

fingerprint data during investigations overseas and provides instant access to federal fingerprint databases—both the FBI's **Integrated Automated Fingerprint Identification System** (IAFIS) and the Department of Defense **Automated Biometric Identification System** (ABIS). This enables our operators to determine whether a subject in custody has possible terrorist links in the U.S. or abroad or is likely to pose a threat to U.S. forces.

#### **HRT Selection**

Members of HRT are special agents who must pass a challenging two-week selection process and arduous six-month training course. The team is supported by intelligence, logistics, and technical operations squads that are also staffed by special agents and professional and support personnel. Assignment to HRT requires a significant personal commitment. The daily training tempo is rigorous, and there is frequent travel for training and operations.

In 2007, the Bureau initiated its **Tactical Recruiting Program** to identify and increase the potential number of candidates for the team. About 80 percent of HRT candidates already have tactical proficiencies from police work or military training. Once identified, candidates enter the Bureau as field agents and serve two to three years before trying out for the team. The recruiting program has brought in 150 tactically experienced agents to the Bureau, and approximately 10 percent of them are currently HRT members. Not all agents brought into the program serve on the team—many instead serve on the SWAT team. In all, there are currently more than 1,200 SWAT and HRT personnel in the FBI.

# **Special Weapons and Tactics** (SWAT)

All 56 FBI field offices have a Special Weapons and Tactics, or SWAT, team. Becoming SWAT-certified is a highly competitive process, and team members must pass rigorous fitness tests and be expert marksmen in addition to carrying out their regular investigative duties as special agents.

SWAT teams can storm barricaded buildings and vehicles; breach locks and other structures; arrest armed and dangerous criminals; rescue hostages; patrol areas and provide security; navigate tough terrain by climbing and rappelling; use special techniques to stop fleeing cars; and conduct site surveys for special events. The teams are highly trained and heavily equipped, with expertise in a variety of weapons, including pistols, assault and sniper rifles, and shotguns.

The **SWAT Operations Unit** (SOU) within CIRG provides program management for the Bureau's SWAT program. This includes research and development of SWAT tactics, equipment, procedures, and training and enables standardization for field office SWAT teams to support each other as part of a nationally-tiered response structure. SOU also provides planning assistance and oversight during multiple-office deployments.

#### **Crisis Negotiations**

CIRG's Tactical Section ensures that the Bureau has full-time tactical capabilities ready to rapidly deploy in response to critical incidents. An integral part of this tactical component is the Crisis Negotiation Unit (CNU). The unit—which has the motto Pax Per Conloquium "Resolution Through Dialog"—provides program management and training to the approximately 300 Bureau negotiators located in FBI field divisions. Negotiators also routinely provide assistance to state and local police negotiators.

In addition, subject matter experts within the CNU deploy domestically with the **Hostage Rescue Team** to



**Distaster Relief** 

An FBI SWAT Team helps local law enforcement on the streets of New Orleans in the wake of Hurricane Katrina in 2005.



#### Hostage Rescue Team continued from page 15

manage negotiation assets at the scene of major sieges, crises, and critical incidents. CNU also provides support to FBI legal attachés responding to overseas hostage and kidnapping matters involving Americans by providing targeted assessments and strategies. In fact, the FBI is considered the negotiation arm of the U.S. government for international incidents.

complete operations. In addition, analysts are available to coordinate specific collection activities during operational deployments and to provide timely information to deployed personnel. The **Operations and Training Unit** (OTU) provides oversight for all the FBI's tactical assets by coordinating training programs to maintain the core skills necessary to support the Bureau's tactical mission. OTU also provides operational support to HRT and the field SWAT program.



#### **Falling Free**

The Hostage Rescue Team is federal law enforcement's only full-time counterterrorism unit. Operators train constantly to maintain their skills, which include parachuting.

#### **Tactical Aviation**

Tactical aviation assets are managed through the **Tactical Helicopter Unit** (THU). The unit uses a variety of helicopters to support HRT and the field SWAT teams. THU's pilots are trained to fly in various environments and weather conditions. Their mission profiles include arrest and assault force delivery, medical evacuation, vehicle interdiction, and other profiles supporting tactical operations.

Training, logistics, intelligence, and communications also play an integral part in supporting tactical operations. The **Tactical Support and Intelligence Unit**'s (TSIU) mission is to provide operators with the necessary support and equipment to successfully

#### Creating the Hostage Rescue Team

In 1983, when the Hostage Rescue Team was formed, the U.S. had no civilian counterterrorism tactical team—and officials realized they needed one. That's because preparations were underway for the 1984 Summer Olympics in Los Angeles and planners were keenly aware of the tragedy that occurred at the Munich Games in 1972, when terrorists shocked the world by taking 11 Israeli athletes hostage and later murdering them.

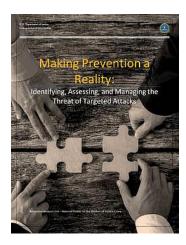
"When Los Angeles won the nomination for the 1984 Olympics, the question was, 'Who would handle an event such as Munich?' And there weren't a lot of good answers," said FBI Deputy Director Sean Joyce. By law, the military cannot operate within the U.S. without presidential or legislative approval, so officials needed other tactical alternatives. "That's how the idea of a Hostage Rescue Team evolved," he said.

Today, the HRT has a broad mission that goes well beyond hostage rescue. Operators support high-risk arrests, dignitary protection, and war zone deployments to assist our military partners. But the HRT's motto, servare vitas (to save lives), still represents the team's most important role.

Reing an FBI Agent is not just a job, it's a calling — not quite a priesthood - but you really have to be committed to the whole enterprise of it to do the job well. - JEFFREY TRABERT hostage rescue team **Balanced Approach Hostage Rescue Team** operators approach a landing zone during a practice jump. 703-632-4205 | fbi.gov/services/cirg | Critical Incident Response Group 17



# **Additional Resources**



#### **Making Prevention a** Reality: Identifying, **Assessing, and Managing** the Threat of Targeted **Attacks**

This report, a practical guide on assessing and managing the threat of targeted violence, contains concrete strategies to help communities prevent these types of incidents.

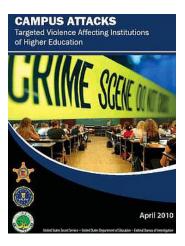




#### **Active Shooter Resources**

This is the FBI's one-stop shopping webpage for information pertaining to active shooting incidents. The Bureau continues its commitment to working with its partners to protect schools, workplaces, houses of worship, and transportation centers. from active shooters.

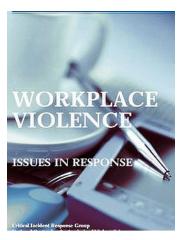




#### **Campus Attacks: Targeted Violence Affecting Institutions of Higher Education**

A collaborative effort to understand the nature of campus violence and identify ways of preventing future attacks that would affect the nation's colleges and universities.





#### **Workplace Violence**

This monograph is aimed at prevention, intervention, threat assessment and management, crisis management and critical incident response. and, in consultation with the Department of Justice, makes legislative and research recommendations.





#### **Train of Thoughts**

**Hostage Rescue Team operators review** actions following an urban assault training exercise near the Hostage Rescue Team's headquarters in Quantico, Virginia.



#### **Hostage Rescue Team Marks 30 Years**

The FBI's Hostage Rescue Team is federal law enforcement's only full-time counterterrorism unit. FBI.gov is highlighting the team as it celebrates 30 years of service to the nation.



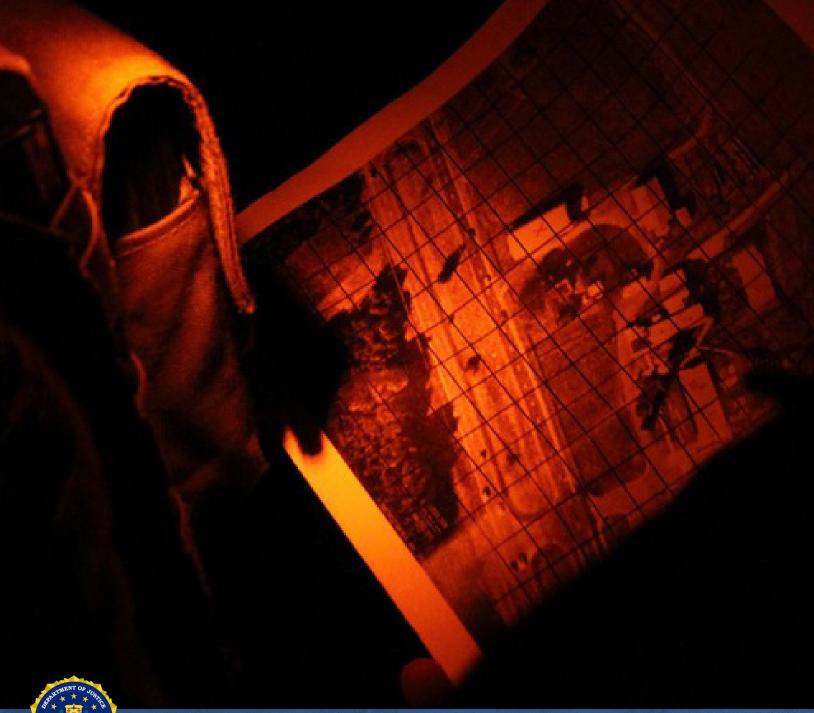
#### **Night Maneuvers**

An HRT operator consults a map during a training exercise. The team had a solid plan for arresting the subject at his residence, but before the evening was over, operators would have to visit three different locations around the area to find and apprehend their target. Throughout the exercise, several wrinkles were thrown at the operators and each required a new contingency plan and significant coordination among the team.

They are an outstanding team, and no one is as capable or as ready to operate in the domestic environment as they are. "

> - SEAN JOYCE Deputy FBI Director Former HRT Operator





FEDERAL BUREAU OF INVESTIGATION