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Chairman Thompson and members of the Committee, thank you for inviting me to appear before you this morning to discuss the international, interdisciplinary and risk-based counter-terrorism strategies we are engaged in at the Los Angeles World Airports (LAWA). We have placed a high priority on the opportunity to explore and experiment with possible solutions. As my very dear Israeli colleague and Director of the Institute for Counter-Terrorism in Herzliya Dr. Boaz Ganor, always reminds us, “At the end of the day, all disciplines are related to terrorism!”

I would also like to extend my personal greetings to members Harman, Lundgrun and Sanchez who represent California and often utilize Los Angeles International Airport (LAX). Your leadership in overseeing the Department of Homeland security efforts has paid significant dividends. You and your colleagues have not been afraid to ask the difficult questions and the sense of urgency this Committee has brought to homeland security issues has been a catalyst for productive change within homeland security at the federal, state and local levels.

Resiliency is defined as the capability of a system to maintain its functions and structure in the face of internal and external change. Developing enhanced resiliency is a rational strategy when the probability and specifics of a particular challenge are difficult to define.¹ A resilient society is one that will not disintegrate in the face of adversity. Protecting property and successfully evacuating populations that are potentially in harm’s way lessens the destructive impact of a natural disaster. Making infrastructures resilient renders them less attractive targets for terrorists. Preparing for the worst makes the worst less likely to happen.² We cannot stop every terrorist attack. We can however, reduce the risk and enhance the capability for our continuity of operations.

This morning, I would like to share an innovative framework with you. Mayor Antonio Villaraigosa has embraced public safety as his number one priority in the City of Los Angeles. During his tenure, crime has fallen to historically low levels. He is a staunch proponent in the area of counter terrorism as well. He has placed police and counter terrorism professionals in charge of security at Los Angeles International Airport, an economic anchor for southern California. This resulted in a model consisting of a protective design under the new leadership paradigm of the Mayor’s appointee, Director James T. Butts, Jr., a former 15 year police chief and 34 year law enforcement professional. LAX today is safer than it was just 18 months ago. Under their leadership, we have embarked upon a more contemporary and holistic approach to airport policing. This prototype is capable of intelligence analysis, information sharing and facilitates the seamless integration of critical infrastructure protection. He has created an organizational structure and a counter-terrorism element unprecedented in the airport environment. By harnessing our strengths and leveraging our relationships, we have transformed the number one airport terrorist target in the nation into an operational think-tank, capable of placing theory into practice and creating a dynamic response to the transnational threat of terrorism. We have embraced the mantra of “thinking locally and acting globally.”

¹ Allenby, Brad and Jonathan Fink. *Toward Inherently Secure and Resilient Societies*. Science Magazine, August 12, 2005.

² Flynn, Stephen. *The Edge of Disaster*. Random House, New York. (2007) p. 154.

Introduction

Los Angeles International Airport is the world's busiest origin and destination (O & D) airport, meaning O&D passengers are those beginning or ending their trips in Southern California rather than using the airport for connecting flights. In total traffic, LAX is the fifth busiest airport in the world for passengers and ranks 11th in the world in air cargo tonnage handled. In 2007, the airlines of LAX served 61.9 million passengers and handled 2 million tons of freight and mail. LAX handled 70 percent of the passengers, 75 percent of the air cargo, and 95 percent of the international passengers and cargo traffic in the five-county Southern California region.

LAX also creates jobs. An estimated 59,000 jobs, directly attributable to LAX, are located on or near the airport. Approximately 408,000 jobs, spread throughout the region, are attributable to LAX. The employment in the City of Los Angeles due to the airport is estimated to be 158,000 jobs. One in 20 jobs in Southern California is attributed to LAX operations.

In fiscal terms, LAX is a dynamic airport which creates, attracts and supports economic activity throughout Southern California. International flights arriving at LAX from overseas make a substantial contribution to the economy of Southern California, adding \$82.1 billion in total economic output, plus 363,700 direct and indirect jobs with annual wages of \$19.3 billion in Los Angeles, Orange, Riverside, San Bernardino, San Diego and Ventura Counties, according to a 2007 study by the Los Angeles Economic Development Corporation. Unfortunately, this fiscal vitality also bodes well in terms of its attractiveness as a terrorist target.

History

Terrorism has long been a serious threat to the air transportation system of the United States and other nations. "Over 5,000 deaths have resulted from terrorist attacks on civil aviation since 1980; about 200 deaths occurred in attacks on airports themselves, as opposed to aircraft."³ Apart from the major changes in the nation's defense posture, we know that the economic effects of the September 11, 2001 terrorist attacks were relatively short-term in their impact. Thus, in one of the first studies undertaken at the Homeland Security Center for Risk and Economic Analysis of Terrorism Events (CREATE), we considered the short-term economic costs of an attack on the U.S. commercial air system.

We modeled a seven-day shut-down of the entire U.S. commercial air transportation system, followed by a two-year period of recovery, using the post-September 11 experience of the system as a basis for our analysis. Our overall loss estimates for the two years range from \$248 to \$394 billion.⁴

In another study of this catastrophic attack, the results concluded the following losses:

³ See the Memorial Institute for the Prevention of Terrorism (MIPT) Knowledge Base, online at <http://www.tkb.org>.

⁴ Gordon, Peter. *The Economic Impacts of a Terrorist Attack on the U.S. Commercial Aviation System*. Center for Risk and Economic Analysis of Terrorism Events (CREATE) Report #05-026. (2005)

- First day Wall Street losses: 16%
- Gross amount traded per day: \$4 Trillion
- Total loss from stocks = \$640 Billion
- American daily income = \$20 Billion
- First week loss = \$140 Billion
- Total national loss = \$780 Billion
- Building & Construction losses = \$30 Billion
- Liquidated 170,000 employees from airline companies
- American studies estimated 70% American people suffering from depression
- Intercontinental Hotel – 20,000 job losses

One would assume the researchers in this study represented a think tank or major research university. In fact, these figures were the results of an economic analysis articulated by Osama bin Laden, in his October 21, 2001 interview with Taysir Alluni, head of al-Jazeera's bureau in Kabul.⁵ Regardless of the mathematical accuracy of al Qaeda's study, they clearly appreciate the value of an attack beyond the loss of life.

Interestingly, LAX has been described by RAND as “a leader in implementing new security measures.”⁶ It was one of the first major airports to implement a 100 percent baggage-screening program, a dedicated and high visibility police department, on-site bomb squad, the largest number of explosives detection canine teams at an airport in the world and a dispersed central terminal design. Despite this level of protection, LAX is viewed as an attractive target by some terrorist organizations having been targeted six (6) times - more than any other airport in the world!

Since 1974, LAX has been the target of two bombings, two attempted bombings, one gun attack and one combination bombing/active shooter attack. In 1974, “Alphabet Bomber” Muharem Kurbegovic detonated a bomb in the LAX international terminal, killing three and injuring eight. A bomb exploded in 1980, in the China Airlines luggage processing facility, causing extensive damage but no injuries. In May 1982, three members of the Armenian Secret Army for the Liberation of Armenia were arrested after placing a bomb at the Air Canada cargo office.

Ahmed Ressam was caught crossing into the United States in 1999, with bomb-making equipment. His plan, later known as “The Millennium Plot,” was to detonate four timed luggage bombs inside and curbside at the Tom Bradley International Terminal (TBIT). My colleague and CNN terrorism analyst Peter Bergen, best known for his interview of Osama bin Laden believes, “The millennium plotting in Canada in 1999 may have been part of Bin Laden's first serious attempt to implement a terrorist strike in the United States.” Ressam has told the FBI that he

⁵ Lawrence, Bruce. *Messages To The World, The Statements of Osama bin Laden*. Verso, London and New York. (2005) pp. 111-112.

⁶ Stevens, Donald, Thomas Hamilton, Marvin Schaffer, Diana Dunham-Scott, Jamison Jo Medby, Edward W. Chan, John Gibson, Mel Eisman, Richard Mesic, Charles T. Kelley, Jr., Julie Kim, Tom LaTourrette, K. Jack Riley, *Implementing Security Improvement Options at Los Angeles International Airport*, Santa Monica, California: RAND Corporation, 2006.

conceived the idea to attack Los Angeles International Airport himself, but that bin Laden lieutenant Abu Zubaydah encouraged him and helped facilitate the operation⁷

On July 4, 2002, Hesham Hadayet approached the El Al counter with two handguns, killing two and injuring six. In 2005, a radicalized al Qaeda based group formed in Folsom Prison, plotted to again attack the El Al ticket counter, in addition to the Israeli Consulate, two National Guard recruiting centers and several synagogues in simultaneous bombings and active shooter operations across Los Angeles. When the suspects were convicted, it was learned they admitted to being two weeks away from executing the attacks. LAX remains a very attractive target.

I have had the opportunity to visit and review the protective measures with my colleagues at several airports considered to be target-rich including; Ben Gurion in Israel, considered to be one of the worlds most secure, Heathrow in Great Britain, the worlds busiest airport and which recently opened a state-of-the-art terminal and Beijing International in China, which recently opened the worlds largest terminal and will host the 2008 Olympic Games. We all agree on three basic realities – reducing the risk of terrorism and public safety is paramount, emergency response efficiency is critical and the continuity of operations subsequent to a natural or man-enabled event will have severe impact on the global economy.

Los Angeles World Airports Police Organizational Response

As Congresswoman Harman is uniquely aware, RAND Corporation was commissioned by Los Angeles World Airports to conduct a series of studies on options for protecting the airport from terrorism. RAND identified 11 major scenarios of attacks in the following ascending order: mortar attack, sniper attack, control tower bomb, MANPADS attack, air operations attack, public ground attack, curbside bomb attack, luggage bomb, large truck bomb, uninspected cargo bomb and insider planted bomb. The top-5 scenarios involve explosive devices, vehicle and/or employee access. The subsequent reorganization of our department is in direct response to the study. The Homeland Security and Intelligence Division is comprised of the Critical Infrastructure Protection Unit, Vulnerability Assessment and Analysis Unit, Emergency Services Unit, Dignitary Protection Unit, Canine Unit and the Security Credential Unit.

This reorganization facilitates the effective response to the 5 “major” terror scenarios by reducing bureaucracy, increasing unit responsibility and ensuring management accountability. For example, the Security Credential Section is responsible for the processing, vetting and management of more than 40,000 LAX badge holders, more than 52,000 for the Los Angeles World Airports, including Palmdale, Ontario and Van Nuys airport which happens to be the busiest general aviation airport in the nation. The new centralization of the badging process also lends itself to easy information sharing and analysis as it relates to our properties. In the midst of a recent event one morning when we thought an individual had boarded an outbound flight posing as an employee, it was the information from the Security Credential Unit that proved most valuable in the suspect elimination process before the diverted flight had even landed.

⁷ Bergen, Peter L., *The Osama bin Laden I Know*. Free Press, New York, N.Y. (2006) pp. 289-290.

In addition to the RAND study, we are routinely evaluated in a joint assessment by the TSA and FBI to determine our Man Portable Aerial Defense (MANPAD) vulnerabilities. We have also invited our colleagues from Ben Gurion Airport to evaluate our protective measures. Guided by the three studies we maintain a Critical Infrastructure Protection Unit and a Vulnerability Assessment and Analysis Unit, charged with meeting the goals of Homeland Security Presidential Directive -7, the identification, protection and prioritization of critical infrastructure and ensuring TSA Security Directive compliance respectively. These units also work in concert with our local, state and federal regulatory airport partners monthly, as the Cargo Security Task Force, descending unannounced on cargo facilities to evaluate all personnel, security and safety related compliance issues.

Terrorist Operational Planning Cycle

This year, al Qaeda celebrates its 20th anniversary. A terrorist organization could not survive for 2 decades without being adaptive, innovative and flexible. In fact, every attack in the last 4 years in Europe (except the Van Gogh murder) has had al Qaeda connectivity. Commercial aviation is the most institutionally hardened critical infrastructure since the attacks on September 11, yet it remains the most desirable target. Al Qaeda's global network has endured by its members strictly adhering to the principles of operational security.

In addition to the al Qaeda threat, the death of Imad Mughniyah, by a bomb blast on February 12, 2008, has heightened our concerns regarding the threat of attack by Hezbollah. Mughniyah, a senior member of Hezbollah, was associated with the Beirut barracks and United States Embassy bombings in 1983, which killed over 350, as well as the kidnapping of dozens of foreigners in Lebanon in the 1980s. He was indicted in Argentina for his role in the 1992 Israeli Embassy attack in Buenos Aires.

In response to this specific threat and the fact that El Al has been targeted 3 times since the new millennium, our Emergency Services Unit (ESU) provides special weapons and tactics security for El Al passengers during ticketing/check-in, escorts their busses to the terminal and remains on the airfield until the aircraft departs. In addition to their already unique skillset, all members of our ESU have completed the DHS Prevention & Response to Suicide Bombing Incidents Training Course. El Al has informed us LAX is the only airport outside of Israel that affords them this level of security.

Terrorist groups, particularly al Qaeda, conduct surveillance and reconnaissance to select potential targets to gain strong situational awareness of the target's activities, design, facility vulnerabilities and security operations. Because part of the pre-operational surveillance involves establishing patterns, terrorists will conduct their surveillance multiple times. However, the more they conduct surveillance, the greater the chances of being observed themselves. If they are observed, their entire plan can be compromised by alerting security personnel to the fact that something is being planned.

Al Qaeda training manuals, including the infamous "Military Studies in the Jihad Against the Tyrants," and their online training magazines instruct operatives to perform surveillance, and even go so far as to discuss what type of information to gather. In July 2004, the arrest in

Pakistan of an individual identified by U.S. officials as Mohammad Naeem Noor Khan revealed a personal computer that contained detailed information about potential economic targets in the United States. The targets included the New York Stock Exchange and Citigroup headquarters in New York, the International Monetary Fund and World Bank buildings in Washington, D.C., and Prudential Financial headquarters in Newark, N.J. From the information on the computer, it appeared that the targets were under surveillance for an extended period.

In the case of the aforementioned pre-attack planning cycle, there was a high degree of detail and awareness of site vulnerabilities, security operations and law enforcement and emergency response at the time the reports were written. In addition to intelligence obtained from surveillance, each of the surveillance reports exhibited extensive use of open-sources to obtain much of the background information on the target. It should be noted the report provided alternative targets should attacking the primary site prove to be logistically unfeasible. The focus on collecting data on alternate, less protected locations indicates al Qaeda's interest in softer targets. This may be reflective of al Qaeda's evolution from a centrally directed organization into a more decentralized structure possessing greater control over target selection.

Surveillance can occur in as little as one week, to as long as several years prior to an attack and can be used to support target selection, mid-operation reconnaissance and final, pre-attack reconnaissance. Surveillance is typically conducted in a covert manner and can involve any number of collectors (surveillants) either on foot or in vehicles. Successful counter-surveillance can yield indications of an attack planning phase. The problem is separating "terrorism" from "tourism." Herein lies the importance of employing a strategy that facilitates "looking for the bombers and not the bombs."

Automated License Plate Recognition Technology

Actionable intelligence, accompanied by education, awareness and technology are essential resources to be effective in these efforts. A debrief of the attack on the Kohbar Towers bombing, determined the target was surveilled more than 40 times over a 17-month period, by the same three attackers. On at least 10 of those reconnaissance missions, the attackers visited the site in the same vehicle.

The fact that more than 50,000 vehicles enter LAX daily, makes vehicle surveillance a simple task, utilizing Automated License Plate Recognition (ALPR) technology. This is a proven method that automatically identifies license plate numbers on stationary or moving vehicles (at speeds of over 140 mph), captures images of the vehicle license plate and instantly checks those numbers against a database. Every license plate scanned is compared to a list of "vehicles of interest" associated with auto theft, felony warrants, Amber Alerts, DOJ & NCIC downloads, parking violations, or any other license plate-oriented databases. Our anticipated acquisition and implementation of this technology will essentially limit the capacity of attackers to use the roadways!

The database can be designed to be triggered if the license plate entered the area based on frequency, time of day, day of the week, etc. Inasmuch as repeated trips are necessary for terrorists to obtain the desired situational awareness, this would be a useful countermeasure. Ben

Gurion Airport has deployed this system on its main access road, in a toll-booth design, to capture the license plate of every vehicle entering the central terminal area. The system is also in use in Europe in Birmingham, Edinburgh and Glasgow Airports

A recent case suggests that given access to this technology, valuable investigative time could be significantly reduced. A rent-a-car manager at an airport reported activity he found to be suspicious. The manager stated that during an 11-month period, four adult males of Middle Eastern ancestry rented vehicles numerous times and each time the vehicles were returned with excessively high mileage. An example provided revealed a vehicle had been rented for 10 days. The vehicle had been driven 3,848 miles during the rental period, which is considered excessive by rental car standards. Additionally, numerous employees of the rental car agency observed shopping bags containing new wrapped pre-paid cell phones in the vehicle, which were taken by the subjects with the rest of their personal property when they returned the rental vehicle.

In this instance, if ALPR were deployed, we would know if the vehicle accessed our airport, the frequency of those “visits,” and the exact dates. Accompanied by the other available technology systems, we could organize and analyze vast quantities of structured and seemingly unrelated data, currently housed in various incompatible databases and record management systems, over a highly secure intranet-based platform. Inasmuch as we contact and complete field interview cards, crime reports and obtain information from individuals from all over the world on a daily basis, makes LAX an incredible source of information.

CREATE Randomization Project

The Center for Risk and Economic Analysis of Terrorism Events (CREATE) is an interdisciplinary national research center based at the University of Southern California and funded by the Department of Homeland Security. The Center is focused on risk and economic analysis of the U.S. infrastructure and comprises a team of experts from several universities from across the country. It was the first of 13 existing Centers of Excellence in the nation and the only Center whose grant has been renewed thus far.

As previously described, the al-Qaeda planning cycle, depends on the comprehensive situational awareness acquired via pre-attack surveillance and reconnaissance of the intended target. It is most important for the attackers to determine the design and level of physical security, including protective policies, procedures and technology. A team of researchers at CREATE led by Dr. Miland Tambe, working with our department developed software that would offer assistance regarding the deployment of critical terrorism countermeasures. Dr. Tambe’s expertise is in the area of Security in Multiagent Systems by Policy Randomization.

It is a proven fact randomness increases security. Randomization methodology was theoretically proposed by CREATE to assist in the deployment strategy of unmanned aerial vehicle (UAV) flights over Afghanistan. The goal of our project was to leverage CREATE’s success by randomizing vehicle checkpoints being deployed along airport access roads.

The program, based on Bayesian Stackelberg game theory, was developed to allow for the input of certain constraints regarding the checkpoint, the avoidance of certain days for

deployment and the necessity for the checkpoint to be in effect during specific times during the day. Based on these constraints, the program provided a randomized schedule, in conjunction with a mathematical measure of randomness. Additional features are added to the program to facilitate the input of the constraints and create a report at the end of a checkpoint in operation.

Such scheduling is based on several requirements:

- a) Scheduling must be randomized to avoid predictability;
- b) Scheduling must take into account constraints of officers at LAX
- c) Scheduling must take into account passenger load data;
- d) Scheduling must also take into account other possible resource constraints, dynamic shifts and so on.

The USC CREATE team attacked this scheduling problem in a multi-phased approach. The first phase focused on scheduling checkpoints, and in particular using the first two criteria mentioned above. The next step in the project incorporated the explosives detection canine team deployment into the program development. Inasmuch as LAWA maintains 32 explosives detection canine teams, this asset renders LAX the perfect environment for this research. Upon completion, we anticipate leveraging the program for the purpose of randomizing the deployment of patrol, bicycle officers and other Airport Police resources.

After several months of operation and in accordance with the National Infrastructure Protection Plan Risk Management Framework, we decided to develop an evaluation feedback loop consisting of graduate students, who unbeknownst to them, were challenged with testing the resiliency of the system. They played a game called “Pirates and Treasures.” The students were instructed to identify ways to breach the security of the system and were rewarded with points during the course of the game. These results were analyzed and provided the basis for a revision of the game theory algorithm inherent in ARMOR software.

The results of this premier engagement in “Translational Research,” that is research which translates directly from the laboratory to the field and the practitioner, could not have been anticipated. We have received inquiries from a host of federal agencies and countries as far away as India. We briefed the Transportation Security Administration last year in anticipation of the program being utilized to randomize the deployment of Federal Air Marshals on flights. Praveen Pachuri, the doctoral student who developed the algorithm, is being actively sought by a host of defense contractors as a result of the programs’ success.

Peroxide-Based Explosives Research Project

Peroxide based explosives, including TATP (triacetonetriperoxide), DADP (diacetonediperoxide) and HMTD (hexamethylenetriperoxide-diamine), represent a major, growing challenge to homeland security. The threat has been recently highlighted by a number of terrorist events worldwide, such as the 2005 attack on the London public transportation system, the intercepted 2006 terrorist plot to target airliners en route from London to the United States, and many car and suicide bombings in the Middle East.

The Los Angeles World Airports Police Department is involved in an international project researching the “properties, detection technology and risk assessment” of peroxide-based explosives. The research leverages the combined talents of world-renowned Israeli explosives experts at Technion – Israel Institute of Technology, led by Dr. Ehud Keinan, USC CREATE risk analysts, led by Drs. Isaac Maya and Onur Bakir, and Los Angeles World Airports Police Department personnel in order to assess and improve peroxide explosive detection methodologies and optimize deployment strategies for those technologies.

The United States has already experienced its first suicide bomber. In 2005, Joel Hinrichs, III, an Engineering graduate student at the University of Oklahoma, blew himself up outside of the school’s Memorial Stadium. He was denied entry because he would not allow security personnel to examine the contents of his backpack which contained a TATP improvised explosive device, before entering the stadium with 84,000 people in attendance.

Doubt was cast subsequent to this incident with regards to Mr. Hinrichs’ intent or social network. Investigation reveals he constructed the bomb via an Internet recipe after he unsuccessfully attempted to purchase ammonium nitrate. Going to the football game should certainly demonstrate his intent, the fact that he attended a Mosque in Norman Oklahoma visited by Zacarias Moussaoui, and September 11 hijackers, Marwan Al-Shehhi and Mohammed Atta, would suggest indirect, if not direct connectivity to an environment with some very dangerous people.

Altogether, TATP, HMTD and other peroxide-based explosives pose a multifaceted, intricate challenge to public security. As their density (0.5 g/mL) is similar to that of most common organic solids, such as white sugar, it is not possible to detect them by the CTX machines that are currently deployed in airports for the detection of conventional explosives. Although the most urgent need is the development of detection and identification methods, there are many other aspects of the problem that should be pursued. These include fast and reliable on-site neutralization of captured materials, comprehensive study of their chemistry and properties, including post-blast analysis and identification of the type, quality, manufacturing methods, as well as the origin of captured improvised explosive devices.

The goals of the research project are articulated as follows:

- a) Preparing a broad variety of plastic TATP explosives in order to develop recommendations regarding their detection, characterization and safe handling.
- b) Identify and characterize the various polymorphic crystals of TATP and develop reliable detection methodology utilizing XRD technology.
- c) Using formal risk assessment methodologies to analyze the comparative costs and benefits of deploying peroxide-based explosive detection technologies at the Los Angeles International Airport and therefore, possibly other major transportation infrastructures engaged in passenger screening operations.

Chemical Operational Technology Development Restoration Project

LAX was selected by DHS to join San Francisco International Airport (SFO) as a pilot site for the Chemical/Biological Operational Technology Development (OTD) Project. SFO has

been the primary partner airport for developing plans for Biological Incidents. Once that plan is developed it will be the basis for the completion of a Biological Restoration Plan for LAX. The goal of the LAX Chemical OTD Restoration Project is to develop tools and processes to rapidly restore a critical transportation facility after a chemical warfare agent attack. Upon completion, LAX will be the only airport facility with vetted chemical and biological restoration plans.

Airport Police Strategies and Initiatives

The Los Angeles World Airports Police initiatives have aligned the international academic and operational counter-terrorism community. We are part of a global network capable of identifying and disrupting the ability of attackers' efforts to recruit, fund, plan, surveil or execute terror operations. Our efforts to date include:

- During this past year, our officers have studied and/or delivered counter-terrorism briefs in Canada, Great Britain, Israel, Jordan, Spain, Thailand, and China.
- Airport Police hosts a bi-weekly Community Awareness Meeting with area business owners, community groups and residents for the purpose of sharing information related to crime activity, law enforcement projects and other relevant airport information available to us from our partners across the nation.
- Airport Police detectives are assigned to the Joint Terrorism Task Force and the Joint Regional Intelligence Center. hostile
- Our Canine Unit Officer-in-Charge was appointed the International Liaison for the Detector Dogs World Congress regarding all explosives detection canine matters.
- We accepted an invitation to travel to Beijing, Shanghai and Qingdao for the purpose of assessing the terrorism countermeasures in place for the XXIX Olympiad.
- Officers are enrolled in the Executive Program in Counter-Terrorism at USC and the Manhattan Institute National Counter-Terrorism Academy.
- During terminal evacuations related to the detection of "possible improvised explosive devices" (IEDs) identified at screening stations, announcements to passengers articulate the reason for the evacuation, efforts are made to provide a comfortable environment, with seating and water if possible and seniors and parents with children are given priority for re-entry into the terminal after the incident is resolved.
- Airport police work in concert with the bomb squad and TSA on every terminal IED-related evacuation to minimize the impact to vehicular traffic in the central terminal area and expedite the repopulation of the screening stations. All of these events are timed and de-briefed.

During my tenure as Deputy Director in the Governor's Office of Homeland Security, the resiliency of the Port of Los Angeles-Long Beach and LAX were regular topics of discussion. In response to the 9/11 Commissions overall critique of our inadequate intelligence sharing capabilities; the ports created the Area Maritime Security Committee (AMSC). The AMSC consists of local, state and federal intelligence professionals and first responders for the purpose of identifying vulnerabilities, determining possible risk-reduction strategies and engaging in training and exercises during scenarios to protect the maritime environment.

As a result of the success of the AMSC, we transplanted the group to LAX in an effort to mirror the strategy with most of the same entities charged with responding to the threat at the ports. Director Butts co-chairs the Airport Security Advisory Committee, which has benefited from existing professional relationships, thus creating an institutional knowledge with expertise and experience focused on the protection of two extremely vital sites, other critical infrastructure in the region and the global importance incumbent upon their resiliency.

LAWA Security Technology Initiative

In 2006, we initiated a comprehensive analysis of the three separate airport infrastructure vulnerability studies – RAND, TSA-FBI MANPADS Mitigation Report and the Ben Gurion Assessment. These evaluations not only examined security gaps, they recommended the most efficient and cost-effective solutions to enhancing security measures within the Los Angeles World Airport system. To that end the Security Technology Initiative is the technology infrastructure backbone that would integrate our current and long-term counter-terrorism efforts. We have hardened our security infrastructure and seek to improve our situational awareness through the implementation of advanced technology such as ALPR, smart video analytics, and perimeter intrusion detection systems.

Closing

For us, war is finite, for the terrorist war is perpetual. Osama bin Laden has identified a timeline of 1,400 years to accomplish his mission. In the meantime, terrorist organizations are becoming increasingly sophisticated in communications and security awareness. As an example, terrorists are leveraging terror trials and court testimony as an additional opportunity to identify our counter-terrorism investigative methodologies.

Our intelligence efforts should work on building capacity from the bottom up - local law enforcement. Our success in deterring terrorist attacks rests with our ability to make the environment more difficult for attackers to operate. Timothy McVeigh, Eric Rudolph and the JIS group spawned in Folsom Prison were arrested as a result of good police work.

Commercial aviation is the most institutionally hardened critical infrastructure since 9/11. Yet, last summer it was targeted again. We should learn from failed, as well as successful attacks because, while our vulnerabilities are unlimited, our resources are not. Sustainability is a critical element of resiliency.

The need for the continuing support for the collaborative efforts of the Department of Homeland Security's Science and Technology Directorate and its Centers of Excellence is critical. We must facilitate the link between the laboratory and the operational world. Our best-practices clearly illustrate the potential when these relationships are realized.

The progress being made by the Department of Homeland Security at the direction of this Committee has been noteworthy. It is an honor and a privilege to be invited to testify and to contribute to the collective national security effort.