



**United States Attorney's Office
District of Massachusetts**

Survey for Anti-Terrorism
Advisory Councils (ATAC)

March ##, 2006

RIF USA-00002

Background

On September 17, 2001, Attorney General John Ashcroft issued an anti-terrorism directive that tasked each United States Attorney with coordinating operations of the Anti-Terrorism Task Force (later renamed the Anti-Terrorism Advisory Council (ATAC)) within each district. The responsibilities of the United States Attorney and the ATAC Coordinator in each United States Attorney's Office (USAO) include the following: (1) convening and establishing the agenda for council meetings; (2) ensuring that the participating federal, state, and local agencies work in a coordinated fashion and freely share information; (3) developing a consensus among council members about investigative and prosecutive priorities and strategy; (4) collaborating with the Counterterrorism Section (CTS) Regional Coordinators about priorities and strategy; and (5) ensuring that the member agencies maintain a long-term focus on anti-terrorism.

A recent report on the Department of Justice's Terrorism Task Forces by the Office of the Inspector General (OIG) acknowledges the important contributions of the ATACs toward achieving the Department's goal of preventing terrorism and promoting national security, credits the ATACs with helping to strengthen the Department's infrastructure devoted to counterterrorism and assisting in the development of a national network of representatives from federal, state, and local agencies, and private industry.

We thank you for your participation in our ATAC over the past 4 years and your contribution in helping us to achieve these goals. We would like to build on this initial success by continuing to improve the ATAC program in this district. Your responses to the attached survey will help us to determine whether the ATAC in this district is operating effectively; and how we can improve our ATAC so that it provides you with the information and training that you need to successfully perform your jobs. Your thoughtful responses to this Survey are greatly appreciated.

<p>PLEASE CHECK ALL BOXES THAT APPLY TO YOU:</p>	<p><input type="checkbox"/> I am a federal law enforcement agent who handles counterterrorism investigations as part of my normal duties.</p> <p><input type="checkbox"/> I am a federal law enforcement agent who does not handle counterterrorism investigations as part of my normal duties.</p> <p><input type="checkbox"/> I am a state law enforcement agent who handles counterterrorism investigations as part of my normal duties.</p> <p><input type="checkbox"/> I am a state law enforcement agent who does not handle counterterrorism investigations as part of my normal duties.</p> <p><input type="checkbox"/> I am a local/county law enforcement officer who handles counterterrorism investigations as part of my normal duties.</p> <p><input type="checkbox"/> I am a local/county law enforcement officer who does not handle counterterrorism matters as part of my normal duties.</p> <p><input type="checkbox"/> I am an intelligence professional who handles counterterrorism matters as part of my normal duties.</p> <p><input type="checkbox"/> I am an intelligence professional who does not handle counterterrorism matters as part of my normal duties.</p> <p><input type="checkbox"/> Other _____</p> <p><input type="checkbox"/> I regularly attend Joint Terrorism Task Force Meetings.</p> <p><input type="checkbox"/> I regularly attend Anti-Terrorism Advisory Council Meetings.</p>
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Please make any additional comments here:

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EVALUATING THE CORE MISSION OF THE ATAC:

1. Management and Structure. The ATAC in this district is structured and managed as follows: [

7c 7f Membership is comprised of top-level executives from federal, state and local law enforcement and public agencies. Structures currently in place include the FBI-led Joint Terrorism Task Force (JTTF), the ATAC working group designed to expand membership beyond law enforcement and into consequence management public health and the private sector, and U.S. Attorney's Anti-Terrorism and National Security Section (ATNSS) which identifies organizes, coordinates, investigates and prosecutes both federal and state cases that may involve terrorist activity or support.] Please read through all the possible answers below and mark the answer(s) that best expresses your point of view. If you do not agree with any of the statements, please include written comments at the end of the question.

<p>PLEASE CHECK ALL BOXES THAT APPLY TO YOU:</p>	<p><input type="checkbox"/> The structure and management of the ATAC provides for policy decisions affecting the ATAC to be made effectively and timely; for information to be shared in an efficient manner; and for members of the ATAC to coordinate appropriately.</p> <p><input type="checkbox"/> The structure and management of the ATAC could be improved by providing for [an Executive Board; Committees; Subcommittees; Topic Specific Working Groups, etc.].</p> <p><input type="checkbox"/> The current structure of the ATAC does not allow policy decisions affecting the ATAC to be made effectively and timely; does not provide information to be shared in an efficient manner; and does not assist the members of the ATAC to coordinate appropriately.</p> <p><input type="checkbox"/> I do not know enough about the ATAC structure to know if it is working or not.</p>
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Please make any additional comments here:

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2. Meetings. The ATAC in this district conducts membership meetings as follows [*Full ATAC meetings held semi-annually, Executive Committee meetings held as needed, Intelligence Analysis Working Group (IAWG) meetings held bi-weekly*]. Please read through all the possible answers below and mark the answer(s) that best expresses your point of view. If you do not agree with any of the statements, please include written comments at the end of the question.

<p>PLEASE CHECK ALL BOXES THAT APPLY TO YOU:</p>	<p><input type="checkbox"/> Meeting [<i>quarterly, periodically, monthly, as needed</i>] is the best way to continually share information; keep the members of the ATAC as informed as possible; and encourage different agencies to coordinate and work well together.</p> <p><input type="checkbox"/> Meeting [<i>quarterly, periodically, monthly, as needed</i>] has worked well for us for the past four years, but now that we have established information-sharing mechanisms in place, we should meet [<i>quarterly, periodically, monthly, as needed</i>] instead.</p> <p><input type="checkbox"/> The ATAC only needs one or two regularly-scheduled meetings a year. Additional meetings can be conducted as circumstances dictate.</p> <p><input type="checkbox"/> I have not attended any ATAC meetings.</p>
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Please make any additional comments here:

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3. **Membership Size.** The ATAC in this district includes approximately [The ATAC is comprised of top-level executives from federal, state and local law enforcement and public safety agencies which include

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Please read through all the possible answers below and mark the answer(s) that best expresses your point of view. If you do not agree with any of the statements, please include written comments at the end of the question.

PLEASE CHECK ALL BOXES THAT APPLY TO YOU:	<input type="checkbox"/> The current size of our ATAC is generally about right. <input type="checkbox"/> Our ATAC membership has grown too large, which negatively affects the information-sharing and training we receive. <input type="checkbox"/> The ATAC membership needs to expand to include all of the agencies we need to share information and coordinate with. <input type="checkbox"/> The size of the ATAC does not affect me.
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Please make any additional comments here:

4. Information-Sharing. One of the functions of the ATAC is to provide terrorism-related information and work products to ATAC members. In our district, these work products include the following: ^{7E, b5} please read through all the possible answers below and mark the answer(s) that best expresses your point of view. If you do not agree with any of the statements, please include written comments at the end of the question.

<p>PLEASE CHECK ALL BOXES THAT APPLY TO YOU:</p>	<p><input type="checkbox"/> The information that I receive through the ATAC is timely, useful, and informative.</p> <p><input type="checkbox"/> The information I receive through the ATAC is generally useful, although much of it is information I already receive from other sources.</p> <p><input type="checkbox"/> The information I receive through the ATAC is well-intentioned, but it is not relevant to me or my agency.</p> <p><input type="checkbox"/> The information I receive through the ATAC is well-intentioned, but it is not tailored to the particular conditions in this district.</p> <p><input type="checkbox"/> The information I receive through the ATAC is well-intentioned, but it is too much information for me to keep up with.</p> <p><input type="checkbox"/> I do not receive any ATAC information or work products.</p>
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Please make any additional comments here:

5. **Training.** Promoting anti-terrorism training and education is a primary goal of our ATAC program. The training opportunities we provide in this district have included the following [*briefly describe training*]. Please read through all the possible answers below and mark the answer(s) that best expresses your point of view. If you do not agree with any of the statements, please include written comments at the end of the question.

PLEASE CHECK ALL BOXES THAT APPLY TO YOU:	<ul style="list-style-type: none"><input type="checkbox"/> The current frequency and quality of ATAC training activities conducted in our district seems about right to me.<input type="checkbox"/> The training is helpful, but should include smaller, more interactive training sessions.<input type="checkbox"/> Sufficient anti-terrorism training is available from other sources -- more from the ATAC is just duplication of effort.<input type="checkbox"/> We need more training opportunities in our district.<input type="checkbox"/> I have never attended a training session sponsored by the ATAC.
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Please make any additional comments here:

6. **JTTF.** The ATAC works to share appropriate information regarding the operational activity of the Joint Terrorism Task Force (JTTF). Please read through all the possible answers below and mark the answer(s) that best expresses your point of view. If you do not agree with any of the statements, please include written comments at the end of the question.

<p>PLEASE CHECK ALL BOXES THAT APPLY TO YOU:</p>	<p><input type="checkbox"/> The relationship between the ATAC and the JTTF is appropriate; persons follow the need-to-know principle, which works sufficiently well and protects investigative integrity.</p> <p><input type="checkbox"/> Too many people not operationally involved presently get investigation-specific information; this risks the integrity of investigations and could impair public safety.</p> <p><input type="checkbox"/> Too few people presently get investigation-specific information. Such information could be more widely distributed so that relevant ATAC participants could offer assistance in particular investigations and/or better prepare for consequence management.</p> <p><input type="checkbox"/> I am generally unaware of how the JTTF interacts with the ATAC.</p>
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Please make any additional comments here:

III. CRITICAL INFRASTRUCTURE PROTECTION

- 1. What do you identify as your greatest challenge ~~in protecting your~~ ~~company's~~ ~~infrastructure~~?**
- 2. With which public sector agency or agencies do you most commonly interact?**
- 3. How do you typically interact with public sector partners? Do you reach out for them only with a specific need? Or, is there an ongoing relationship between you and your public sector counterpart?**
- 4. In your interactions with the public sector, what aspects of that relationship do you find most beneficial; most frustrating?**
- 5. In the event of a large scale incident, what do you identify as your most pressing needs in assuring the continuity of operations?**
- 6. Historically, how have you communicated your concerns regarding protection of critical infrastructure and disaster preparedness to the public sector?**
- 7. What do you think you are not receiving from public sector partners that you believe you should be receiving in order to better carry out your responsibilities?**
- 8. In order to better serve your entity, and to assist you in doing your job, what additional information should your public sector partners know/appreciate about your company?**
- 9. What do you see as current public policy impediments to effective response to a large scale critical incident?**

10. Does your company conduct independent exercises regarding continuity of operations?
11. Have you participated in exercises organized by the public sector? If so, what has your experience been?
12. What specific steps should we take, collectively and individually, to enhance the flow of information between the private and public sectors?

IV. EVALUATING THE QUALITY OF THE ATAC PROGRAM:

Please rate the ATAC program in this district by placing an "X" on each of the lines, below, at the point on the continuum that best describes your opinion of the program:

Rate questions on a scale of 1 to 5.	Bad	Poor	Average	Good	Excellent
	1	2	3	4	5
(A) How do you rate the quality and timeliness of information shared with ATAC members and outside agencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(B) How do you rate the quality and timeliness of training the ATAC provides?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(C) How do you rate the ATAC's outreach efforts to all law enforcement in the district?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(D) How do you rate the quality of products you receive from the United States Attorneys' Office (USAO)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b2 7E 1C 7F and/or ATAC Program? (Examples: (articles, bulletins, advisories, intelligence summaries / assessments etc.)					
(E) How do you rate the applicability of the products you receive from the USAO Intelligence Research Specialist and/or ATAC Program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(F) How do you rate the overall quality and currency of threat information you have received though the ATAC program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes/no

Are products provided by the ATAC readily available to your organization through other channels?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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V. IMPROVING THE ATAC PROGRAM:

(Text blocks below will expand with your text)

1. **What types of terrorism-related products or information would be useful to your organization?**

Please make comments here:

2. **In what ways can the products generated by or provided by the United States Attorneys' Office *62707F7E* and/or ATAC program improve?**

Please make comments here:

3. **What topics would you like to receive training on in the next year?**

Please make comments here:

4. **How can we improve the information-sharing in this district?**

Please make comments here:

5.

Would you favor the creation of special sub-groups to share information and intelligence on topics such as:

(Check all that apply.)

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Please make "Other" comments here: