

2018

HOMELAND SECURITY INTERNSHIP

RESEARCH PRESENTATION

Cadet William Boardman, USCGA

UNIVERSITYof **HOUSTON**

2018 HOMELAND SECURITY INTERNSHIP

Personal Bio

- **Time of Internship:**
June 18th – July 27th
- **Focus Area:** Victim and Family Services
- **Major at U.S. Coast Guard Academy:**
Government; Public Policy and Law



Purpose

To provide information on research conducted during my 2018 Homeland Security Internship and to provide recommendations for future conduct of the program.

Overview

- **Tasks**
- **Border Studies Research**
- **CCTA Research**
 - Event Planning – Workshop MOI
 - Doctrinal Research
 - Action Plan Recommendations
 - Compendium of Federal Assets
 - Synchronization Matrix
 - Workshops
- **Read File: CBP Commissioner Kevin McAleenan**
- **My Experience**
- **Recommendations for Internship**

Research and Planning Tasks

Assigned Tasks

- Borders Study Research
- Victim and Family Services Workshop (Aug 7-8)
- Creation of a Memorandum of Implementation
- Doctrinal Review
- Review of After Action Reports
- Synchronization Matrix
- Action Plan
- CBP Commissioner Read File

Border Studies

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2018 HOMELAND SECURITY INTERNSHIP Border Studies Research

Tracking Sheet:

BTI Border Studies Research								
Institution of Higher Education	Program Name	Program Description	Program Level	Program Level	Lead Phone Number	Lead Email Address	Program URL	Summary Completed
Center for Inter-American and Border Studies College of Liberal Arts	Graduate Certificate in homeland Security	The Graduate Certificate in Homeland Security is designed for working and mid-career professionals who already hold a baccalaureate or graduate degree and are interested in further professional education in this field. It consists of 15 semester hours of study and includes two required courses and three electives.	Graduate	Josiah Heyman	(915) 747 5196	jheyman@utep.edu	https://www.utep.edu/liberalarts/ibac/academic/programs/masters/ati-b-border-studies.html	yes
University of Luxembourg, Faculty of Language And Literature, Humanities, Arts And Education (FLSHASE)	Master in Border Studies	The Master in Border Studies provides students with the major concepts and analytical tools to understand the social, cultural, political and economic challenges of border regions and cross-border cooperations. Students gain theoretical knowledge of border problems, border cultures, border literature and constructions of "otherness". Students acquire the needed skills to play a crucial part in the increasing discussions on national and European identities, worldwide mobilities, migration, cultural diversity, citizenship and cross-border cooperation – especially in the Greater Region. Students may specialise in one of the two tracks: spatial track including geography and spatial planning; language and cultural track including cultural studies, literature, linguistics, intercultural communication.	4 semester masters program	Birte Nienaber	(+352) 46 66 44 9318	birte.nienaber@uni.lu	https://www.uni.lu/studies/flshase/master_in_border_studies	yes
Angelo State University	Undergraduate Online Program: Border Security (B.B.S.)	The Bachelor of Border Security (B.B.S.) is meant to increase students' awareness and understanding of current issues in border security within the wider realm of homeland security. Courses will increase your critical thinking and analytical skills across the diverse fields of homeland security, criminal justice, emergency management and associated legal issues.	Undergraduate	Dr. Randy Mullis	325-486-6685	ronny.mullis@angelo.edu	http://www.angelo.edu/online_education/online_degrees_programs/border_and_homeland_security_bbs.php	yes
Presscott College	Border Studies	Border Studies is the study of metaphorical, symbolic, and territorial borders between nations, societies, cultures, and economic systems. Due to the college's location near the U.S.-Mexico border, much of our coursework incorporates issues related to that border, such as the border's dissection of ecosystems and communities, the policing of the border and relationship to militarization, the relationship of border communities to national and international economies, and activism on the border for human rights and justice. We use border studies as a lens to explore broader issues of the politics and practices of state sovereignty and militarism, exile, migration, diaspora, ecotourism, ongoing and "post-" and neo-colonialism, multi-culturalism, subcultures, and xenophobia.	Undergraduate	Zoe Hammer and Ernesto Mireles	(520) 260 2304 and (928) 350 2231			yes
Sam Houston State University	Homeland Security Studies	The broad educational objective is to develop thinkers, analysts, managers, and leaders who possess expertise in both theoretical and experiential dimensions of homeland security. Graduates will gain factual knowledge in the field as well as develop their strategic thinking and policymaking skills.	Graduate w/ Masters of Science	Vivian Carlson	(936) 294-1646	vvc03@shsu.edu	http://www.shsu.edu/programs/graduate/homeland-security-studies/	yes
Texas A&M University The Bush School of Government and Public Service	Homeland Security	The Graduate Certificate in Homeland Security (CHLS) is an outstanding addition to the resume of anyone interested in a career related to homeland security, public safety including emergency management, law enforcement, or cyber security; public service in federal, state, or local government; or the public sector.	Graduate	Bush School Online Advising center	1-866-988-2874	bushschoolonline@tamuedu,	http://bush.tamuedu/certificate/chls/	yes
University of Arizona	Border Studies	The Border Studies concentration within the Department of Spanish and Portuguese investigates the heterogeneity and hybridity that both emerge from and shape the cultural and linguistic practices and production of borderlands. Inherently interdisciplinary, Border Studies emphasizes the need for enlisting and developing analytic frameworks from various fields to evaluate the complexity that defines these physical and symbolic spaces. Our location at the University of Arizona offers students the opportunity to combine this rigorous interdisciplinary academic training with onsite learning that is rooted in, though not limited to, our positionality along the border between the United States and Mexico. This interdisciplinary concentration is open to graduate students who have been admitted into the PhD program in Linguistics or Literature. Students may choose Border Studies as either their major or minor concentration.	PhD in Linguistics or Literature	Javier Duran	(520) 621-5137	duran@email.arizona.edu	https://spanish.arizona.edu/people/faculty/?realname=Javier_Duran&field_program_research_area_1=680%2F03	yes
UC Davis	Comparative Border Studies	This Initiative will focus on promoting interdisciplinary, comparative research on the making, unmaking, crossing, and fortification of borders – national, colonial, regional, and continental. Our central themes are organized as follows, broken down by year: 1) Human rights, citizenship, and racialized belonging (Year 1, 2015-2016); 2) Mobility, militarization, and containment (Year 2, 2016-2017); 3) Protest cultures and transnational solidarities (Year 3, 2017-2018).	Grad level PhD	Susalan Maria and Robert McKee Irwin	(530) 752-1254		http://borderstudies.ucdavis.edu	yes

Border Studies Research

Summary of Results:

A list compiled by all three CGA interns gives a picture of the existing higher education options for a border studies program in the United States. This will help the BTI Institute as they create their own masters level program.

Value to the Intern:

Showed the breadth of the field of borders studies programs and helped me to see the private sector parallels to things we study at the Academy.

**Unified Regional Response
to a
Complex Coordinated Terrorist Attack
(CCTA)**

**FOCUS AREA:
Victim and Family Services**

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MOI – Victim and Family Services

Task: Create a Memorandum of Implementation for the Victim and Family Services CCTA Workshop.

Results: MOI produced for August 7-8 VFS Workshop for Unified Regional Response to a Complex Coordinated Terrorist Attack (CCTA) which included annexes with an agenda, a timeline including tasks, list of speakers and contact information for all involved.

SETRPC Regional Response to a Coordinated Complex Terrorist Attack

University of Houston
4730 Calhoun Road
Houston, Texas 77024

July 6, 2018

MEMORANDUM OF IMPLEMENTATION

Subject: CCTA Victim and Family Services Workshop – (August 7-8, 2018)

- Purpose.** To delineate roles and responsibilities in the preparation, support, and conduct of the South East Texas Regional Planning Commission's CCTA Victim and Family Services Workshop, on August 7-8, 2018, at Montagne Center (Cardinal Room), Lamar University, 4400 S. Martin Luther King, Jr. Parkway, Beaumont, TX 77705.
- Objectives.** Through the conduct of this CCTA Victim and Family Services Workshop, the SETRPC/ University of Houston will seek to:
 - Review lessons learned and best practices from CCTA and Active Shooter incidents both in the United States and world-wide
 - Contribute to development of the SETRPC's Unified Regional Response Plan to a Complex Coordinated Terrorist Attack
 - Identify capability gaps related to preparing for, preventing, and responding to a coordinated Complex Terrorist Attack
 - Identify needed capabilities
 - Develop and/or update plans, annexes, and processes to address identified gaps
- Concept:** The South East Texas Regional Planning Commission (SETRPC), in partnership with the University of Houston, will host a series of two-day workshops over the course of the Spring-Summer 2018, focusing on the functional areas of Public Information, Operational Communications, Intelligence, Medical Response, and Victim and Family Services (Schedule of Workshops at Annex E.

The Workshops will be planned, coordinated and facilitated by the staff of the University of Houston.

Day 1 - The first day will consist of a series of presentations by personnel working in the functional area of Victim and Family Services. Additionally, invited representatives of selected government agencies will provide insights to relevant doctrine, best practices, lessons learned, and new technology impacting preparation, response and recovery from CCTA in the area of Victim and Family Services.

- Workshop Agenda.** The CCTA Victim and Family Services Workshop will be held in accordance with the schedule found in Annex A.

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MOI – Victim and Family Services

Value to the Intern: Demonstrated the level of detail required to successfully execute a fairly complex workshop. This will help me going forward as a framework for how I can approach Coast Guard events in the future.

Doctrinal Research

Task: To compile a list of recommendations for local jurisdictions as to how to prepare for a CCTA in regards to Victim and Family Services from existing doctrine.

Results: A document compiling recommendations from established doctrine and existing Seattle and Houston plans which pertained to the Victim and Family Services response to a complex coordinated terrorist attack.

Value to the Intern: Further developed my ability to find and analyze new information into a more convenient format. Also showed me the level of detail that is required to effectively prepare for the worst.

Doctrinal References

- Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide
- FBI Mass Fatality Incident Family Assistance Operations: Recommended Strategies for Local and State Agencies
- Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practice Guide
- Seattle and King County Mass Fatality and Family Assistance Operations Response Plan
- Houston Regional Mass Fatality Management; Concept of Operations

Action Plan

Task: Produce recommendations based on the doctrinal review and after action reports from actual incidents to create a plan for victim and family services in response to a CCTA.

Results: A document with 35 recommendations of best practices for victim and family services.

Value to the Intern: Seeing the process of federal and local agency interaction will help me in my career in the Coast Guard where we work with local law enforcement frequently.

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Action Plan Recommendations

Task 7.1 Determine Lead Victim Services Agency

Discussion: Create plans to determine which agency is the lead agency for human services needs and providing guidance regarding who is responsible for that determination.

References:

Broome County, NY, Shooting AAR, Area 9

Washington Navy Yard AAR, p.78

Planning and Response to an Active Shooter, Appendix A

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Action Plan Recommendations

Task 7.2 Create Death Notification Plan

Discussion: Review death investigation and body identification plans to gather best practices. Create a death notification plan and integrate with the mass casualty plan. Victim's Assistance should be included in this process to make personnel, referrals and other resources available to families.

References:

Broome County, NY, Shooting AAR, Area 10

Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practice Guide p. 29

Planning and Response to an Active Shooter, Appendix A

FBI Mass Fatality Incident Family Assistance Operations:

Recommended Strategies for Local and State Agencies p. 11

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Action Plan Recommendations

Task 7.3 Pre Screen and Train Clergy

Discussion: Provide psychological first aid training to clergy members and chaplains designated to respond to mass casualty and critical incidents. Credential clergy and counselors so they are vetted and properly trained so as to be ready to respond to a MCI. In the event of an MCI, only pre-approved clergy should have access to the FAC.

References:

Aurora AAR p. 16

San Bernadino AAR, p.118

FBI Mass Fatality Incident Family Assistance Operations:

Recommended Strategies for Local and State Agencies p. 9-10

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Action Plan Recommendations

Task 7.4 Designate Victim Advocate POCs for Hospitals

Discussion: There should be a lead advocate assigned to each hospital that receives victims to coordinate all victim advocates responding to that location. Hospitals should include a point of contact in their mass casualty plans who work with that victim advocate coordinator. As a team, they would be in position to handle requests for information on the status of the injuries, help family members to be with their loved ones and coordinate information with the family reunification center.

References:

Aurora AAR, p. 135

Seattle and King County Mass Fatality and Family Assistance Operations Response Plan pg. 18

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Action Plan Recommendations

Task 7.5 Create Donation Management System

Discussion: Include options for receiving and distributing large amounts of donations likely to flow in to help victims. One approach is to quickly establish a “One fund” into which all unrestricted financial donations are channeled. Other types of donations, for example airline tickets for victims and families, can be accommodated separately.

References:

Aurora AAR, p. 136

San Bernardino AAR, p. 118

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Action Plan Recommendations

Task 7.7 Create Family Assistance Center Plan

Discussion: Create a Family Assistance Center Plan. All pertinent agencies should be involved in the creation process. Provisions should be made that clearly denote the agency responsible for initiating and leading the family assistance and reunification efforts. Conduct training and exercises to ensure stakeholders understand their roles and responsibilities.

References:

Aurora AAR, p. 136

Planning and Response to an Active Shooter, Appendix A

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Action Plan Recommendations

Task 7.9 Create Victim Data Collection Website

Discussion: Create a website so that people can report their loved ones as possibly involved with an incident in addition to any ante mortem information that can assist in victim identification. The website should report the data in such a way as to facilitate access to hospital personnel, law enforcement, and the medical examiner or coroner in charge of victim identification.

References:

Aurora AAR, p. 91

Seattle and King County Mass Fatality and Family Assistance Operations Response Plan p. 18

Planning and Response to an Active Shooter, Appendix A

FBI Mass Fatality Incident Family Assistance Operations:

Recommended Strategies for Local and State Agencies p. 4

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Action Plan Recommendations

Task 7.10 Establish Missing Persons Call Center

Discussion: Acquire a toll free number to use as a Missing Persons Call Center (MPCC) after a major incident. In the immediate aftermath of a MCI, the toll free number should direct callers to an existing website until such a time as a call center can be staffed to receive the calls. The objectives of the MPCC are to collect basic information about the person reported missing, contact information for the reporter/informant, and information that will be used by law enforcement to assess the likelihood of involvement allowing for investigative prioritization. Establishing a hotline dedicated to missing persons can help to expedite the identification process.

References:

Aurora AAR, p. 91

Seattle and King County Mass Fatality and Family Assistance Operations Response Plan p. 18

Planning and Response to an Active Shooter, Appendix A

FBI Mass Fatality Incident Family Assistance Operations:

Recommended Strategies for Local and State Agencies p. 4

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Action Plan Recommendations

Task 7.11 Establish Service Provision Hotline (SPH)

Discussion: An SPH may be established to provide mental health support, logistic support, emergency assistance services, legal services, and information about scheduled briefings at the FAC. The SPH may sometimes evolve from the MPCC after the victim identification process has concluded. Depending on scope and number of victims, the SPH may be physically part of the FAC. The hotline has the added benefit of providing information to family who cannot be physically present at the FAC.

References:

*FBI Mass Fatality Incident Family Assistance Operations:
Recommended Strategies for Local and State Agencies p. 4-5*

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Action Plan Recommendations

Task 7.12 Create Single Victim File Infrastructure

Discussion: Create a system that can facilitate a single victim file to avoid multiple files with conflicting or incomplete information. Hospitals, police, and victim advocates are the primary users of this information and should be involved with the creation of the integrated system.

References:

Aurora AAR, p. 136

San Bernardino AAR, p. 118

Orlando AAR, p. 24

*FBI Mass Fatality Incident Family Assistance Operations:
Recommended Strategies for Local and State Agencies p. 11*

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Action Plan Recommendations

Task 7.13 Identify Potential FAC locations

Discussion: Pre identify potential locations for a FAC within a given jurisdiction. The facility should have safe, stable, and comfortable facilities in advance of an incident. Seek to create a memorandum of agreement (MOA) with the facilities in advance of any incident. The FAC should include the following:

- Large meeting room for gathering and briefings
- Smaller meeting rooms for private meetings with individual families for the purpose of conducting ante-mortem interviews and discussing other sensitive topics
- Security from the media and others
- Room/office for the JFSOC

References:

San Bernardino AAR, p. 118

Orlando AAR, p. 24

FBI Mass Fatality Incident Family Assistance Operations: Recommended Strategies for Local and State Agencies p. 9
Planning and Response to an Active Shooter, Appendix A

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Action Plan Recommendations

Task 7.14 Identify FAC Personnel

Discussion: Pre purchase and designate different arm bands, vests, or similar apparel so that counselors and other FAC personnel can be readily identified by victims and witnesses.

References:

San Bernardino AAR

Orlando AAR, p. 24

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Action Plan Recommendations

Task 7.15 Extend Training Exercise Duration

Discussion: Training exercises should continue past the point where the threat no longer exists and extend to notification of victims' families. Critical incident training and exercises should include an investigative component that includes identifying all aspects of victim and witness identification, interviewing, and reunification.

References:

San Bernardino AAR, p. 115, 117

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Action Plan Recommendations

Task 7.16 Prepare Preliminary Victim Identification Notices

Discussion: Be prepared to give general information to family members about the processes of victim identification. If available, it is prudent to inform a family of the number of deceased victims, what needs to be done to identify the victims, how long that process is expected to take, and the potential ramifications of mis-identifying a victim.

References:

Aurora AAR, p. 136

San Bernardino AAR, p. 118

Planning and Response to an Active Shooter, Appendix A

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Action Plan Recommendations

Task 7.18 Create and Disseminate Resources for Responders

Discussion: Ensure infrastructure exists so that all personnel involved in the response are provided access to the physical and mental health resources they may need after a critical incident. Agencies should identify best practices related to employee wellness.

References:

San Bernardino AAR, p. 113

Washington Navy Yard AAR, p. 82

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Action Plan Recommendations

Task 7.19 Update Mental Health Support Policies

Discussion: Ensure your department has a policy regarding mental health support after critical incidents and clearly communicate it to the entire department. Assign a mental health or officer wellness incident commander to oversee officer mental health and coordinate services among participating agencies.

References:

San Bernardino AAR, p. 118

Orlando AAR, p. 28

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Action Plan Recommendations

Task 7.20 Determine Involvement of FBI VFS Specialists

Discussion: Determine if the jurisdiction in which the incident occurred is equipped to handle the complex victim/ family response. If not, determine the appropriate method to involve the FBI victim specialists into the incident response to assist with notifications and other support for family members.

References:

Planning and Response to an Active Shooter, Appendix A

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Action Plan Recommendations

Task 7.21 Create Joint Family Support Operations Center (JFSOC) Policy

Discussion: The objectives of the JFSOC are to ensure effective communication between agencies responsible for the provision of family assistance services; ensure efficient delivery of family assistance services by identifying needs, gaps, and by avoiding duplication of services; and coordinate/ manage resource requests.

References:

*FBI Mass Fatality Incident Family Assistance Operations:
Recommended Strategies for Local and State Agencies p. 7*

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Action Plan Recommendations

Task 7.22 Designate Joint Family Support Operations Center Personnel

Discussion: The JFSOC is intended for agency representatives and should not include family members. The exact number of individuals needed to staff the JFSOC will depend on the scale of the event. However, the key positions in any case will include the following: JFSOC manager (from the lead response agency), a senior agency representative for oversight, accountability, and funding approval, a facility or operations manager, an incident command liaison, functional managers (administration, logistics, services, etc.), team members (may consist of multiple agencies), and any applicable non-governmental organizations (i.e. American Red Cross).

References:

FBI Mass Fatality Incident Family Assistance Operations: Recommended Strategies for Local and State Agencies p. 7

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Action Plan Recommendations

Task 7.24 Assess Jurisdictional Readiness

Discussion: Pre determine who in your jurisdiction has necessary qualifications and training for victim and family support. Individuals involved in directly providing information, support, and services to victims and families during these disaster events must be carefully selected and trained. These providers may be FBI Victim Specialists, air carrier family assistance team members, or local community social service providers. The highly stressful and emotionally challenging environment necessitates the individuals have the requisite skills and temperament to operate effectively.

References:

*FBI Mass Fatality Incident Family Assistance Operations:
Recommended Strategies for Local and State Agencies p. 8*

Synchronization Matrix

Task: Create a tool that, in the event of a complex coordinated attack, local officials can use as a list of tasks by phase of the incident.

Results: The Synchronization Matrix format was used along with the AAR recommendations and doctrinal references to outline phase by phase the requirements for local officials.

Value to the Intern: The format of a synchronization matrix is something I can take to my Coast Guard career as a tool to help me as a leader.

2018 HOMELAND SECURITY INTERNSHIP

Synchronization Matrix

SETRPC Unified Regional Response to a Complex Coordinated Terrorist Attack
 SYNCHRONIZATION MATRIX - VICTIMS AND FAMILY SERVICES

	ALERT/NOTIFICATION Initial Response: Family Readiness Center	ACUTE/EMERGENCY PHASE Family Assistance Center	TRANSITIONAL PHASE Post-FAC: Victim Assistance Case	LONG-TERM PHASE Community Resilience Center (CRC)
LEAD LOCAL AGENCY		Management and coordination of family assistance response Timely identification and verification of victims/ family members Family Assistance Center (physical and virtual) Emergency travel assistance, related logistical support	Information and Assistance with crime victims compensation, other resources for funerals, Cleaning and return of personal effects Referrals to local services for counseling, financial planning assistance, etc. Employer/ creditor assistance	Ongoing communication Notification regarding criminal case investigation, prosecution, adjudication, prisoner status Access to and participation in criminal justice proceedings, including preparation for hearing/ viewing court evidence Case management and assistance for unmet and long-term needs
		emotional support- crisis mental health, spiritual care, awareness Information on recovery, identification, release & disposition of remains	Assistance with death certificates, autopsy reports and other documentation for legal needs and benefits Ongoing information on criminal justice case	
		Collection of ante-mortem data from families Case/ investigation status briefings Services for disabled and children, including child care at Support for hospitalized victims Guided site visit/ memorial event Information on personal effects management Information on transition to ongoing services and assistance	Support services for children	
VICTIM AND FAMILY SERVICES FBI DIVISION OF VICTIM ASSISTANCE		Establish Victim support management team/task force, liaison to incident command post- ensure coordination of people, resources, information, support services Establish family assistance center and JFSOC (May also include Virtual FAC with call center, bridge call capacity, and website)	Establish POC/office/program for victim support services and case management-communicate access information to all victims Lead responding agencies: establish POC and mechanism for ongoing communication related to event, investigation, etc., and communicate to victims Referrals to and assistance with crime victims compensation, other financial resources	Continued support for unmet or ongoing needs of individuals, families. Ensure ongoing communication regarding criminal justice/ accident investigation via toll-free hotlines, email groups, secure websites, briefing meetings. Ensure access to accident hearings, criminal justice proceedings, rights, and updates. Ensure support during trials, assist with victim impact statement.
		Identify and verify victims/ family members Assign victim services case manager to victims and families (including injured and non-present) Screen and deploy volunteers and donations as indicated Arrange briefings Support fatality management process Plan site visit, assist with memorial Identify, plan, and communicate support plan for next phase	Criminal justice-based victim services personnel may Facilitate information inquiries from victims/ families re death details, etc.	

**READ FILE:
CBP Commissioner Kevin McAleenan**

Read File: CBP Commissioner McAleenan

Home // Command/HQ // Border Commissioner Talks New 'Zero Tolerance' Policy



U.S. Department of
Homeland Security

Border Commissioner Talks New 'Zero Tolerance' Policy

U.S. Customs and Border Protection Commissioner Kevin McAleenan spoke about the controversial “zero tolerance” policy of criminally charging and detaining more migrants who cross the border illegally, separating parents from children.

BY MOLLY HENNESSY-FISKE — JUNE 12, 2018

SOURCE: LOS ANGELES TIMES



U.S. Customs and
Border Protection
(/)

Written testimony of CBP Commissioner Kevin McAleenan for a House Committee on Homeland Security, Subcommittee on Border and Maritime Security hearing titled “Border Security, Commerce and Travel: Commissioner McAleenan’s Vision for the Future of CBP”

Release Date: April 25, 2018

Commissioner Kevin K. McAleenan

Kevin K. McAleenan was sworn in on March 20, 2018, as Commissioner of U.S. Customs and Border Protection. Prior to his confirmation, Mr. McAleenan served as the Acting Commissioner since January 20, 2017. As the agency’s chief executive, Mr. McAleenan oversees 60,000 employees, manages a budget of over \$13 billion, and ensures the effective operations of CBP’s mission to protect national security while promoting economic prosperity. Mr. McAleenan directs CBP’s three core missions, counterterrorism, border security, and trade enforcement, while facilitating \$4 Trillion in trade and facilitating travel of over 365 million people through ports of entry. He oversees the largest law enforcement agency and the second-largest revenue collecting source in the federal government.



U.S. Customs and Border
Protection Commissioner
Kevin K. McAleenan



**The BTI Institute
Homeland Security Internship Program**

A Personal Perspective

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2018 HOMELAND SECURITY INTERNSHIP

My Experience



Recommendations for Future Internships

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Recommendations

- Know cadet specialties before arrival
- Loved the UH goody bag/ T-shirt
- Cougar Palace
- Get another cadet with a car

Comments / Discussion

Thank you!

1/c William Boardman
U.S. Coast Guard Academy
2018 BTI Institute Homeland Security Intern

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