



Project “SeaHawk”

**An Intermodal Transportation and
Port Security Pilot Project:
Charleston Harbor Operations Center &
Project SeaHawk Task Force
Charleston, SC**



Unity of Effort

- “The terrorist threat is a flexible, transnational network structure, enabled by modern technology and characterized by loose interconnectivity both within and between groups. *In this environment, terrorists work together in funding, sharing intelligence, training, logistics, planning and executing attacks.*”
 - *National Strategy for Combating Terrorism, p8*





9/11 Commission Report

- **al Qaeda has Funded:**
 - *extremists in Bosnia, Egypt (Islamic Jihad), and Indonesia (Jemaah Islamiya)*[\[i\]](#).
- **al Qaeda has Equipped & Trained:**
 - *Abu Sayyaf Brigade in the Phillipines,*
 - *Jl in Indonesia*[\[ii\]](#)
- **al Qaeda has Operationally Supported:**
 - *Tajikistani extremists involved in internal ethnic fighting*[\[iii\]](#),
 - *Somali warlords battling U.S. forces*[\[iv\]](#).
- **al Qaeda has Received:**
 - *Explosives training from operatives in Iran*
 - *Intelligence and security training from Hezbollah in Lebanon*[\[v\]](#).





Unity of Effort

- Both the 9/11 Commission Report and the National Strategy for Combating Terrorism suggest that countering the collaborative relationship between dangerous extremist organizations, requires a “unity of effort.”





Unity of Effort

- “*Unity of effort* requires coordination not only at the *apex* of the federal government, *but also at the tactical level, where response and intervention actions may be taken by diverse authorities, acting independently or in coordination with each other.*
 - *National Strategy for Combating Terrorism, pg 27*





Project Seahawk: Tactical Level Unity of Effort

- The “Intermodal Transportation and Port Security Pilot Project - Charleston Harbor Operations Center and Project SeaHawk Task Force”
 - *established by Congress through the FY03 Omnibus Appropriations Bill.*
- Project’s charter
 - “**Security and commerce** within the port will be enhanced by the creation of a Charleston Harbor Operations Center (CHOC) *which will coordinate and integrate the efforts of all agencies responsible for maritime homeland security, **and** an interagency task force to jointly address intermodal transportation security issues in and around the port.*”

Senator Hollings, 2003





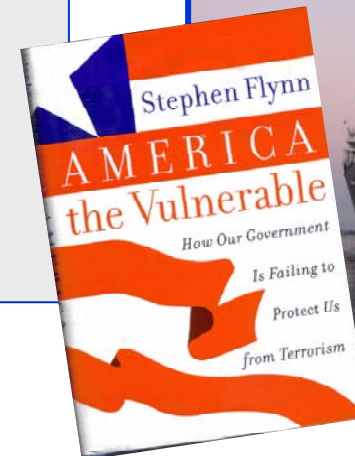
Charleston: Economic Target?

- **2169 TOTAL SHIP VISITS IN 2005**
 - **7-8 SHIP ARRIVALS PER DAY**
- **2 MILLION CONTAINERS (ENTRY/EXIT AT TERMINALS)**
 - **800,000 FOREIGN ORIGIN CONTAINERS (ARRIVALS)**
 - **5479 CONTAINERS HANDLED PER DAY**
 - **228 CONTAINERS HANDLED PER HOUR**
- **3.8 MILLION TRUCKS (ENTRY/EXIT AT TERMINALS)**
 - **1,520 TRUCKS PER DAY**

The Port of Charleston affects the livelihood of more than 280 thousand state citizens representing \$9.4 billion in wages paid annually to South Carolinians

The Port contributes \$23 billion annually to the state's economy, generates \$2.5 billion in taxes.

More than 700 companies representing every county in South Carolina ship their goods through the Port of Charleston via 131 truck lines and two railroads.



**CHARLESTON RANKS AS THE 5TH LARGEST
CONTAINER PORT BY VOLUME IN U.S.**



Charleston: Economic Target?

90% OF ALL U.S. IMPORTS ARRIVE VIA SEABORNE TRADE.

- 17.3 MILLION CARGO CONTAINERS ANNUALLY NATIONWIDE (2006).
- 1.97 MILLION CONTAINERS HANDLED IN CHARLESTON (2006).
- 11% OF TOTAL CONTAINERS ARRIVING U.S. MOVE THRU CHARLESTON.

CHARLESTON CUSTOMS DISTRICT IS 6TH LARGEST IN NATION (DOLLAR VALUE OF INTERNATIONAL SHIPMENTS) .

- \$53 BILLION ANNUALLY (\$136M PER DAY)
- 16% OF SOUTH CAROLINA'S TOTAL ECONOMY

SHIPPERS IN TWO DOZEN STATES USE CHARLESTON TO ACCESS FOREIGN CUSTOMERS AND SUPPLIERS,

45% OF INBOUND TONNAGE AND 33% OF CONTAINERS ARE RELATED TO SOUTH CAROLINA FIRMS.



Total Employment Created



Total Personal Income Created

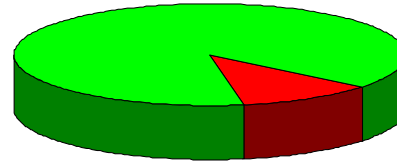


Total Tax Revenues Generated



Total Economic Impact (GRP)

National
89%



Charleston
11%



U.S. imports by sea

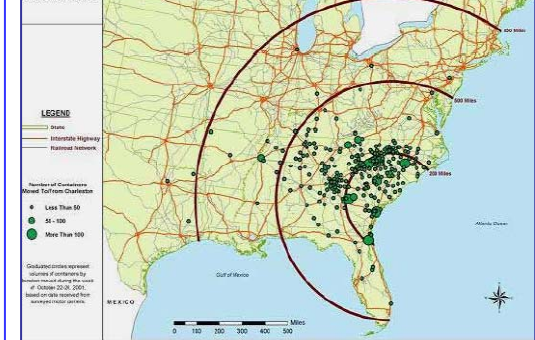
The value of goods that arrived at U.S. ports in containers increased 13 percent from 2005 to \$971 billion in 2006. The 10 countries whose U.S. exports rank highest in value:

Country	2006 value in billions	Change from 2005
China	\$210.6	+16.8%
Japan	\$110	+9.8%
Germany	\$52	+3.8%
Mexico	\$38.9	+26.0%
Venezuela	\$37	+9.5%
Saudi Arabia	\$31.6	+16.8%
South Korea	\$30.9	+9.0%
Nigeria	\$27.7	+15.3%
United Kingdom	\$25.1	-6.9%
Taiwan	\$22.6	+6.5%

SOURCE: American Association of Port Authorities

UNION-TRIBUNE

CONTAINER ORIGINS / DESTINATIONS





Charleston: Strategic Target?

- **NAVAL WEAPONS STATION: NAVY'S LARGEST STORAGE FACILITY FOR WEAPONS**
 - 200 MAGAZINES CAPABLE OF STORING 62 MILLION POUNDS OF EXPLOSIVES
 - 4 DEEPWATER PIERS ON COOPER RIVER
 - **STRATEGIC SEALIFT**
38% OF OUTLOADS TO MIDDLE EAST
 - **NUCLEAR TRAINING (TWO NUCLEAR SUBS)**
 - **CHARLESTON COMBINED BRIG – EXTREMISTS HOUSED HERE**
- **CHARLESTON AFB: 437TH AIRLIFT COMMAND, 315TH AIRLIFT COMMAND**
 - WORLDWIDE AIRLIFT OF TROOPS, EQUIPMENT, AND SUPPLIES TO ANY WAR ZONE WITH A SIGNIFICANT PERCENTAGE TO THE MIDDLE EAST
 - 50 C-17 GLOBEMASTER III AIRCRAFT CAPABLE OF DELIVERING TROOPS, TANKS, AND CARGO TO ALMOST ANY LANDING FIELD
 - **STRATEGIC AIRLIFT**
65% OF ALL IN-THEATER CARGO MOVEMENT PERFORMED VIA C-17





Project SeaHawk

- **Project SeaHawk has four components:**
 - *A Multi-agency Intermodal Task Force (SeaHawk)*
 - *Intermodal Fusion & Analysis Center*
 - *Interagency Operations Center/Charleston Harbor Operations Center (CHOC)*
 - *An Intermodal Test & Evaluation Center*
- **Project SeaHawk is:**
 - *Tactical level unity of effort...*





Project SeaHawk: Capability #1

- **Multi-agency Intermodal Task Force (SeaHawk)**

- *Comprised of federal, state and local law enforcement representatives possessing some level of maritime security authority & responsibility.*
- *Operates under a unified command using the NRP/NIMS Incident Command System (ICS) model.*
- *Primarily engage in port and intermodal security operations, as well as intermodal security investigations crossing multiple jurisdictions.*





Project SeaHawk: Participants

- **Department of Justice**

- US Attorney's Office
- Federal Bureau of Investigation
Joint Terrorism Task Force (colocated)

- **Department of Homeland Security**

- Customs and Border Protection
- USCG Sector Charleston
(Watch + Enforcement Team)
- USCG Investigative Service
- USCG Field Intelligence Support Team
- Immigration and Customs Enforcement (ICE)

- **Department of Defense**

- Defense Criminal Investigative Service
- Naval Weapons Station Charleston
- USAF Office of Special Investigations

- **State**

- SC State Law Enforcement Division (SLED)/
State HSA
- State Fusion Center
- SC State Ports Authority Police Department
- SC Department of Health and Environmental Control

- **Local**

- Charleston County Sheriff's Office
- Charleston Area Marine Law Enforcement Unit
- Charleston County Sheriff's Office Explosives
Response Detail
- City of North Charleston Police Department
- City of Charleston Police Department
- Town of Mt. Pleasant Police Department
- Charleston County Emergency Preparedness





Project SeaHawk: Participants

• Assisting Agencies

- Office of Naval Intelligence
- Office of Special Investigations
- United States Secret Service
- Internal Revenue Service
- Department of State
- Diplomatic Security Service
- South Carolina Air National Guard
- South Carolina State Transport Police
- Beaufort County Sheriff's Department
- Port Royal Police Department
- Georgetown County Sheriff's Office
- City of Georgetown Police Department

• Civilian Participants

- Lloyd's of London (LMIU)
- SCRA
- Various Defense Contractors
- Charleston Branch Pilots Association
- Maritime Association for the Port
of Charleston

• Other Federal Assisting Agencies

- Transportation Security Agency
- Rail and Cargo Security
- Technology Assessment and Integration
- Office of National Risk Assessment
- Department of Homeland Security
(Domestic Nuclear Detection Office)
- Department of Homeland Security
(HS Advanced Research Projects)
- Office of Domestic Preparedness
- Oak Ridge National Laboratory
- Federal Law Enforcement Training Center





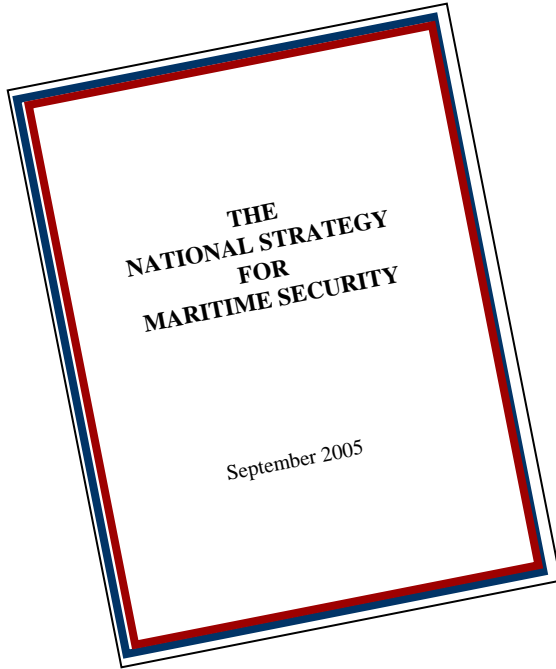
Project SeaHawk: Task Force Activities

- **Proactive Operations (iso a participating federal agency)**
 - *Boardings of vessels, customs border searches, fingerprints, photos of crews*
 - *Verifying Access Control of facilities*
 - *Yard sweeps*
 - *ICW saturation inspections*
 - *Vessel inspections and searches*
 - *Inspections of containers*
 - *Inspections of empties*
 - *Monitoring railroad and trucking traffic into the port*





Consistent w/ National Strategy



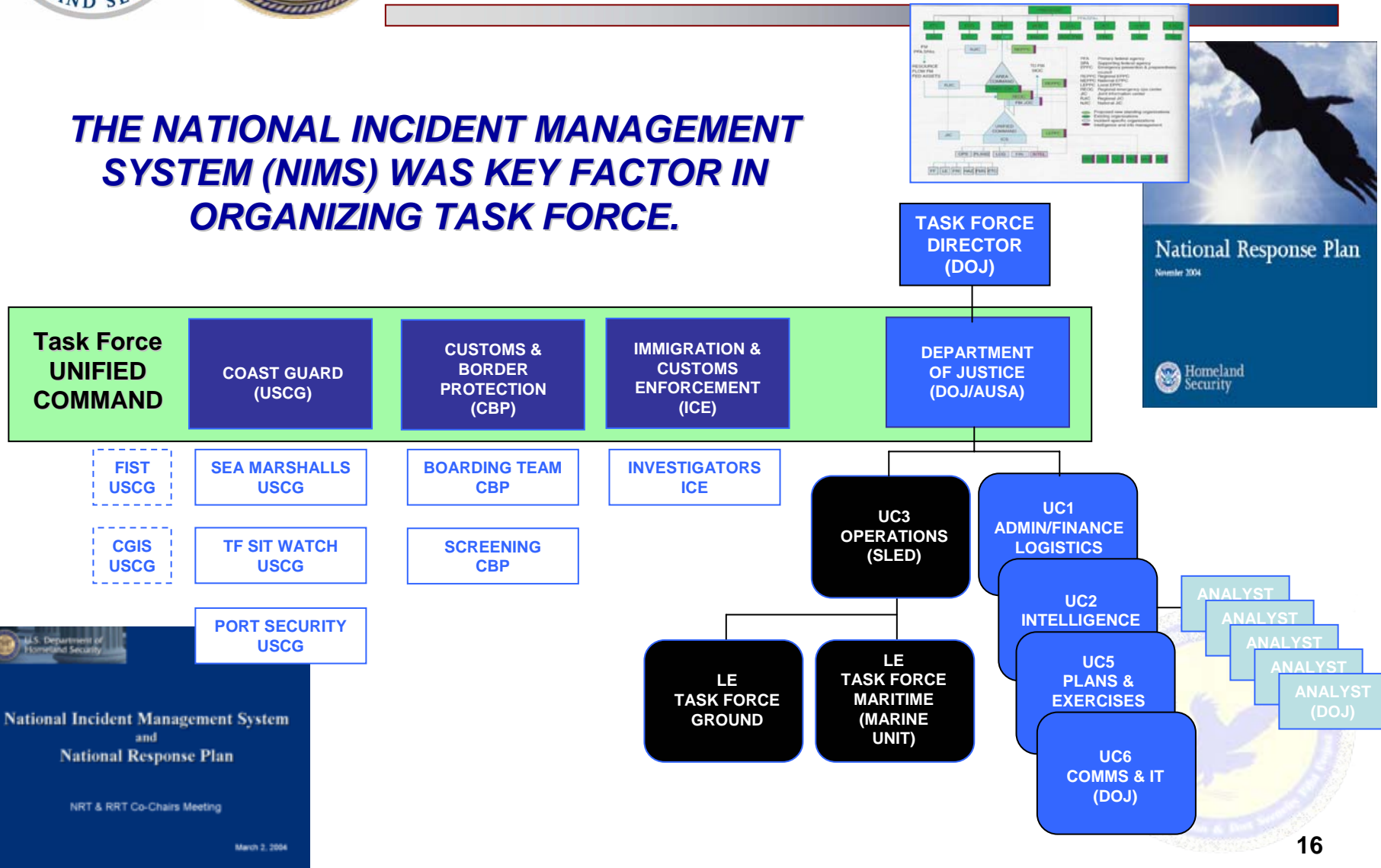
- “The **Department of Homeland Security, the Department of Defense, and the Department of Justice**, **will lead** the United States' efforts to **integrate and align** all United States Government maritime security programs and initiatives into a comprehensive, cohesive national effort of scalable, layered security.
- This includes **full alignment and coordination with** appropriate State and local agencies, the private sector, and other nations.”

National Strategy for Maritime Security, p20



Project SeaHawk: NIMS/NRP In Action

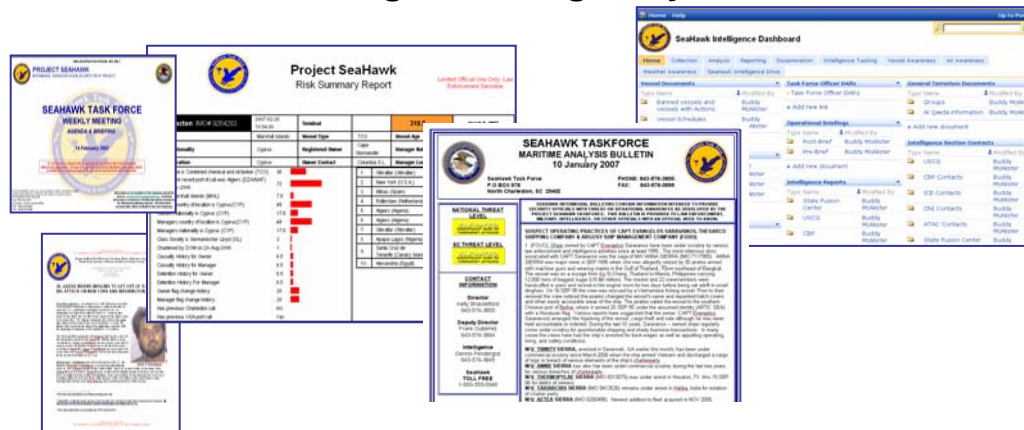
**THE NATIONAL INCIDENT MANAGEMENT
SYSTEM (NIMS) WAS KEY FACTOR IN
ORGANIZING TASK FORCE.**





Project SeaHawk: Capability #2

- **Intermodal Fusion & Analysis Center**
 - The inter-agency intelligence unit assimilates, collates, and analyzes this field level information, compares it to national level intelligence from disparate databases and organizations and attempts to identify pre-incident indicators that may not rise to the national level.
 - SeaHawk creates a **Common Risk Picture** for the Unified Command using multi-agency information sources





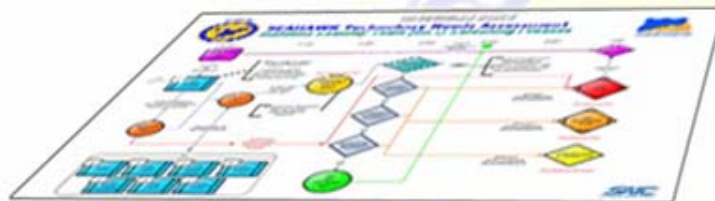
PROJECT SEAHAWK

INTERMODAL TRANSPORTATION SECURITY PILOT PROJECT

OVERVIEW OF MARITIME SECURITY ASSESSMENT PROCESS



Organization Level (UNIFIED COMMAND)
Risk Management Based
Resource Allocation & Planning



Process Level
Maritime Security Screening Model



Logic Level
Suspect Indicator-to-Source Model



Knowledge Level
Data Capture & Management Model

INTELLIGENCE

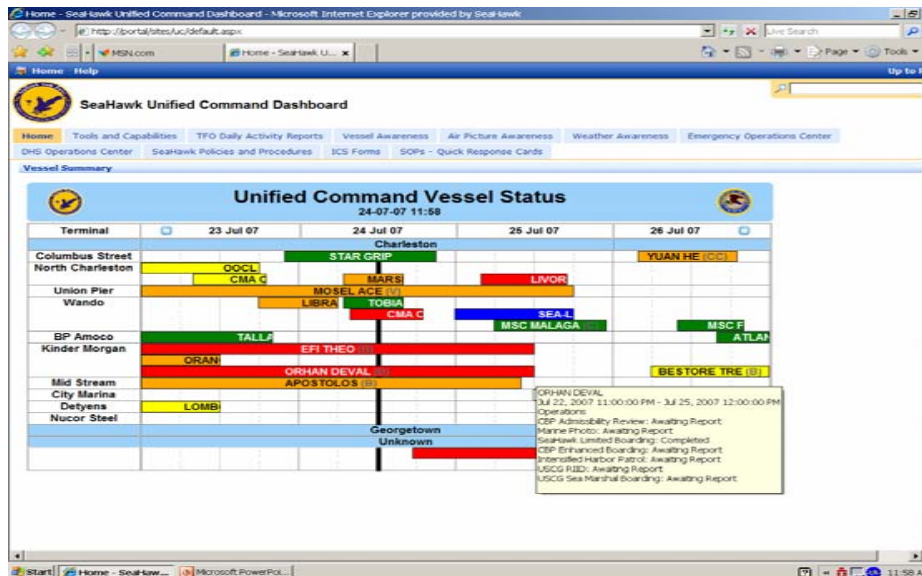
INFORMATION

DATA



Sharing the Risk Picture

- **This Common Risk Picture is briefed daily to the Unified Command (DOJ, USCG, ICE, CBP, & SLED)**
 - *Complimentary yet unique & interagency responses are planned.*
 - *Where gaps are identified, Task Force resources are then allocated based on the collective perceived risk to the port.*



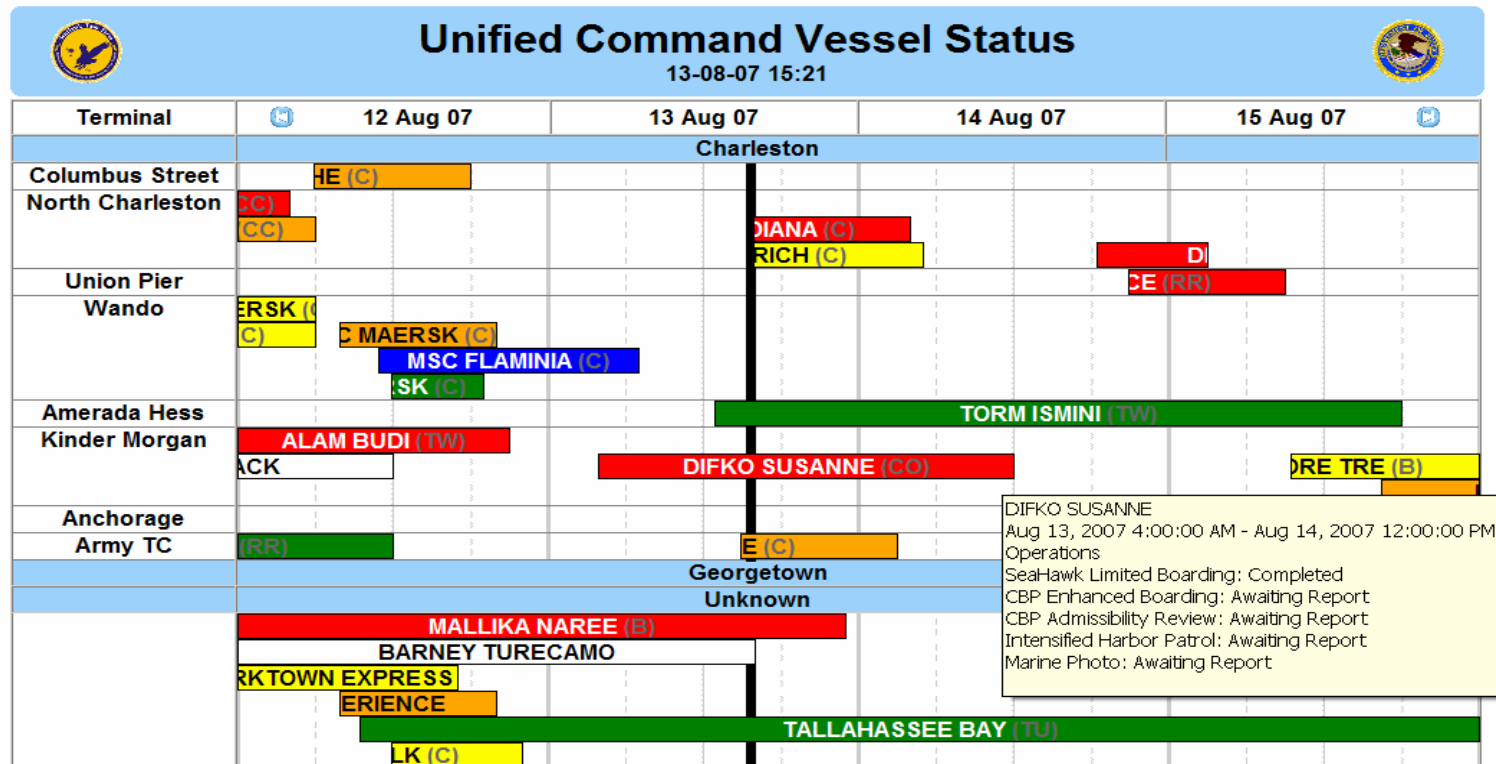


SeaHawk Unified Command Dashboard

[Home](#)
[Tools and Capabilities](#)
[TFO Daily Activity Reports](#)
[Vessel Awareness](#)
[Air Picture Awareness](#)
[Weather Awareness](#)
[Emergency Operations Center](#)

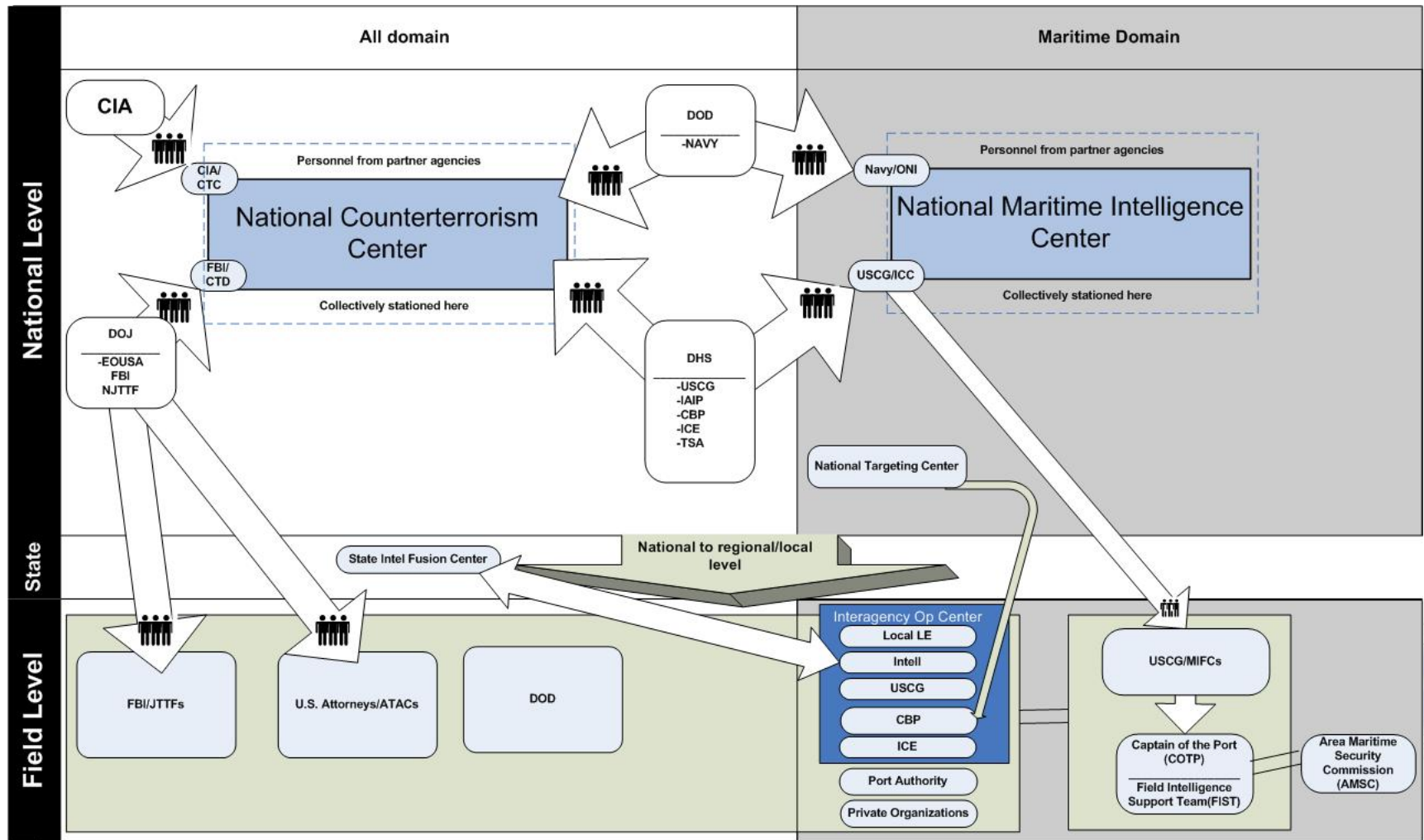
[DHS Operations Center](#)
[SeaHawk Policies and Procedures](#)
[ICS Forms](#)
[SOPs - Quick Response Cards](#)

Vessel Summary





Project SeaHawk & the National View





Risk Based Approach Consistent w/ National View

- **“We need to adopt a risk-based approach in both our operations and our philosophy. Risk management is fundamental to managing the threat, while retaining our quality of life and living in freedom. Risk management must guide our decision-making as we examine how we can best organize to prevent, respond and recover from an attack.**

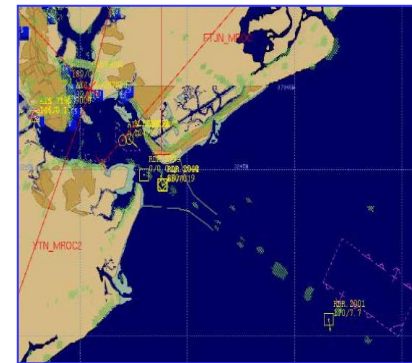
*Secretary Michael Chertoff, U.S. Department of Homeland Security,
Homeland Security Policy Institute, March 16, 2005*





Project SeaHawk: Capability #3

- **Interagency Operations Center/
Charleston Harbor Operations Center (CHOC)**
 - *Coordinates intermodal security activities across agencies vertically and horizontally (federal, state and local & across each level).*
 - *Staffed 7/24 by the USCG's Maritime Domain Awareness watch*
 - *Maintains the **Common Operating Picture** for the port by displaying information from the USCG's Hawkeye sensor arrays (including radar, infrared imaging, and cameras placed around the harbor, its approaches, critical infrastructure and within crucial facilities (including public and private terminals).*
 - *Maintains the Common Risk Picture for the port*
 - *Brings together in one place port-wide risk, interagency operational planning and operational response.*



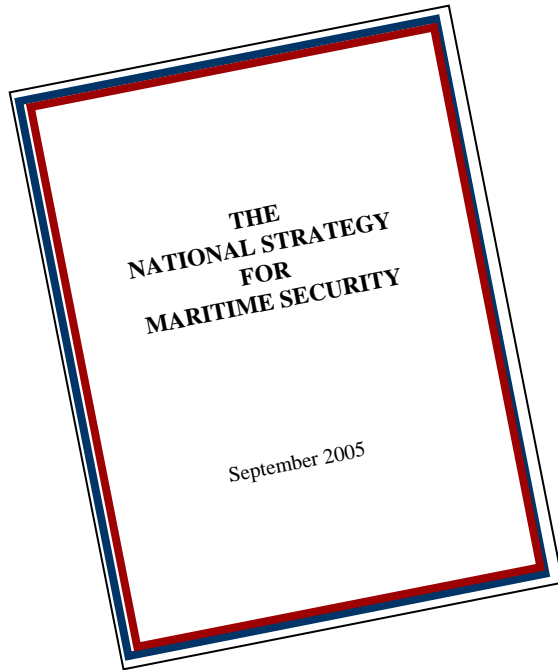


Inter-Agency Operations Center





Project SeaHawk & National Strategy



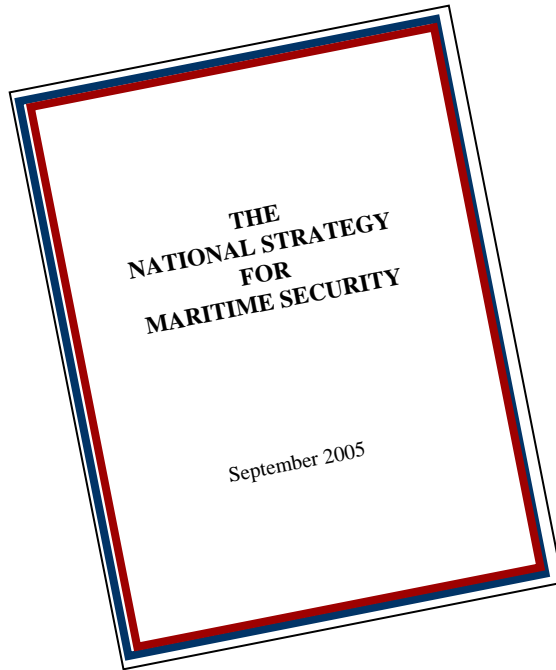
“Wherever feasible and operationally effective, agencies should *co-locate in multiagency centers* to facilitate direct interaction and efficient use of limited resources. “

National Strategy for Maritime Security, p22





Consistent w/ National Strategy



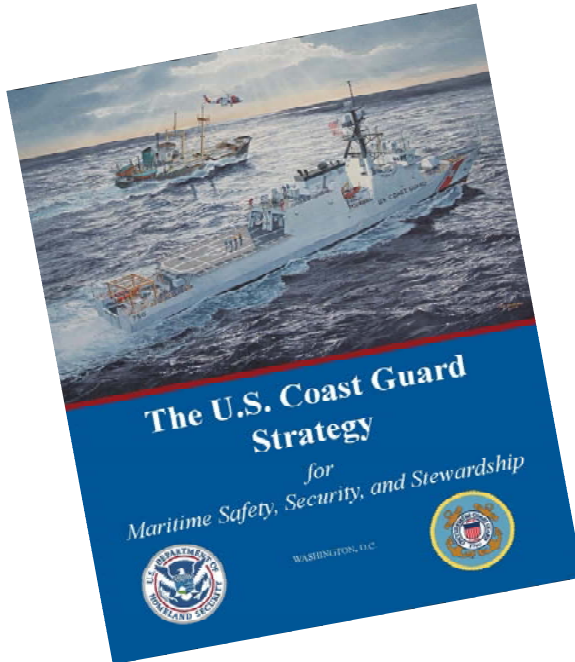
- “the Departments of Homeland Security, Defense, and Justice **will oversee** the implementation of a *shared situational awareness* capability that **integrates** intelligence, surveillance, reconnaissance, navigation systems, and other operational information inputs, combined with access at multiple levels throughout the United States Government. “

National Strategy for Maritime Security, p17





Consistent w/ CG Strategy



Enhancing Unity of Effort in Maritime Planning and Operations

*“The complexity and challenges of today’s operating environment require that government agencies at all levels and stakeholders with maritime interests work together to achieve common interests and objectives through improved **unity of effort**.”*

Transform the Sharing and Dissemination of Maritime Information

“Invest in Coast Guard capabilities that will promote information sharing. Initiatives such as integrated command and control centers (similar to ***Project Seahawk*** and other Joint Harbor Operations Centers), Command 2010, Maritime Awareness Global Network (MAGNET), and Deepwater will facilitate and significantly improve information sharing and ***unity of effort*** among maritime entities.

The U.S. Coast Guard Strategy, p42-43



Project SeaHawk & Federal Law

- **Safe Port Act of 2006**

- SEC. 108. ESTABLISHMENT OF INTERAGENCY OPERATIONAL CENTERS FOR PORT SECURITY.

(a) **The Secretary shall establish interagency operational centers** for port security at all high- priority ports not later than 3 years after the date of the enactment of the SAFE Port Act.

(b) **Characteristics.**--The interagency operational centers established under this section shall—

(1) utilize, as appropriate, the compositional and operational characteristics of existing centers, including--

“(A) the pilot project interagency operational centers for port security in Miami, Florida; Norfolk/ Hampton Roads, Virginia; **Charleston, South Carolina**; and San Diego, California; and “(B) the virtual operation center of the Port of New York and New Jersey;

(2) be organized to fit the security needs, requirements, and resources of the individual port area at which each is operating;`

(3) in addition to the Coast Guard, provide, as the Secretary determines appropriate, **for participation by representatives of:**

- **the United States Customs and Border Protection,**
- **the United States Immigration and Customs Enforcement,**
- **the Transportation Security Administration,**
- **the Department of Justice,**
- **the Department of Defense, and other Federal agencies,**
- **State and local law enforcement or port security personnel,**
- members of the Area Maritime Security Committee, and other public and private sector stakeholders adversely affected by a transportation security incident or transportation disruption;





Project SeaHawk: Way Ahead

NATIONAL RESOURCE FOR INTERMODAL SECURITY

SEAHAWK
CONOPS

SEAHAWK
SOPs

900MHZ
WIRELESS
NETWORK

INTERMODAL
RADIOLOGICAL
ARCHITECTURE

INTERMODAL
TEXT LINK
TOOL

SEAHAWK
INFORMATION
PORTAL



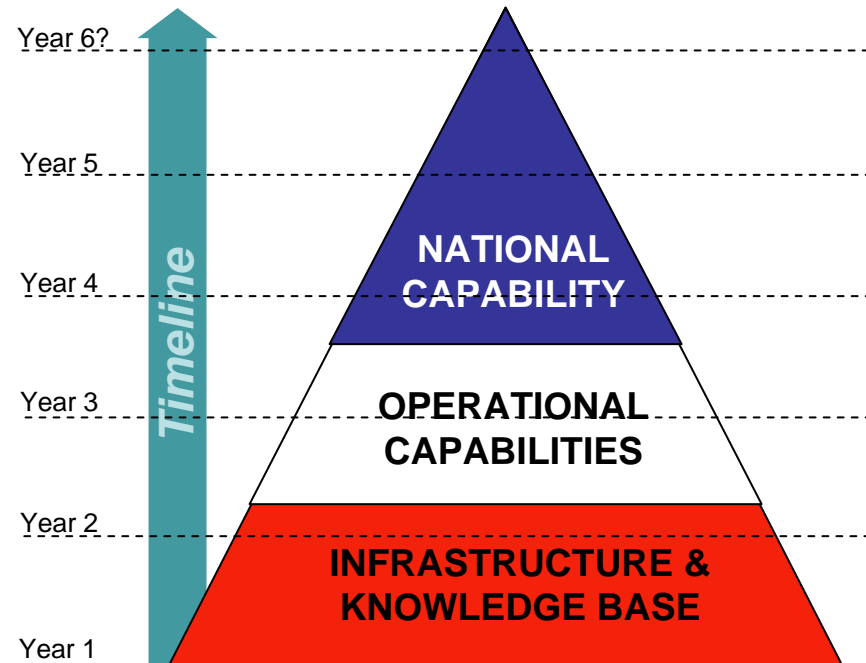
PROCESS



INFRASTRUCTURE



TOOLS & DATA



SEAHAWK LEGACY REQUIREMENT:
**WHAT DID PROJECT
ACCOMPLISH THAT IMPROVED
CHARLESTON'S & NATION'S
INTERMODAL SECURITY ?**



PROJECT ACCOMPLISHMENTS & EXPENDITURES

- ESTABLISHED A FULL-TIME, MULTI-AGENCY, CO-LOCATED TASK FORCE OF FEDERAL, STATE, AND LOCAL LAW ENFORCEMENT PERSONNEL USING A UNIFIED COMMAND STRUCTURE.
- CREATED A SHARED INFORMATION ENVIRONMENT FOR INCREASED SITUATIONAL AWARENESS OF ALL INTERMODAL ACTIVITY IN THE PORT.
- DEVELOPED A DEDICATED INTELLIGENCE SECTION TO PROVIDE DIRECT SUPPORT TO LAW ENFORCEMENT OPERATIONS AND INVESTIGATIONS.
- CREATED A JOINT OPERATIONS COMMAND CENTER PROVIDING UNPARALLELED INTERMODAL AND MARITIME DOMAIN SITUATIONAL AWARENESS.
- DEVELOPING THE FIRST FULLY INTEGRATED & LINKED RADIOLOGICAL DETECTION AND MONITORING ARCHITECTURE IN THE NATION.
- OPERATIONALIZED A PROACTIVE MARITIME AND INTERMODAL SECURITY STRATEGY TO DETER CRIMINAL OR EXTREMIST RELATED ILLICIT ACTIVITIES IN SOUTH CAROLINA.

TOTAL EXPENDITURES OF SEAHAWK FUNDS BY AREA AT END OF PILOT PROJECT

