“All terrorism is local”
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Since 9/11

- Since 9/11, terrorism has replaced crime as the greatest perceived threat to social order.
- For 2 or 3 years, it seemed in the United States that intelligence agencies had replaced police as society’s guardians.
- There was a considerable diversion of government dollars from police to homeland security programs.
Local Policing and Terrorism

• Now recognized that national security agencies cannot work alone in preventing future attacks

• They must develop partnerships with businesses and other public and private agencies, specially **local police** who have a critical role in prevention

“Only an effective local police establishment that has the confidence of citizens is going to be likely to hear from, say, a local merchant in a part of town containing a number of new immigrants that a group of young men from abroad have recently moved into a nearby apartment and are acting suspiciously. Local police are best equipped to understand how to protect citizens’ liberties and obtain such leads legally.” (CIA director James Woolsey’s testimony to Congress in 2004)
Outsmarting the Terrorists
(2006)

- In this book we applied the principles of situational crime prevention to preventing and preparing for terrorism.
- We argued that terrorism was simply crime with a political motive.
- We emphasized the important role of opportunity in explaining terrorist behavior.
- We argued that this approach would be more effective in protecting our communities than trying to “take out” the terrorists.
Policing Terrorism Manual
(2009)

• Tells how to identify and protect the most important targets of terrorism in local communities
• Explains why community policing is the best way to obtain intelligence about the terrorist threat
• Ensures that should your jurisdiction suffer a terrorist attack, you will be well prepared
50 “briefs” of the manual

1. Prepare Yourself and Your Agency (2-8)
2. Understand the Threat (9-15)
3. Develop a Plan and a Support Network (16-20)
4. Collect Intelligence (21-28)
5. Harden Targets (29-36)
6. Be Ready if Attacked (37-50)
1. Prepare yourself

Terrorist attacks are very rare - most police jurisdictions would be unlikely to attract terrorists.

Police have been, and will be held responsible should a disaster occur.

You must be prepared:

• Be alert to signs of terrorist conspiracies
• Co-ordinate protection of most vulnerable targets
• Be trained to respond to disasters
“Taking out” terrorists

- This has been a major goal of U.S. counter-terrorism policy
- It’s right to do it
- But taking out the terrorists has many limitations as a preventive approach

1. Prepare yourself
Costs of taking them out

- Those willing to die for their beliefs are not easily deterred
- Terrorists are even more careful than other criminals to conceal their activities
- When their identities are known, they cannot always be caught (e.g. bin Laden)
- They cannot be tried in open court because of security concerns
- They make difficult prisoners and often turn their detention into public relations disasters for their captors.
- Their supporters feel justified in planning fresh outrages in order to force their release
Costs of Killing them

• It can result in “collateral” casualties
• It increases the bitterness of already hostile populations, making underlying conflicts harder to resolve
• It justifies the terrorists’ use of violence and supports the claim that they are fighting ruthless enemies.
• It turns them into martyrs and potent recruiting symbols

1. Prepare yourself
2. Understand the Threat

- Think of terrorism as crime
- Terrorism comes in many forms
- Don’t waste time on motives
- Think terrorist
- Counter “what if?” with “how likely?”
- Don’t overstate the risk of foreign attack
- Beware the “domestic” terrorist
3. Develop a Plan and a Support Network

- Cover the 3 bases of counterterrorism
- Work with business
- Partner with private security
- Know about risk management
- Go after terrorism grants
Three Bases of Counter-terrorism

• Collecting intelligence about possible terrorist activity
• Hardening targets
• Being ready to respond in the event of an attack
4. Collect Intelligence

• Know the limits of:
  – Public vigilance
  – Video cameras
  – Behavioral profiling
  – Intelligence-led policing

• Community policing should be your primary source of intelligence
By focusing on community policing, police can avoid:

- compiling unsubstantiated lists of suspects
- costly surveillance of suspects and places
- charges of profiling
- wiretapping and the legal and political encumbrances thereof
- secret (and therefore suspect) operations
- undermining community trust
- working against their own communities
- charges of entrapment
Identifying and protecting targets

• Much less familiar role for police than intelligence – could therefore be neglected
• Must be done together with the city and private business
• Must work within predefined budgets so as to force a choice among possible targets to protect
• Should seek the “dual benefits” of prevention of terrorism and crime
Community Policing: First line of defense

“Local police officers have an everyday presence in the communities that they are sworn to protect. They “walk the beat,” communicate regularly with the local residents and business owners, and are more likely to notice even subtle changes in the neighbourhoods they patrol. They are in a better position to know responsible leaders in the Islamic and Arabic communities and can reach out to them for information or help in developing informants.”

(George Kelling and William Bratton, 2006)
5. Harden Targets

- Assess High Risk Targets: Use EVIL DONE
- Anticipate the Fallout of An Attack
- Save Lives Before Saving Buildings
- Don’t Be Diverted By the Displacement Doomsters
- Improve Basic Security for All Targets
- Meet the Challenge of Infrastructure Protection
- Know About MURDEROUS Weapons
- Don’t Unduly Fear Weapons of Mass Destruction
Identifying and protecting targets

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5. Harden Targets
Targets of Terrorism

Exposed
Vital
Iconic
Legitimate

Destructible
Occupied
Near
Easy

5. Harden Targets
Risk Assessment

Risk = Vulnerability + Expected Loss

5. Harden Targets
EVIL DONE SCORING PROTOCOL

<table>
<thead>
<tr>
<th>Name/Description of Target</th>
<th>EVIL DONE category</th>
<th>Score</th>
<th>Location of Target</th>
<th>EVIL DONE category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXPOSED</td>
<td>VULNERABILITY</td>
<td></td>
<td></td>
<td>LOSS</td>
<td></td>
</tr>
<tr>
<td>Large high-rise structure stands out against skyline</td>
<td>5</td>
<td></td>
<td>DESTRUCTIBLE:</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Identifiable shape stands out over large area (Pentagon), nuclear power plant, large bridge or dam</td>
<td>4</td>
<td></td>
<td>Building destructible with IED</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large shopping mall complex in suburbs</td>
<td>3</td>
<td></td>
<td>Building destructible with conventional weapons</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Only multi-storey building in small town</td>
<td>2</td>
<td></td>
<td>Building contains glass or materials that enhance explosion</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Downtown shopping district in large city</td>
<td>1</td>
<td></td>
<td>Built to withstand major explosion, located in urban area</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Built to withstand major explosion, in rural area</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>VITAL</td>
<td>LOSS</td>
<td></td>
<td></td>
<td>LOSS</td>
<td></td>
</tr>
<tr>
<td>Single bridge or tunnel vital to local community</td>
<td>5</td>
<td></td>
<td>OCCUPIED</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Subway or rail system paralysis point</td>
<td>4</td>
<td></td>
<td>Building houses many people 24/7 (barracks, hotel, hospital)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity grid gateway or distribution point</td>
<td>3</td>
<td></td>
<td>Building houses many people 8-12 hours daily</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power generating plant</td>
<td>2</td>
<td></td>
<td>(office building, shopping mall, school)</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Natural gas, food distribution center</td>
<td>1</td>
<td></td>
<td>Crowded space (bus, bus stop, rail station) at specific times</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICONIC</td>
<td>LOSS</td>
<td></td>
<td></td>
<td>LOSS</td>
<td></td>
</tr>
<tr>
<td>Major political symbol (Capitol, White House)</td>
<td>5</td>
<td></td>
<td>NEAR (score 1 for each)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major national symbol (Statue of Liberty, Airline)</td>
<td>4</td>
<td></td>
<td>Target close to known/suspected domestic terrorist base (domestic attack)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major commercial symbol (Disneyworld)</td>
<td>3</td>
<td></td>
<td>Target close to overseas terrorist base (embassy)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal, State, town/city office building</td>
<td>2</td>
<td></td>
<td>Target close to immigrant community (foreign attack)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major religious symbol (Cathedral, Mosque)</td>
<td>1</td>
<td></td>
<td>Target is gateway to moving target (airport)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Target is in many places (bus stops, train station)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEGITIMATE</td>
<td>VULNERABILITY</td>
<td></td>
<td></td>
<td>VULNERABILITY</td>
<td></td>
</tr>
<tr>
<td>Building houses military personnel, checkpoints, barracks</td>
<td>5</td>
<td></td>
<td>EASY (score 1 for each)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building houses enemy (Congress, White House, Embassy)</td>
<td>4</td>
<td></td>
<td>Open access to building (car park under building)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building occupied by few civilians (after office hours)</td>
<td>3</td>
<td></td>
<td>Building not set back from parking, road</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target attractive to suicide bombers</td>
<td>2</td>
<td></td>
<td>No visible barriers to access</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government retaliation justifies terrorist targeting</td>
<td>1</td>
<td></td>
<td>No ID check for entry</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No surveillance cameras</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Harden Targets

RISK = VULNERABILITY + LOSS
### L.A. Port

<table>
<thead>
<tr>
<th>Feature</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exposed</td>
<td>5</td>
</tr>
<tr>
<td>Vital</td>
<td>5</td>
</tr>
<tr>
<td>Iconic</td>
<td>1</td>
</tr>
<tr>
<td>Legitimate</td>
<td>3</td>
</tr>
<tr>
<td>Destructible</td>
<td>3</td>
</tr>
<tr>
<td>Occupied</td>
<td>4</td>
</tr>
<tr>
<td>Near</td>
<td>3</td>
</tr>
<tr>
<td>Easy</td>
<td>3</td>
</tr>
</tbody>
</table>

**TOTAL SCORE** 27

5. Harden Targets
EVIL DONE
Risk Assessment Scores

L.A. Port: 27  City Hall: 24  Disneyland: 22

LAX: 22  Beverley Hills Hotel: 18  L.A. Zoo: 17

5. Harden Targets
The MURDEROUS weapons of terrorists

Multipurpose
Undetectable
Removable
Destructive
Enjoyable
Reliable
Obtainable
Uncomplicated
Safe

5. Harden Targets
The terrorist’s weapon of choice
Mostly guns and explosives

5. Harden Targets
Terrorist weapons of choice

• Little use of exotic weapons like ground to air missiles
• Little use to date of WMD:
  – Biological
  – Chemical
  – Nuclear
Portable ground-to-air missile launcher

5. Harden Targets
# Weapons of mass destruction

## Military Requirements
- Mass-producible
- Rugged and reliable
- Adequate shelf-life
- Highly predictable effects
- Operable by soldiers
- Deliverable by normal military means
- Effective against enemy combatants

## Terrorist Requirements
- One-off production
- Improvised/unsophisticated
- Just-in-time production
- Less precision needed
- Operable by trained person
- Deliverable by truck, motorboat or small plane
- Effective against unprotected civilians

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5. Harden Targets
6. Be Ready if Attacked

- Be ready before an attack
- Invest in training
- Mitigate harm, but don’t overreact
- Know that information is key
- Establish interoperability
- Sustain the recovery
- Keep the public informed
### 3 by 3 Approach

<table>
<thead>
<tr>
<th></th>
<th>1. Collect information</th>
<th>2. Analyze options</th>
<th>3. Take action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Before</strong></td>
<td>Make lists</td>
<td>Draw maps</td>
<td>Develop response plans</td>
</tr>
<tr>
<td><strong>During</strong></td>
<td>Efficient communications</td>
<td>Coordination of efforts</td>
<td>Deployment of personnel, equipment</td>
</tr>
<tr>
<td><strong>After</strong></td>
<td>Monitor hazards. Health of victims and first responders</td>
<td>Assess treatment needs; assess preventive needs</td>
<td>Sustain recovery, revise disaster plans</td>
</tr>
</tbody>
</table>

6. Be Ready if Attacked
Mitigate Harm

- Preparedness (target protection) mitigates harm
- Critical incident assessment protocol avoids confusion and panic
- Over-reacting accentuates harm

6. Be Ready if Attacked
Information is key: 9/11

- Took 17 minutes for first responders to understand that this was a rescue mission, not a fire-fighting mission
- NYPD, FDNY and Port Authority radios could not communicate
- No clear command structure -- OEM not functional.

6. Be Ready if Attacked
Time line of a disaster (tornado)

<table>
<thead>
<tr>
<th>1 Days</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No services</td>
<td><img src="#" alt="Bar" /></td>
</tr>
<tr>
<td>Search &amp; rescue</td>
<td><img src="#" alt="Bar" /></td>
</tr>
<tr>
<td>Debris clearance</td>
<td><img src="#" alt="Bar" /></td>
</tr>
<tr>
<td>Volunteers</td>
<td><img src="#" alt="Bar" /></td>
</tr>
<tr>
<td>Media</td>
<td><img src="#" alt="Bar" /></td>
</tr>
<tr>
<td>Fed. assistance</td>
<td><img src="#" alt="Bar" /></td>
</tr>
</tbody>
</table>

6. Be Ready if Attacked
Sustain Recovery

In days, months or years after the attack:

• Draw on and strengthen community oriented policing
• Talk to the media
Conclusions

• Prevention of terrorism adds a substantial burden to police – specially in large cities with many attractive targets
• But the changes necessary are consistent with current best practice in policing
• They put a premium on:
  – prevention, not just arrest
  – service to the community
  – making full use of data and analysis
  – forming partnerships with other public and private agencies
• This will help the police better serve the goals:
  – of fighting crime
  – of protecting victims
  – of providing reassurance to the public