

# “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

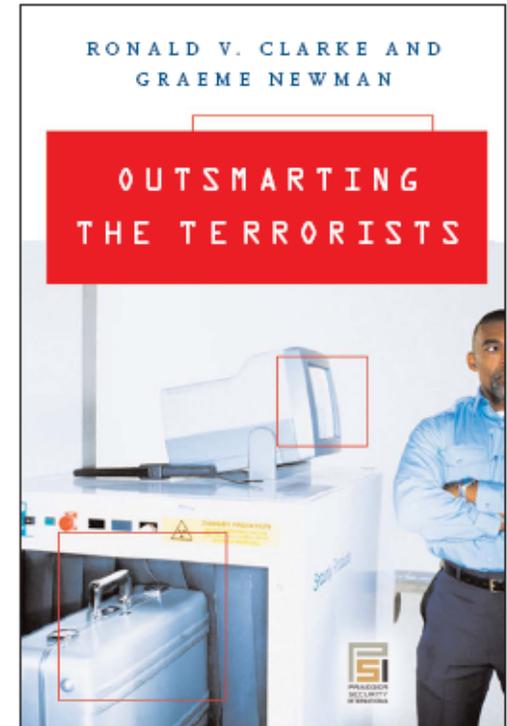
- Now recognized that national security agencies cannot work alone in preventing future attacks
- They must develop partnerships with businesses and other public and private agencies, specially **local police** who have a critical role in prevention

“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)

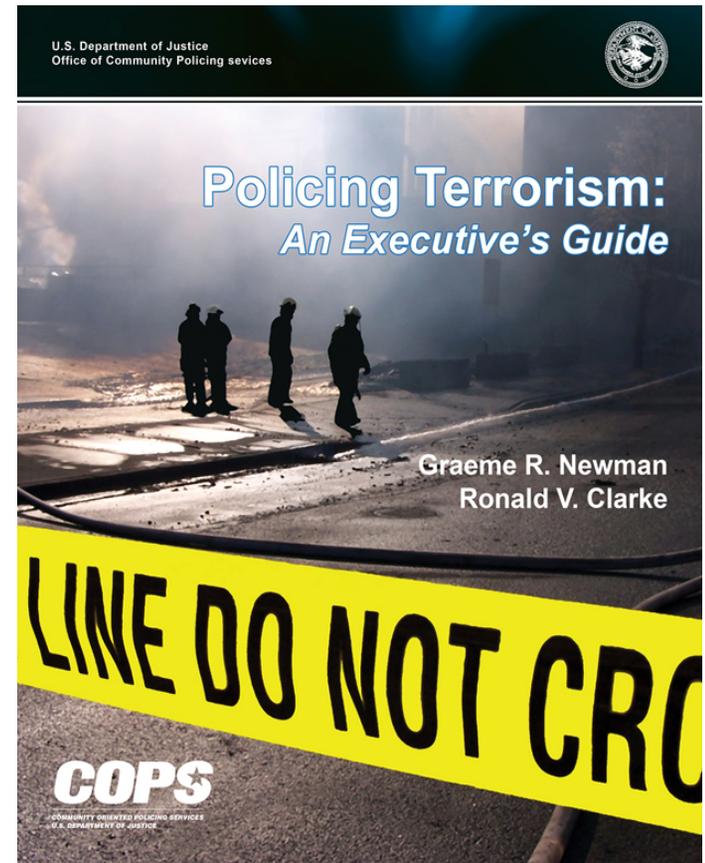
- In this book we applied the principles of situational crime prevention to preventing and preparing for terrorism.
- We argued that terrorism was simply crime with a political motive.
- We emphasized the important role of opportunity in explaining terrorist behavior.
- We argued that this approach would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



# Policing Terrorism Manual

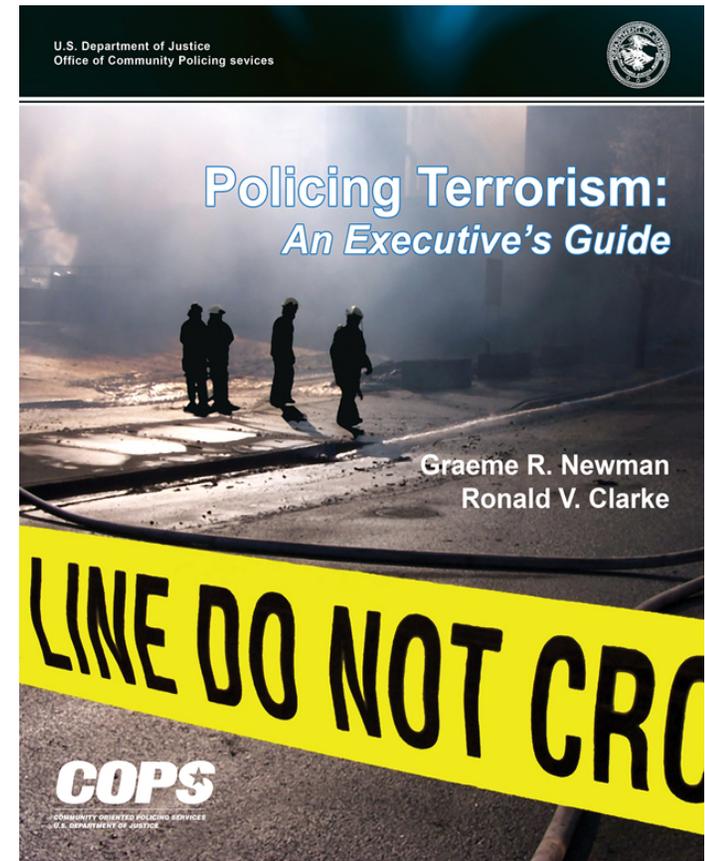
(2009)

- 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

# 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

## 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

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# Targets of Terrorism

**E**xposed

**V**ital

**I**conic

**L**egitimate

**D**estructible

**O**ccupied

**N**ear

**E**asy

# Risk Assessment

$$\text{Risk} = \text{Vulnerability} + \text{Expected Loss}$$

## EVIL DONE SCORING PROTOCOL

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

### 5. Harden Targets

$$\text{RISK} = \text{VULNERABILITY} + \text{LOSS}$$

# L.A. Port

<b>E</b> xposed	5
<b>V</b> ital	5
<b>I</b> conic	1
<b>L</b> egitimate	3
<b>D</b> estructible	3
<b>O</b> ccupied	4
<b>N</b> ear	3
<b>E</b> asy	3
<b>TOTAL SCORE</b>	<b>27</b>



# EVIL DONE

## Risk Assessment Scores



L.A. Port: 27



City Hall: 24



Disneyland: 22



LAX: 22



Beverly Hills Hotel: 18



L.A. Zoo: 17

# The MURDEROUS weapons of terrorists

**M**ultipurpose

**U**ndetectable

**R**emovable

**D**estructive

**E**njoyable

**R**eliable

**O**btainable

**U**ncomplicated

**S**afe

# The terrorist's weapon of choice

## Mostly guns and explosives



# 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



# 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

## 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

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

## 6. Be Ready if Attacked

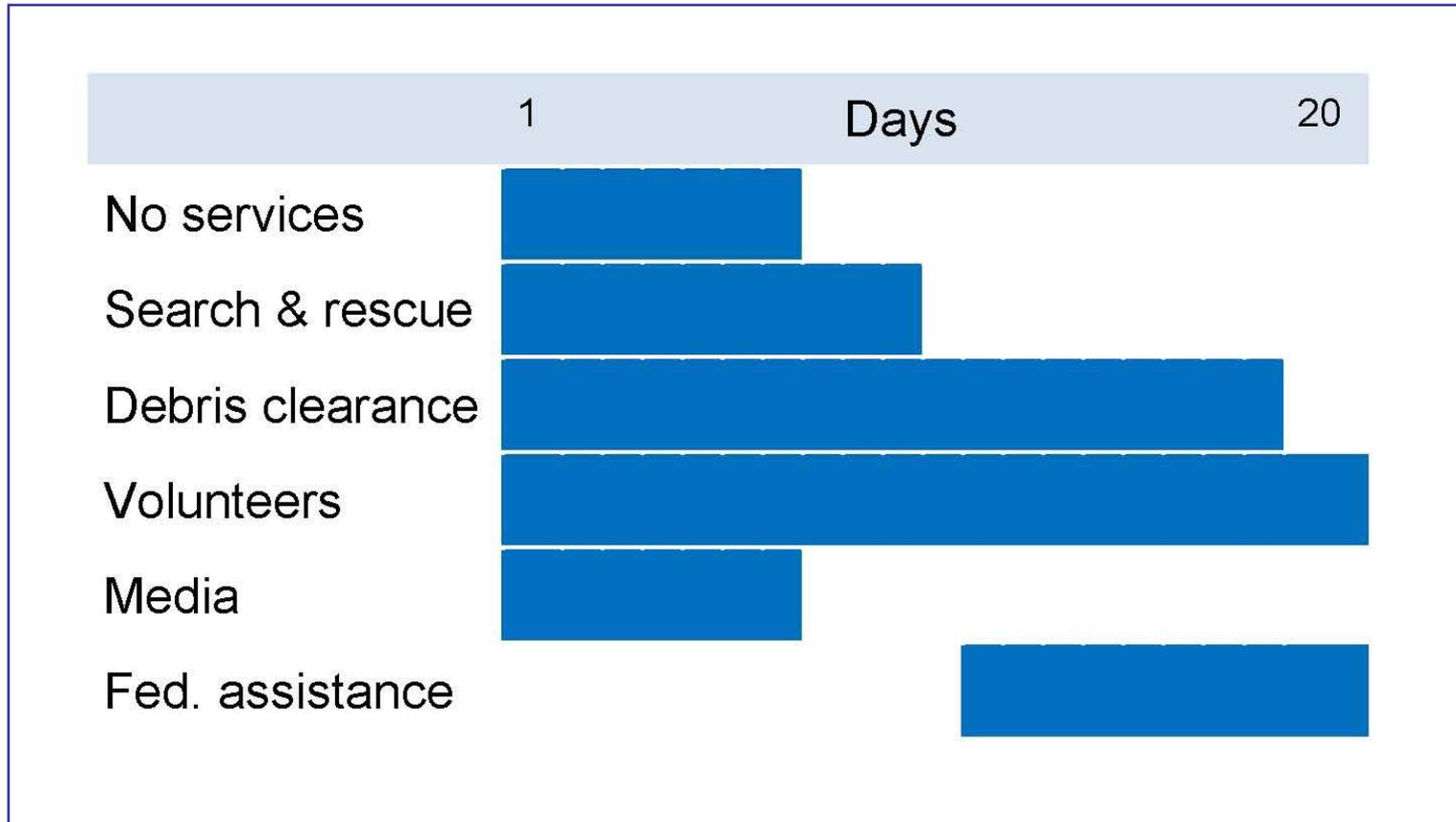
# Mitigate Harm

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

# 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.

# Time line of a disaster (tornado)



# 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