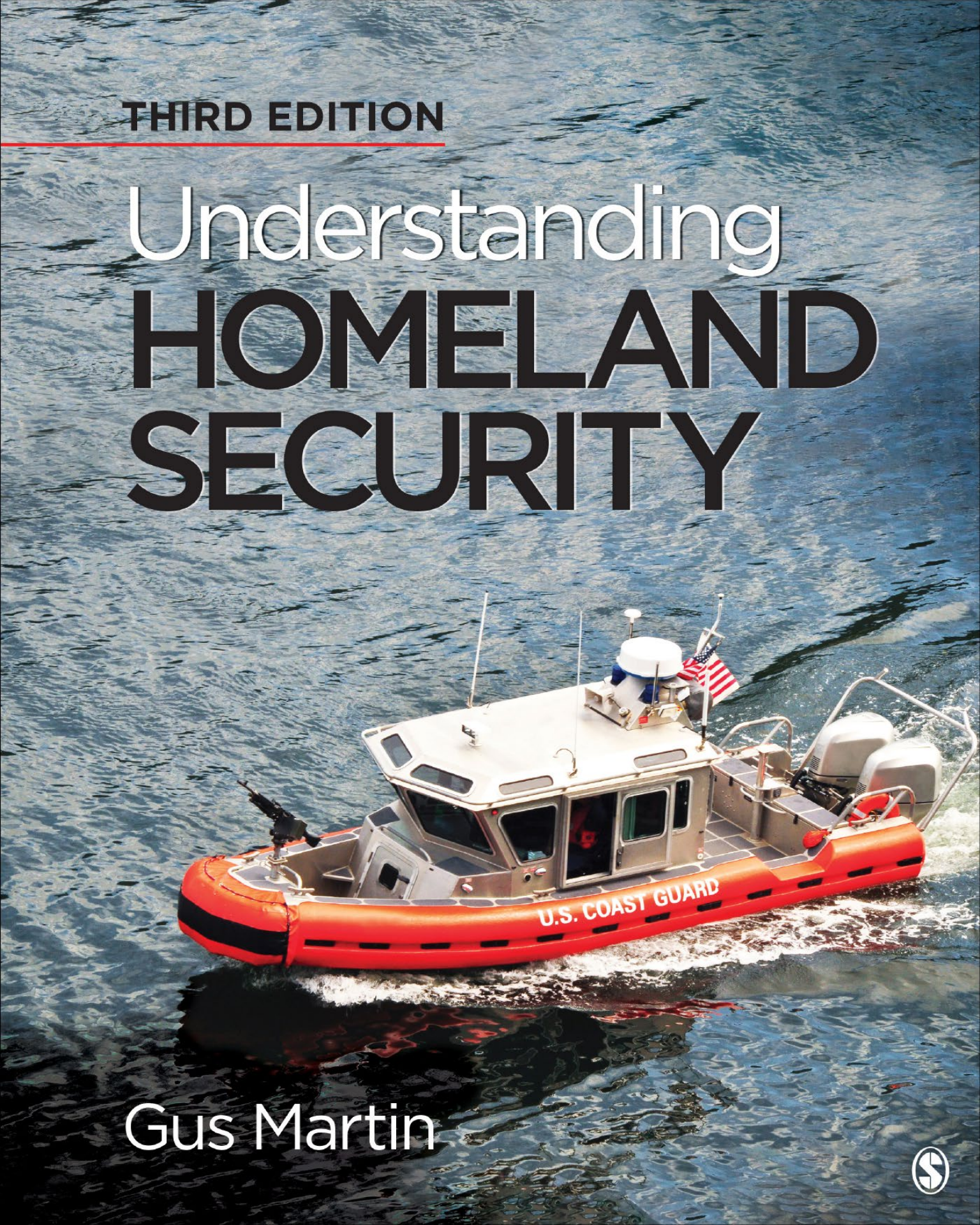
THIRD EDITION

Understanding HOMELAND SECURITY



Gus Martin

Understanding Homeland Security

Third Edition

This book is dedicated to Olumide, Sarah, and Ola Jane.

The invariable mark of wisdom is to see the miraculous in the common.

—Ralph Waldo Emerson

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Gus Martin

California State University, Dominguez Hills

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BRIEF CONTENTS

DETAILED CONTENTS

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INTRODUCTION AND RATIONALE

Welcome to *Understanding Homeland Security, Third Edition*, a comprehensive textbook for students and professionals who wish to explore the phenomenon of modern homeland security. Readers who fully engage themselves in the recommended course of instruction offered in the pages that follow will acquire a solid foundation for understanding the nature of issues addressed by the homeland security enterprise. Readers will also discover that their facility for critically assessing homeland security issues in general—and plausible incidents in particular—will be greatly improved.

At the outset, it is important to understand that the study of homeland security is, first and foremost, an investigation into how to secure society from the threat of violent extremism and other potential disasters. Courses that investigate homeland security must, therefore, review the policies, procedures, and administrative networks that anticipate and respond to plausible threats of political violence. None of these considerations can be discussed in isolation from the others if one wishes to develop facility in critically evaluating the nature of homeland security. Thus, the study of homeland security is also one of the most dynamic subjects in the social sciences.

This book is designed to be a primary resource for university students and professionals who require fundamental expertise in understanding homeland security. The content of *Understanding Homeland Security, Third Edition* is directed to academic and professional courses of instruction whose subject areas include homeland security, terrorism, criminal justice administration, political conflict, armed conflict, and social environments. It can be incorporated into classes and seminars covering security studies, the administration of justice, conflict resolution, political theory, and other instruction in the social sciences. It is intended for undergraduate and master's-level university students as well as professionals who require instruction in understanding terrorism.

No prerequisites are specifically recommended, but grounding within one of the following disciplines would be helpful: political science, government, administration of justice, or public administration.

COURSE OVERVIEW AND PEDAGOGY

Understanding Homeland Security, Third Edition introduces readers to homeland security in the modern era, focusing on the post–September 11, 2001, period as its primary emphasis. It is a review of theories, agency missions, laws, and regulations governing the homeland security enterprise. It is also a review of the many threat scenarios and countermeasures that exist in the post–September 11 era. Very importantly, a serious exploration will be made of the underlying reasons for constructing an extensive homeland security system—for example, threats of extremist violence, potential nonterrorist hazards, and historical episodes of challenges to homeland security.

The pedagogical approach of *Understanding Homeland Security, Third Edition* is designed to stimulate critical thinking. Students, professionals, and instructors will find that each chapter

follows a sequence of instruction that builds on previous chapters and, thus, incrementally enhances the reader's knowledge of each topic. Chapters incorporate the following features:

Chapter Learning Objectives. Using Bloom's taxonomy, chapter objectives are summarized at the beginning of each discussion.

Opening Viewpoints. At the beginning of each chapter, Opening Viewpoints present relevant examples of theories and themes discussed in each chapter and serve as "reality checks" for readers.

Chapter Perspectives. Chapters incorporate focused presentations of perspectives that explore people, events, organizations, and movements relevant to the subject matter of each chapter.

Global Perspectives. Selected chapters incorporate presentations of international perspectives that explore global people, events, organizations, and movements relevant to the subject matter of each chapter.

Discussion Boxes. Discussion Boxes present provocative information and pose challenging questions to stimulate critical thinking and further debate.

Chapter Summary. A concluding discussion recapitulates the main themes of each chapter.

Key Terms and Concepts. Important terms and ideas introduced in each chapter are listed for review and discussion. These Key Terms and Concepts are further explored and defined in the Glossary.

Recommended Websites and Web Exercises. Web exercises at the ends of chapters have been designed for students, professionals, and instructors to explore and discuss information found on the Internet.

Recommended Readings. Suggested readings are listed at the end of each chapter for further information or research on each topic.

STUDENT STUDY SITE

SAGE Publications has dedicated an online Student Study Site to *Understanding Homeland Security, Third Edition*. The companion website enables readers to better master the course and book material and provides instructors with additional resources for enriching the quality of their course of instruction. The URL for the Student Study Site is edge.sagepub.com/martinhs3e.

CHAPTER GUIDE

This volume is organized into five thematic units, each consisting of pertinent chapters. A Glossary is included after the substantive chapters.

Part I. Foundations of Homeland Security

Part I comprises chapters that provide historical and definitional background; discuss all-hazards issues, the legal foundations of homeland security, and civil liberties debates; and supply an organizational overview of the system.

Chapter 1. History and Policy: Defining Homeland Security

Chapter 1 presents an introduction to the concept of homeland security. This chapter begins with a review of the historical context of homeland security. This historical perspective serves as the prelude to a conceptual analysis of homeland security in the modern era. The discussion concludes with a review of policy options for promoting domestic security.

Chapter 2. Homeland Security and the All-Hazards Umbrella

The discussion in Chapter 2 investigates the broad conceptualization of homeland security known as the all-hazards umbrella—this conceptualization encompasses both terrorist hazards and nonterrorist hazards. The terrorism nexus is discussed within the context of conventional and unconventional weapons and hazards. The all-hazards nexus is discussed within the context of nonterrorist hazards, such as natural disasters and technological scenarios.

Chapter 3. The Legal Foundations of Homeland Security

In Chapter 3, readers become familiar with central legal concepts underlying the homeland security enterprise. International and historical perspectives and events are explored, as are pertinent laws passed in the pre–9/11 era as well as legislation passed after 9/11. The scope of the USA PATRIOT Act of 2001 is outlined and discussed, including discussion of post–9/11 legislation such as the USA FREEDOM Act of 2015.

Chapter 4. Civil Liberties and Securing the Homeland

Chapter 4 investigates the implications of implementing the homeland security system on civil liberties. The careful balance between achieving security and preserving civil liberties is evaluated. A historical context of challenges to civil liberties is presented to provide an instructive perspective on the modern era.

Part II. Homeland Security Agencies and Missions

Part II discusses the homeland security organizational enterprise and its mission.

Chapter 5. Agencies and Missions: Homeland Security at the Federal Level

Chapter 5 discusses and evaluates the federal level of the homeland security enterprise. The scope of the federal homeland security bureaucracy is discussed, as is the role of the Department of Homeland Security. The discussion includes assessments of the roles of other sector-specific federal agencies. It also explores the mission of the military in supporting the homeland security enterprise.

Chapter 6. Prediction and Prevention: The Role of Intelligence

Chapter 6 discusses and evaluates the mission of the U.S. intelligence community and its presence as a member of the homeland security enterprise. This chapter investigates the configuration and central role of the intelligence community in securing the homeland.

Chapter 7. Agencies and Missions: Homeland Security at the State and Local Levels

Chapter 7 discusses and evaluates the state and local levels of the homeland security enterprise. The purpose of this presentation is to investigate administrative systems and resources

available at local levels of governance, since it is from these levels that first responders are deployed when an incident occurs. State systems, local initiatives, and the roles of law enforcement agencies are discussed.

Part III. The Terrorist Threat and Homeland Security

Part III probes terrorist threat environments.

Chapter 8. Sea Change: The New Terrorism and Homeland Security

The nature of terrorism in the modern era is investigated in Chapter 8. This chapter compares and contrasts the "Old Terrorism" and the New Terrorism, explores the role of religion in modern terrorism, and examines new modes of terrorism and warfare. Asymmetrical warfare, netwar, and the destructive use of technologies are discussed. This chapter also discusses policy options for countering extremism and terrorism.

Chapter 9. The Threat at Home: Terrorism in the United States

Chapter 9 presents an overview of terrorism in postwar America. It probes the background of political violence from the left and right and presents a detailed discussion of leftist and rightist terrorism in the United States. The chapter also evaluates international terrorism and prospects for violence emanating from modern religious extremists on the left and right. The phenomenon of lone-wolf terrorism in the United States is explored.

Part IV. Preparedness and Resilience

Part IV discusses resilience, prevention, protection of security nodes, planning, and the role of responders at every level.

Chapter 10. Porous Nodes: Specific Vulnerabilities

Chapter 10 explores sensitive sectors of the homeland security enterprise. The purpose of this chapter is to examine the vulnerability of critical security nodes that may plausibly be targeted by violent extremists. It begins with a discussion of challenges to cybersecurity and continues with examinations of issues related to aviation, border, and port security.

Chapter 11. Always Vigilant: Hardening the Target

Chapter 11 investigates target hardening within the context of several vulnerable sectors. Information security is discussed within the contexts of cyberwar as a counterterrorist option and the use of surveillance technologies. Protecting critical infrastructure, border control, and transportation security are also discussed.

Chapter 12. Critical Resources: Resilience and Planning

Chapter 12 investigates the roles of resilience and proper planning, including the importance of prevention and mitigation planning. Within this context, responses to terrorist deployment of chemical, biological, radiological, and nuclear hazards are examined.

Chapter 13. Critical Outcomes: Response and Recovery

Chapter 13 investigates response and recovery mechanisms, focusing on administrative coordination and planning. Within this framework, the discussion delivers an overview of federal,

state, and local response and recovery coordination and planning. The challenge of reactive planning is also presented.

Part V. Homeland Security: An Evolving Concept

Part V discusses the future of homeland security.

Chapter 14. The Future of Homeland Security

In Chapter 14, readers are challenged to critically assess trends and other factors that can be used to project near-future issues involving the homeland security enterprise. In particular, this chapter presents fresh discussions and data. Likely scenarios for homeland security challenges and threat environments of the near future are offered.

NEW TO THIS EDITION

- Reflecting the importance of intelligence within homeland security, a new chapter has been added (Chapter 6. Prediction and Prevention: The Role of Intelligence) that examines the mission of the U.S. intelligence community and its presence as a member of the homeland security enterprise.
- The content of several chapters has been reorganized to better reflect the changing homeland security environment.
  - Coverage of cybersecurity is now included in Chapter 11 on target hardening.
  - Coverage of border control is now discussed in Chapter 10 on specific vulnerabilities.
  - Discussion of CBRN threats has been moved to Chapter 12 on resilience planning.
- Critical topics have been added or expanded in the new edition, including
  - the role of FEMA and preparedness planning;
  - the different types of bombs that can be used in terrorist attacks;
  - the role of civil liberty and countering extremism through reform;
  - the responsibilities of the National Guard in responding to emergencies and restoring civil order;
  - asymmetrical warfare and the contagion effect, particularly in the case of motorized vehicle attacks;
  - resilience and the need for rapid recovery from emergencies;
  - the whole-community approach to local planning and preparedness;
  - the militarization of the police; and
  - electronic surveillance by government agencies.

Recent events, terrorist attacks, and cyberattacks have been included, such as the pipe bomb clusters in Manhattan and New Jersey, the hackings during the 2016 and 2018 elections, the mailing of pipe bombs to prominent politicians and other public individuals in 2018, recent school shootings, and the shooting at the Tree of Life synagogue in Pittsburgh, Pennsylvania.

Hijacked United Airlines Flight 175 from Boston crashes into the south tower of the World Trade Center and explodes at 9:03 a.m. on September 11, 2001, in New York City.

Spencer Platt/Getty Images

PART ONE

FOUNDATIONS OF HOMELAND SECURITY

HISTORY AND POLICY

Chapter Learning Objectives

This chapter will enable readers to do the following:

1. Apply a working definition of homeland security
2. Describe historical perspectives on homeland security in the United States
3. Explain the modern concept of homeland security and its dynamic qualities
4. Analyze policy options and response categories for threats to the homeland

Events on the morning of September 11, 2001, profoundly impacted how the people of the United States perceived the quality of violence posed by modern terrorism. The United States had certainly experienced domestic terrorism for much of its history but never on the scale of the 9/11 attacks and never with the underlying understanding that Americans themselves were primary targets. In previous generations and recent history, terrorist attacks were primarily the work of domestic extremists, and cross-border violence was perceived as an exception that occurred mostly beyond the borders of the American homeland. For this reason, domestic security initiatives prior to the era of homeland security were conceptually centered on suppressing domestic dissidence rather than responding to threats from abroad.

After the September 11 attacks, a profound and fundamental policy shift occurred in the American approach to domestic security. A new concept, *homeland security*, was adopted to coordinate preparedness and response initiatives at all levels of society. The new homeland security enterprise marshaled the resources of federal, state, local, and private institutions. The intention was to create an ongoing and proactively dynamic nationwide culture of vigilance. This new concept supplanted previously reactive and largely decentralized approaches to extremist violence.

In the current domestic security environment, the new homeland security enterprise is conceptually dynamic in the sense that it evolves and adapts with changing security threats and terrorist environments.

Unlike previous security environments, modern homeland security policies must necessarily be configured to link domestic policies to emerging international events; this is a dynamic and ongoing policymaking process. Depending on national and political necessities, its purview has also been expanded to include hazards other than extremist violence. At the same time, core initiatives and goals drive homeland

security so that it has become an integral component of security preparedness and response efforts at all levels of government and society. Thus, the post–9/11 era has become a period of history wherein the concept of homeland security is common to the domestic security culture of the United States.

Homeland security is a relatively new concept that, however defined, exists to safeguard the domestic security of the United States and broadly promote the stability of society when man-made and natural disasters occur. Although originally configured to describe national responses to domestic terrorist incidents in the aftermath of the September 11, 2001, terrorist attacks, homeland security was conceptually expanded after Hurricane Katrina in 2005 to include preparedness and recovery from natural and hazard-related incidents. Nevertheless, it is the domestic security mission of the homeland security enterprise that continues to be its fundamental and underlying tenet in the modern era. An extraordinarily large amount of resources—human and financial—are devoted to strengthening domestic security and coordinating this effort at all levels of government.

In the modern era, the threat of terrorism and other challenges to domestic security have significantly affected the missions of government agencies, nationally and locally. Every level of each domestic security organization, law enforcement agency, and emergency response institution incorporates homeland security contingency planning and training. Homeland security has become endemic to the modern domestic security environment and is arguably the domestic counterpart to international counterterrorist initiatives undertaken by national security and national defense institutions. However, although the concept of homeland security has created a fresh and pervasive domestic security environment in the modern era, similar security environments have existed periodically in the history of the United States. This historical perspective is often misunderstood and commonly forgotten in the current security environment.

This chapter investigates definitional issues in the study of homeland security. Here you will probe the historical and cultural nuances of these issues and develop a critical understanding of why defense of the homeland became a central policy initiative in the United States. Historically, perceived threats to domestic security have resulted in the designation of sometimes controversial security environments. For example, periodic anticommunist Red Scares occurred during the twentieth century in which authoritarian procedures were adopted to preempt perceived threats of sedition. (Full consideration of the Red Scares is provided in Chapter 4.) Within this context, it must be remembered that the development of modern homeland security theory evolved within a practical and real-life framework—in other words, a nontheoretical reality in which actual and verifiable threats to domestic security do exist. Such threats emanate from both foreign and domestic sources. General categories of policy options in response to domestic threats are presented in this chapter to facilitate your understanding of definitional perspectives. These policy options represent examples of the domestic application of homeland security intervention.

The discussion in this chapter will review the following topics:

- The past as prologue: The historical context of homeland security
- Defining an era: What is homeland security?
- Domestic security and threats to the homeland: Policy options

THE PAST AS PROLOGUE: THE HISTORICAL CONTEXT OF HOMELAND SECURITY

In the aftermath of the September 11, 2001, terrorist attacks on the United States, the federal government exercised swift leadership in significantly altering the domestic security culture. It did this by aligning national response mechanisms with the newly emergent threat environment. The post–9/11 threat environment proved to be dynamic in the sense that it posed new challenges for the homeland security enterprise over time—for example, the emergent prominence of the Islamic State of Iraq and the Levant, also known as Islamic State of Iraq and al-Sham (ISIS), in 2014. For this reason, national response mechanisms were likewise required to be nimble in designing responsive policies.

It is important to understand that this modern alignment was not the first time the United States adapted its domestic security culture to perceived or actual threat environments. There are many historical examples that predate the post–9/11 era, and these examples provide historical context to the study of the modern concept of homeland security. Table 1.1 summarizes several historical homeland security environments.

Table 1.1 The Past as Prologue: The Historical Context of Homeland Security

The modern homeland security environment grew from the need to design a systematic approach toward responding to threats to domestic security. Several historical periods predated the modern environment. The following table summarizes these historical periods, plausible threats, and defining events.

Historical Period	Activity Profile	
	Plausible Threats	**Defining Events**
Early Republic (External Threats)	Frontier conflicts Border security	Native American warfare War of 1812 1916 Mexican Expedition
Early Republic (Domestic Threats)	Early disturbances Regional conflict Labor and ideological conflict Racial terrorism	Whiskey Rebellion Civil War and Reconstruction Haymarket Riot; Homestead Strike; Anarchist terrorism KKK terrorism
Modern Era (Post–WWII)	Cold War Domestic discord International religious terrorism	Civil defense Civil Rights movement; 1960s protests Mass-casualty attacks

From its inception, the United States responded to foreign and domestic crises and threats during periods when the concept of homeland security did not exist in its modern context. Responses to emergencies and threats differed markedly depending on the security environment characterizing each period. Nevertheless, the perceived threats were deemed, at the time, to be significant enough to warrant intensive policy intervention.

External Threats to the Early Republic

During the colonial and early republic periods, most security threats emanated from frontier conflicts between Native Americans and settlers, and the burden of responding to such emergencies initially fell to local and state militias. Border security became paramount in the aftermath of British incursions during the War of 1812, resulting in federal coordination of the construction and garrisoning of forts and coastal defenses. Border defense, frontier expansion, and occasional military campaigns (such as the Mexican Expedition of 1916) were typical security priorities. Nevertheless, until the Second World War, the national budget for centralized security spending in the United States traditionally remained low, except in times of war.

Whiskey Rebellion: One of the early post-independence disturbances was popularly known as the Whiskey Rebellion, an anti-tax uprising in western Pennsylvania (1791–1794).

Domestic Threats to the Early Republic

Aside from early post-independence disturbances, such as the anti-tax **Whiskey Rebellion** in western Pennsylvania (1791–1794), security threats originating from domestic disputes were rare and short-lived. The Civil War and postwar Reconstruction in the American South were, of course, exceptions to this pattern. Federal policies during the Civil War and Reconstruction included what would be labeled civil liberties abrogations in the modern era as well as the use of national institutions (such as the army and federal marshals) to maintain order in the occupied South. As we will discuss in Chapter 4, restrictions on liberty have historically been enacted to address what were, at the time, deemed serious threats to the national security of the United States.

Haymarket Riot of 1886: During Chicago's Haymarket Riot of 1886, an anarchist threw a dynamite bomb at police officers, who then opened fire on protesters. Scores of officers and civilians were wounded.

It was not until the end of the nineteenth century that labor-related and ideological discord garnered national attention. American workers began to organize labor unions during the Civil War era, and thousands of workers were union members by the 1880s. In May 1886, large demonstrations inspired by a strike against the McCormick Harvesting Machine Company occurred in Chicago. On May 1, 1886, a large May Day parade was held at the McCormick plant, and two days later a worker was killed during a demonstration at the plant. On May 4, a large rally at Haymarket Square in Chicago precipitated the **Haymarket Riot of 1886**, when an anarchist threw a dynamite bomb at police officers who were attempting to disperse the crowd. The police then opened fire on protesters. Seven police officers and three civilians were killed, and scores were wounded. During the **Homestead Steel Strike of 1892** on the Monongahela River near Pittsburgh, a strike by steelworkers resulted in a pitched gun battle between striking workers and hundreds of Pinkerton agents (in which the strikers prevailed). The strike was eventually suppressed

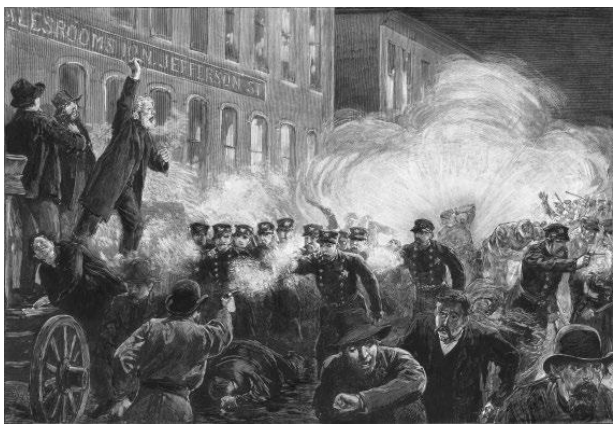

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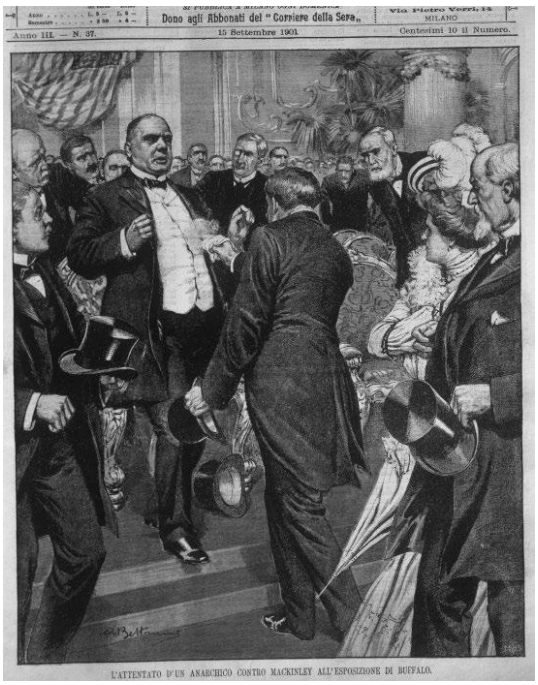
Photo 1.1 The Haymarket bombing and riot on May 4, 1886. Chicago police fired into the crowd after an anarchist threw a dynamite bomb that killed several officers.

Homestead Steel Strike of 1892: During the Homestead Steel Strike of 1892 on the Monongahela River near Pittsburgh, a strike by steelworkers resulted in a pitched gun battle between striking workers and hundreds of Pinkerton agents (in which the strikers prevailed). The strike was eventually suppressed following intervention by the Pennsylvania state militia.

following intervention by the Pennsylvania state militia. Both incidents are examples of serious labor-related discontent. In addition, ideological extremists, such as violent anarchists and communists, were responsible for events such as the 1901 assassination of President William McKinley (by an anarchist), the Wall Street bombing of 1920 (which killed and wounded more than 170 people and was never solved), and numerous other bombings and attempted assassinations. Federal soldiers and state militias were deployed on hundreds of occasions during this period. Racial terrorism, often committed by the Ku Klux Klan, also contributed to the perceived need for nationwide responses to extremist violence. In this environment, laws were passed to suppress activism and extremism. These included the Espionage Act of 1917, the Immigration Act of 1918, and the Sedition Act of 1918. During this period, known as the first Red Scare, federal and state government agents were deployed to disrupt perceived subversive groups and detain suspected extremists.



DEA/A. DAGLI ORTI/De Agostini/Getty Images

Photo 1.2 U.S. president William McKinley is shot on September 6, 1901, by anarchist Leon Czolgosz, who hid his gun in a handkerchief and fired as the president approached to shake his hand. McKinley died eight days later.

Modern Precursors to Homeland Security

After the Second World War, the international community entered a prolonged period of competition and conflict between the United States and the Soviet Union and their allies. Known as the Cold War, the period from the late 1940s to the late 1980s was a time of threatened nuclear warfare, actual and extensive warfare in the developing world, and domestic security tension in the United States. The threat of nuclear war spawned an extensive network of civil defense programs in the United States, extending from the national level to the local level. Virtually every community engaged in civil defense drills and contingency planning. Federal civil defense initiatives were subsumed under and coordinated by a succession of agencies. These included the Civil Defense Administration, the Office of Defense Mobilization, the Office of Civil and Defense Mobilization, and the Office of Civil Defense. In 1979, the Federal Emergency Management Agency (FEMA) was established for the overall coordination of disaster relief.

During the Cold War, domestic disturbances in the United States led to the initiation of federal, state, and local efforts to monitor activist activity and quell disorder. These disturbances included civil rights marches in the American South, urban riots during the 1960s, student activism on college campuses, rioting at the 1968 Democratic National Convention, and terrorist attacks by ideological and nationalist extremists. Disorders gradually receded with the passage of civil rights laws, the end of the Vietnam War, and the end of the Cold War, brought about by the dissolution of the Soviet Union.

Following the Cold War, significant new threats to domestic security arose from extremists who had no compunction against launching mass-casualty attacks against civilian "soft targets." The 1993 World Trade Center and 1995 Oklahoma City bombings were deliberate attempts to maximize civilian casualties and damage to the intended targets. The September 11, 2001, attacks on the World Trade Center and the Pentagon were the final incident prior to the modern era of homeland security.

DEFINING AN ERA: WHAT IS HOMELAND SECURITY?

The catastrophic terrorist attack on September 11, 2001, was a defining moment for the United States. With nearly 3,000 fatalities, the nation found itself at war against an enemy who was clearly adept at converting modern technology into weapons of mass destruction. Thus, the dawn of the twenty-first century witnessed the birth of the modern era of homeland security. Pervasive domestic security systems became a new norm for the United States, and internationally, the nation embarked on its longest war. Ironically, the death of al-Qaeda leader Osama bin Laden in May 2011 occurred on the eve of the 10th commemoration of the September 11 attack on the U.S. homeland. Significantly, homeland security continued to serve as an essential institution for maintaining vigilance against terrorist threats, as evidenced by emergency response and domestic security procedures following the April 2013 Boston Marathon bombing. Chapter Perspective 1.1 discusses the successful hunt for Osama bin Laden and events leading to his death.

The Death of Osama bin Laden

Al-Qaeda founder Osama bin Laden was killed during a raid by U.S. naval special forces on May 2, 2011, in Abbottabad, Pakistan. The successful attack by a unit popularly known as SEAL Team Six ended an intensive manhunt for the most wanted terrorist leader in the world.

The successful hunt for Osama bin Laden originated from fragments of information gleaned during interrogations of prisoners over several years, beginning in 2002. Believing that bin Laden retained couriers to communicate with other operatives, interrogators focused their attention on questioning high-value targets about the existence and identities of these couriers. This focus was adopted with an assumption that bin Laden and other al-Qaeda leaders would rarely communicate using cell phone technology as a precaution against being intercepted by Western intelligence agencies.

Early interrogations produced reports that a personal courier did indeed exist, a man whose given code name was Abu Ahmed al-Kuwaiti. In about 2007, intelligence officers learned al-Kuwaiti's real name, located him, and eventually followed him to a recently built compound in Abbottabad, Pakistan. U.S. intelligence operatives observed the compound locally from a safe house and concluded that it concealed an important individual. Based on other surveillance and circumstantial intelligence information, officials surmised that Osama bin Laden resided at the compound with his couriers and their families.

Options for assaulting the compound included a surgical strike by special forces, deploying strategic bombers to obliterate the compound, or a joint operation with Pakistani security forces. The latter two options were rejected because of the possibility of killing innocent civilians and distrust of Pakistani security agencies. Approximately two dozen SEAL commandos practiced intensely for the assault and were temporarily detailed to the CIA for the mission. A nighttime helicopter-borne attack was commenced on May 2, 2011. The courier al-Kuwaiti and several others were killed during the assault, and women and children found in the compound were bound and escorted into the open to be found later by Pakistani security forces. Osama bin

(Continued)

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Laden was located on an upper floor of the main building and shot dead by SEALs. Four others were killed in addition to bin Laden, whose body was taken away by the assault team. He was subsequently buried at sea.

Al-Qaeda threatened retribution for the attack and named Ayman al-Zawahiri as bin Laden's successor in June 2011. Subsequent to bin Laden's death, al-Qaeda's leadership brand faced competition from a new Islamist movement calling itself the Islamic State of Iraq and the Levant (ISIS).

What effect did the successful hunt for Osama bin Laden have on domestic homeland security?

Which options are most desirable when conducting global manhunts for terrorist suspects?

How can homeland security agencies and assets best be coordinated internationally?

Photo 1.3 Official seal of the U.S. Department of Homeland Security.

The term *homeland security* was, at first, considered to be a rather vague and imprecise descriptor. It nevertheless became a conceptually integral element in designing policies to protect the United States from violent extremists. This section will discuss this concept by exploring homeland security within the following contexts:

- The modern era of homeland security
- Conceptual foundation: Central attributes of homeland security
- The homeland security environment: A dynamic construct
- A new focus: The *Quadrennial Homeland Security Review Report*

The Modern Era of Homeland Security

The modern era of homeland security began with the rapid implementation of a series of policy initiatives in the immediate aftermath of the September 11, 2001, terrorist attacks. These initiatives heralded the establishment of a new security culture in the United States, one that significantly affected the work of government and the everyday lives of residents. The new homeland security environment unfolded very quickly in the following sequence:

- On September 20, 2001, President George W. Bush announced that a new Office of Homeland Security would be created as a unit in the White House.
- On September 24, 2001, President Bush stated that he would propose the passage of new homeland security legislation titled the "Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act," popularly known as the **USA PATRIOT Act of 2001**.
- On October 8, 2001, President Bush issued **Executive Order 13228**. This executive order was titled "Establishing the Office of Homeland Security and the Homeland Security Council" and stated that "the functions of the Office [of Homeland Security] shall be to coordinate the executive branch's efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the

USA PATRIOT Act of 2001: On October 26, 2001, President George W. Bush signed the "Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001," commonly known as the USA PATRIOT Act, into law. It was an omnibus law whose stated purpose was, in part, to "deter and punish terrorist acts in the United States and around the world" by expanding the investigative and surveillance authority of law enforcement agencies.

United States."[1] This statement of purpose by the United States was the first to result from the September 11 crisis and continues to guide the implementation of the concept of homeland security in relation to counterterrorist policies.

Executive Order 13228: On October 8, 2001, President Bush issued Executive Order 13228, titled "Establishing the Office of Homeland Security and the Homeland Security Council."

- Also on October 8, 2001, Executive Order 13228 established a Homeland Security Council, charging it "to develop and coordinate the implementation of a comprehensive national strategy to secure the United States from terrorist threats or attacks."
- On October 26, 2001, the USA PATRIOT Act of 2001 was signed into law. Its stated purpose was, in part, to "deter and punish terrorist acts in the United States and around the world" by expanding the investigative and surveillance authority of law enforcement agencies.
- On October 29, 2001, the first **Homeland Security Presidential Directive (HSPD)** was issued by President Bush. Chapter Perspective 1.2 summarizes the first reported compilation of HSPDs as released by the Committee on Homeland Security of the U.S. House of Representatives.

Homeland Security Presidential Directives (HSPDs): On October 29, 2001, President Bush released the first of many HSPDs, which implement policies and procedures constituting the homeland security enterprise.

- On November 25, 2002, the cabinet-level Department of Homeland Security was established when President Bush signed the Homeland Security Act of 2002 into law.

Homeland Security Presidential Directives

In the aftermath of the September 11, 2001, terrorist attack, President George W. Bush issued a series of Homeland Security Presidential Directives (HSPDs). The House of Representatives' Homeland Security Committee published the first compilation of HSPDs in January 2008.[a] The following list summarizes the committee's first compilation. Classified HSPDs are noted as they occurred in the initial compilation, but they have since been declassified.

HSPD-1. Organization and Operation of the Homeland Security Council

HSPD-2. Combating Terrorism Through Immigration Policies

HSPD-3. Homeland Security Advisory System

HSPD-4. National Strategy to Combat Weapons of Mass Destruction

HSPD-5. Management of Domestic Incidents

HSPD-6. Integration and Use of Screening Information to Protect Against Terrorism

HSPD-7. Critical Infrastructure Identification, Prioritization, and Protection

HSPD-8. National Preparedness

HSPD-9. Defense of United States Agriculture and Food

HSPD-10. Biodefense for the 21st Century

HSPD-11. Comprehensive Terrorist-Related Screening Procedures

HSPD-12. Policy for a Common Identification Standard for Federal Employees and Contractors

HSPD-13. Maritime Security Policy

HSPD-14. Domestic Nuclear Detection

HSPD-15. (Classified—Not Available)

HSPD-16. National Strategy for Aviation Security

(Continued)

(Continued)

HSPD-17. (Classified—Not Available)

HSPD-18. Medical Countermeasures Against Weapons of Mass Destruction

HSPD-19. Combating Terrorism Use of Explosives in the United States

HSPD-20. National Continuity Policy

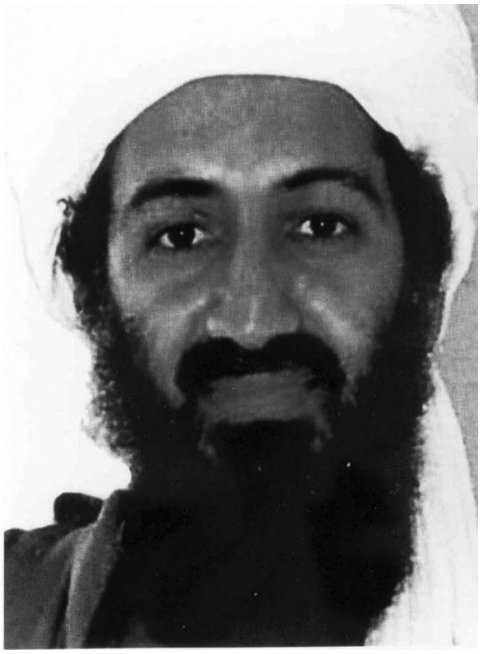
HSPD-21. Public Health and Medical Preparedness

Are HSPDs a valuable tool in framing homeland security policy?

How practical are HSPDs for implementing specific strategies?

Are alternative sources of leadership, other than the executive branch, viable centers for framing homeland security policy?

a. Committee on Homeland Security of the House of Representatives, *Compilation of Homeland Security Presidential Directives (Updated Through December 31, 2007)* (Washington, DC: U.S. Government Printing Office, 2008).



Mai/Mai/Time Life Pictures/Getty Images

Photo 1.4 Osama bin Laden. Bin Laden was killed during a raid by a U.S. naval special forces unit in Abbottabad, Pakistan, on May 2, 2011.

An interesting international corollary is that, in the post–9/11 era, homeland security has been adapted conceptually to the unique domestic environments of a number of Western democracies. In the European context, what is now considered homeland security was historically framed under the concept of security and (recently) *interoperability* among partners in the European Union. This approach reflected Europe's long experience with combating domestic terrorism conducted by ideological and nationalist extremists. Regardless of the preferred phraseology among Western nations, the homeland security concept expanded considerably during the post–9/11 era.

Conceptual Foundation: Central Attributes of Homeland Security

Because homeland security is a dynamic and evolving concept, it is instructive to identify its central attributes, that is, key features that influence modern approaches to applying homeland security initiatives to domestic threats. These central attributes are distinguishing features and concepts that define the current homeland security environment, and they include the following:

- The terrorist threat
- The federal bureaucracy
- State and local agencies
- Collaboration on conceptual foundations for comprehensive homeland security

The Terrorist Threat

The modern homeland security environment was created as a direct result of the terrorist attack on the American homeland on September 11, 2001. Plausible threat scenarios

include strikes by international terrorists, such as Islamists influenced by the al-Qaeda network. Possible scenarios also include attacks by homegrown ideological extremists as well as domestic sympathizers of religious extremism.

Subsequent attempts by violent extremists to launch domestic strikes have necessitated an unending effort to design and apply innovative domestic security policies and initiatives. As a result, verified conspiracies from international and domestic extremists have been detected and thwarted by law enforcement and intelligence agencies. A considerable number of domestic terrorist plots have been neutralized, and successful prosecutions of suspects have resulted in guilty verdicts and incarceration of conspirators.

The Federal Bureaucracy

The cabinet-level Department of Homeland Security (DHS) encompasses a large number of formerly independent agencies and casts an exceptionally wide, mission-focused net. Many DHS agencies have significant arrest and investigative authority, thus creating a massive (and potentially intrusive) regulatory bureaucratic enterprise. Other federal agencies not subsumed under the DHS are also tasked with engaging in domestic security missions.

Some agency roles overlap and are not clearly defined, but the federal bureaucracy is nevertheless responsible for framing general and specific homeland security policies as well as national responses. In effect, the federal bureaucracy provides overall leadership for the nation's homeland security enterprise and disburses resources and assistance to guide state and local authorities.

State and Local Agencies

Similar to the federal bureaucracy, states have created homeland security bureaus and agencies as a matter of necessity. Many state and local initiatives are undertaken using federal financial resources, which were widely disbursed following the September 11 attack. The result has been the permeation of homeland security offices and initiatives at all levels of government.

Homeland security training is a critical necessity, and a significant number of local law enforcement agencies regularly train personnel on how to respond to domestic security events. Non-law enforcement agencies, such as fire departments and emergency medical response agencies, similarly engage in homeland security training.

Collaboration on Conceptual Foundations for Comprehensive Homeland Security

Although achieving agreement on the conceptual foundations of homeland security appears to be a fruitless endeavor, one conceptualization is embodied in *The 2014 Quadrennial Homeland Security Review* (QHSR), discussed further in this chapter. The 2014 QHSR identifies "five basic homeland security missions . . . : Prevent Terrorism and Enhance Security . . . Secure and Manage Our Borders . . . Enforce and Administer Our Immigration Laws . . . Safeguard and Secure Cyberspace . . . Strengthen National Preparedness and Resilience."[2]

These missions are the conceptual foundation for a comprehensive approach to homeland security that includes effective integration of all homeland security operations. Operational integration ideally includes emergency preparedness, managing incident responses, and recovery efforts. However, as a practical matter, it is often difficult to seamlessly integrate these components. This is because the selection and implementation of preferred homeland security operations is part of an evolving and sometimes vigorous policy debate. Nevertheless, planning and responding agencies generally attempt to collaborate on

designing response options. There is general consensus that several fundamental response components are necessary and that these essential response operations require administrative integration at all levels of government. Thus, collaboration on the comprehensive conceptual framework presented in the QHSR is a desired goal in theory, if not always in fact.

The Homeland Security Environment: A Dynamic Construct

An important step with respect to defining homeland security is the need to develop an understanding of its relevance to the synonymic concept of *domestic security*. Both embody response options to threat environments existing within the borders of the United States. Within this context, although homeland security can certainly be significantly affected by threats originating from international sources (such as al-Qaeda), the concept of *defending the homeland* inside its borders is at the heart of homeland security. In comparison, the international dimension of waging the war on terrorism extends outside the borders of the United States and resides under the authority of diplomatic missions, intelligence agencies, and the defense establishment. Defining homeland security is largely an exercise in addressing the question of how to protect the nation within its borders from threats domestic and foreign.

In the modern era, homeland security is a dynamic concept that constantly evolves with the emergence of new terrorist threats and political considerations. This evolution is necessary because domestic counterterrorist policies and priorities must adapt to ever-changing political environments and emergent threat scenarios. Factors that influence the conceptualization and implementation of homeland security include changes in political leadership, demands from the public, and the discovery of serious terrorist plots (both successful and thwarted). Keeping this in mind, the following statement by the U.S. Department of Homeland Security exemplifies the conceptual framework for homeland security in the United States (with emphasis added):

> *Protecting the American people from terrorist threats is the reason the Department of Homeland Security was created, and remains our highest priority*. Our vision is a secure and resilient nation that effectively prevents terrorism in ways that preserve our freedom and prosperity. . . . Terrorist tactics continue to evolve, and we must keep pace. Terrorists seek sophisticated means of attack, including chemical, biological, radiological, nuclear and explosive weapons, and cyber attacks. Threats may come from abroad or be homegrown. We must be vigilant against new types of terrorist recruitment as well, by engaging communities at risk [of] being targeted by terrorist recruiters. . . . The Department's efforts to prevent terrorism are centered on a risk-based, layered approach to security in our passenger and cargo transportation systems and at our borders and ports of entry. It includes new technologies to:
>
> - Detect explosives and other weapons
> - Help [protect] critical infrastructure and cyber networks from attack
> - Build information-sharing partnerships
>
> We do this work cooperatively with other federal, state, local, tribal and territorial law enforcement as well as international partners.[3]

Thus, domestic security and protecting the homeland from terrorist threats must be considered core concepts when defining homeland security. These core definitional concepts embody the central mission of the homeland security community at all levels of government.

Although the evolution and expansion of the homeland security umbrella will, from time to time, incorporate additional missions (depending on contemporary political demands), the central focus on protection from violent extremism is an enduring and basic definitional component.

A New Focus: The Quadrennial Homeland Security Review Report

In February 2010, the U.S. Department of Homeland Security published a document intending to consolidate the definition of homeland security by presenting the concept as encompassing a broader and more comprehensive mission than previously envisioned. The document was titled ***Quadrennial Homeland Security Review Report: A Strategic Framework for a Secure Homeland*** **(QHSR)**, and it was the first of what were projected to be regular quadrennial assessments of homeland security.

The intended purpose of the 2010 QHSR was to "outline the strategic framework to guide the activities of participants in homeland security toward a common end."[4] In this report, Homeland Security secretary Janet Napolitano explained that the core concept for this strategic framework is a new policy-related comprehensiveness, which she termed the **homeland security enterprise**. Napolitano stated,

> The QHSR identifies the importance of what we refer to as the homeland security enterprise—that is, the Federal, State, local, tribal, territorial, nongovernmental, and private-sector entities, as well as individuals, families, and communities who share a common national interest in the safety and security of America and the American population. The Department of Homeland Security (DHS) is one among many components of this national enterprise. In some areas, like securing our borders or managing our immigration system, the Department possesses unique capabilities and, hence, responsibilities. In other areas, such as critical infrastructure protection or emergency management, the Department's role is largely one of leadership and stewardship on behalf of those who have the capabilities to get the job done. In still other areas, such as counterterrorism, defense, and diplomacy, other Federal departments and agencies have critical roles and responsibilities, including the Departments of Justice, Defense, and State, the Federal Bureau of Investigation, and the National Counterterrorism Center. Homeland security will only be optimized when we fully leverage the distributed and decentralized nature of the entire enterprise in the pursuit of our common goals.[5]

The second QHSR assessment, titled *The 2014 Quadrennial Homeland Security Review*, was published in June 2014. The purpose of the 2014 QHSR was summarized as follows:

> More than 12 years after the attacks of September 11, 2001, the United States is poised to begin a new era in homeland security. Long-term changes in the security environment and critical advances in homeland security capabilities require us to rethink the work DHS does with our partners—the work of building a safe, secure, and resilient Nation.[6]

QHSR assessments are deemed necessary because homeland security is an evolutionary concept, and documentary reports such as the QHSR acknowledge the critical need to formally review and assess the homeland security mission.

The foregoing approach broadens the definition of homeland security and clearly reflects the dynamic evolution of the concept in the modern era. As noted previously, the

***Quadrennial Homeland Security Review Report: A Strategic Framework for a Secure Homeland* (QHSR):** A document published by the Department of Homeland Security intending to consolidate the definition of homeland security by presenting the concept as encompassing a broader and more comprehensive mission than previously envisioned. The QHSR is a documentary acknowledgment that homeland security is evolving conceptually.

homeland security enterprise: Homeland Security secretary Janet Napolitano explained that a new comprehensiveness, termed the *homeland security enterprise*, serves as the core concept for the *Quadrennial Homeland Security Review Report*'s strategic framework.

2014 QHSR identifies five homeland security missions, each comprising two or more goals. These missions and goals are summarized as follows:

Mission 1: Prevent Terrorism and Enhance Security

- Goal 1.1: Prevent Terrorist Attacks
- Goal 1.2: Prevent and Protect Against the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear Materials and Capabilities
- Goal 1.3: Reduce Risk to the Nation's Critical Infrastructure, Key Leadership, and Events

Mission 2: Securing and Managing Our Borders

- Goal 2.1: Secure U.S. Air, Land, and Sea Borders and Approaches
- Goal 2.2: Safeguard and Expedite Lawful Trade and Travel
- Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations and Other Illicit Actors

Mission 3: Enforce and Administer Our Immigration Laws

- Goal 3.1: Strengthen and Effectively Administer the Immigration System
- Goal 3.2: Prevent Unlawful Immigration

Mission 4: Safeguard and Secure Cyberspace

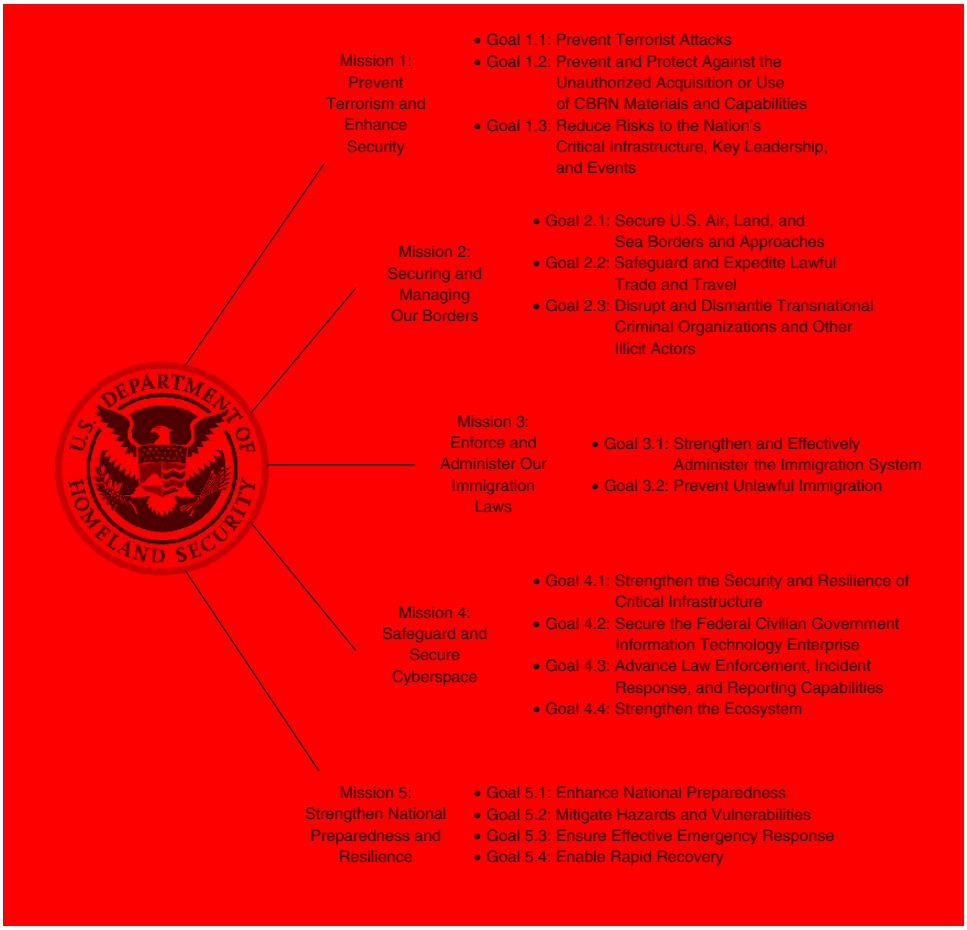
- Goal 4.1: Strengthen the Security and Resilience of Critical Infrastructure
- Goal 4.2: Secure the Federal Civilian Government Information Technology Enterprise
- Goal 4.3: Advance Law Enforcement, Incident Response, and Reporting Capabilities
- Goal 4.4: Strengthen the Ecosystem

Mission 5: Strengthen National Preparedness and Resilience

- Goal 5.1: Enhance National Preparedness
- Goal 5.2: Mitigate Hazards and Vulnerabilities
- Goal 5.3: Ensure Effective Emergency Response
- Goal 5.4: Enable Rapid Recovery[7]

The foregoing missions and goals represent an all-hazards approach to the homeland security enterprise; full discussion of the all-hazards umbrella is provided in Chapter 2. Figure 1.1 summarizes the QHSR's representation of the homeland security enterprise.

Figure 1.1 *The 2014 Quadrennial Homeland Security Review*: Homeland Security Enterprise Mission



Source: Quadrennial Homeland Security Review Report. U.S. Department of Homeland Security.

At the same time, the QHSR reiterates the centrality of domestic security and protecting the homeland against violent extremists. As explained in the 2014 QHSR, there are six "prevailing challenges that pose the most strategically significant risk" to the security of the United States:[8]

> The threats, hazards, trends, and other dynamics reflected in the drivers of change suggest several prevailing strategic challenges that will drive risk over the next five years:
>
> - The terrorist threat is evolving and, while changing in shape, remains significant as attack planning and operations become more decentralized. The United States and its interests, particularly in the transportation sector, remain persistent targets.
> - Growing cyber threats are significantly increasing risk to critical infrastructure and to the greater U.S. economy.

- Biological concerns as a whole, including bioterrorism, pandemics, foreign animal diseases, and other agricultural concerns, endure as a top homeland security risk because of both potential likelihood and impacts.
- Nuclear terrorism through the introduction and use of an improvised nuclear device, while unlikely, remains an enduring risk because of its potential consequences.
- Transnational criminal organizations are increasing in strength and capability, driving risk in counterfeit goods, human trafficking, illicit drugs, and other illegal flows of people and goods.
- Natural hazards are becoming more costly to address, with increasingly variable consequences due in part to drivers such as climate change and interdependent and aging infrastructure.[9]

In essence, then, the dynamic nature of homeland security in the post–9/11 era has trended toward comprehensive integration at all levels of government and society in order to strengthen domestic security. The primary focus of modern homeland security originated in response to terrorist threats against the homeland, which continue to provide its central mission, but the newly articulated homeland security enterprise embodies the trend toward encompassing other domestic emergencies. The QHSR represents a systematic review of the homeland security enterprise.

DOMESTIC SECURITY AND THREATS TO THE HOMELAND: POLICY OPTIONS

A necessary element for framing a definition of homeland security is to acquire a general understanding of available policy options that promote domestic security. When challenged by genuine threats of violence from extremists, the United States may select responsive courses of action from a range of policy initiatives. Domestically, constitutional and legal considerations constrain homeland security policy options. Internationally, counterterrorist options permit aggressive and often extreme measures to be employed. Regardless of whether domestic or international considerations predominate in the selection of response options, the underlying consideration is that targets are selected by terrorists because of their meaningful symbolic value. This is factored into the homeland security calculation when alternative options are selected to protect the homeland. Chapter Perspective 1.3 discusses the symbolism of attacks directed against American interests.

The following discussion outlines available options to counter threats of extremist violence. Detailed discussion of these and other domestic policy options will be presented in later chapters.

Cpl. Jason Ingersoll, USMC/U.S. Department of Defense

Photo 1.5 The Pentagon on the morning of September 11, 2001.

Domestic Policy Options

Policy options for domestic security may be classified within several broad categories. These include enhanced intelligence, security, legal options, and conciliatory options.

The Symbolism of Targets

Many targets are selected because they symbolize the interests of a perceived enemy. This selection process requires that these interests be redefined by extremists as representations of the forces against whom they are waging war. This redefinition process, if properly communicated to the terrorists' target audience and constituency, can be used effectively as propaganda on behalf of the cause.

The following attacks were launched against American interests.

June 1987: A car bombing and mortar attack were launched against the U.S. embassy in Rome, most likely by the Japanese Red Army.

February 1996: A rocket attack was launched on the American embassy compound in Greece.

August 1998: The U.S. embassies were bombed in Dar es Salaam, Tanzania, and Nairobi, Kenya. More than 200 people were killed.

September 2012: Islamist insurgents attacked a U.S. diplomatic compound and an annex in Benghazi, Libya. The U.S. ambassador and a foreign service officer were killed at the compound. Two CIA contractors were killed at the annex.

April 1988: A USO club in Naples, Italy, was bombed, most likely by the Japanese Red Army. Five people were killed.

November 1995: Seven people were killed when anti-Saudi dissidents bombed an American military training facility in Riyadh, Saudi Arabia.

November 2015: Four people, including two American trainers, were shot and killed by a Jordanian police captain at a police training facility near Amman, Jordan.

January 1993: Two were killed and three injured when a Pakistani terrorist fired at employees outside the Central Intelligence Agency headquarters in Langley, Virginia.

February 1993: The World Trade Center in New York City was bombed, killing six and injuring more than 1,000.

September 2001: Attacks in the United States against the World Trade Center and the Pentagon killed approximately 3,000 people.

January 2011: A viable antipersonnel pipe bomb was found in Spokane, Washington, along the planned route of a memorial march commemorating the Reverend Dr. Martin Luther King Jr.

May 2001: The Filipino Islamic revolutionary movement Abu Sayyaf took three American citizens hostage. One of them was beheaded by members of the group in June 2001.

January 2002: An American journalist working for the *Wall Street Journal* was kidnapped in Pakistan by Islamic extremists. His murder was later videotaped by the group.

August and September 2014: ISIS broadcast the beheadings of two captive American journalists.

August 1982: A bomb exploded aboard Pan Am Flight 830 over Hawaii. The Palestinian group 15 May committed the attack. The plane was able to land.

April 1986: A bomb exploded aboard TWA Flight 840. Four were killed and nine injured, including a

(Continued)

(Continued)

mother and her infant daughter, who fell to their deaths when they were sucked out of the plane. Flight 840 landed safely.

December 2001: An explosive device malfunctioned aboard American Airlines Flight 63 as it flew from Paris to Miami. Plastic explosives had been embedded in the shoe of passenger Richard Reid.

December 2009: An explosive device malfunctioned aboard Northwest Airlines Flight 253 as it approached Detroit, Michigan. Plastic explosives had been embedded in the underwear of passenger Umar Farouk Abdulmutallab.

If you were a strategist for an extremist organization, which symbolic targets would you prioritize?

Compare and contrast considerations that would make targets high value versus low value in terms of their symbolism.

What kind of target would it be a mistake to attack?

Intelligence

Intelligence refers to the collection of data. Its purpose is to create an informational database about extremist movements and to predict their behavior. As applied to homeland security threats, this process is not unlike that of criminal justice investigators who work to resolve criminal cases. In-depth discussion on the role of intelligence and the configuration of the intelligence community is provided in Chapter 6.

Enhanced Security

Target hardening enhances security for buildings, sensitive installations, transportation nodes, and other infrastructure that are potential targets. The purpose of such enhanced security is to deter or prevent terrorist attacks. Typical enhanced security measures include

Table 1.2 Domestic Policy Options: Intelligence and Enhanced Security

The following table summarizes basic elements of intelligence and enhanced security as domestic security policy options.

Domestic Security Option	Activity Profile		
	Rationale	Practical Objectives	Typical Resources Used
Intelligence	Prediction	Calculating the activity profiles of terrorists	Technology Covert operatives
Enhanced security	Deterrence	Hardening of targets	Security personnel Security barriers Security technology

observable security barriers and checkpoints as well as discreet surveillance technologies. Target hardening also involves enhanced technological security, such as innovative computer firewalls designed to thwart sophisticated cyberattacks.

Enhanced security measures are critical components of homeland security planning and preparation and can be applied to critical infrastructure, border security, port security, aviation security, and information nodes. Further discussion of target hardening is provided in greater detail in Chapter 11.

Table 1.2 summarizes the rationale for, practical objectives of, and typical resources used to implement intelligence and enhanced security policy options.

Legal Options

The United States has developed legal protocols to employ in dealing with terrorism. Some of these protocols were implemented to promote international cooperation, and others were adopted as matters of domestic policy. The overall objective of legal responses is to promote the rule of law and regular legal proceedings. Thus, legal options provide a lawful foundation for the homeland security enterprise. The following are examples of these responses:

- *Law enforcement* refers to the use of law enforcement agencies and criminal investigative techniques in the prosecution of suspected terrorists. This adds an element of *rule of law* to counterterrorism and homeland security. Counterterrorist laws attempt to criminalize terrorist behavior. This can be done by, for example, declaring certain behaviors to be criminal terrorism or enhancing current laws, such as those that punish murder.
- *International law* relies on cooperation among states. Those who are parties to international agreements attempt to combat terrorism by permitting terrorists no refuge or sanctuary for their behavior. For example, extradition treaties permit suspects to be taken into custody and transported to other signatory governments. In some cases, suspects may be brought before international tribunals.

Legal considerations are discussed in greater detail in Chapters 3 and 4, and further discussion of the homeland security role of law enforcement is provided in Chapter 7. The role of intelligence will be evaluated in Chapter 6.

Table 1.3 summarizes the rationale, practical objectives, and typical resources used for implementing legal options.

Conciliatory Options

Conciliation refers to communicating with extremists with the goal of identifying subjects of mutual interest. It is arguably a soft-line approach that allows policymakers to develop a range of options that do not involve confrontation, the use of force, or other suppressive methods. The objectives of conciliation depend on the characteristics of the terrorist threat. In some circumstances, conciliatory options may theoretically reduce or end a terrorist environment. Examples of these responses include the following:

- *Negotiation* refers to engaging with terrorists to agree on an acceptable resolution to a conflict. Negotiated solutions can be incident specific, or they can involve sweeping conditions that may completely resolve the conflict.

- *Concessionary options* can be generalized concessions, in which broad demands are accommodated, or incident specific, in which immediate demands are met.
- *Social reform* is an attempt to address the grievances of the terrorists and their championed group. Its purpose is to resolve the underlying problems that caused the terrorist environment to develop.

Table 1.3 Domestic Policy Options: Legalistic Responses

The purpose of legalistic responses is to provide protection to the general public, protect the interests of the state, and criminalize the behavior of the terrorists. The following table summarizes basic elements of legalistic responses.

Domestic Security Option	Activity Profile		
	Rationale	Practical Objectives	Typical Resources Used
Law enforcement	Enhancement of security apparatus Demilitarization of counterterrorist campaign	Day-to-day counterterrorist operations Bringing terrorists into the criminal justice system	Police personnel Specialized personnel
Domestic laws	Criminalization of terrorist behavior	Enhancement of criminal penalties for terrorist behavior Bringing terrorists into the criminal justice system	Criminal justice system Legislative involvement
International law	International consensus and cooperation	Coalitional response to terrorism	International organizations State resources

This chapter presented an introduction to the concept of homeland security and discussed the definitional issues arising from the dynamic nature of homeland security. Several fundamental concepts were identified that continue to influence the ongoing evolution of homeland security in the modern era.

It is important to understand the elements that help define homeland security. Central components frame the definitional discussion. These include the terrorist threat, the federal bureaucracy, state and local agencies, the integration of homeland security interventions, and agreement on conceptual foundations for comprehensive homeland security. The *Quadrennial Homeland Security Review* is an essential document for framing a definitional conceptualization of homeland security. A general overview of policy options was presented to provide a perspective for understanding responses to perceived and genuine security threats from violent extremists. Historically, periodic challenges to domestic

security led to sweeping policy measures, which, at the time, were deemed to be an appropriate means of securing the domestic environment.

In Chapter 2, readers will evaluate the all-hazards umbrella as a conceptual component of the homeland security enterprise.

This chapter's Discussion Box is intended to stimulate critical debate about the aftermath of another catastrophic terrorist attack on the American homeland.

The September 11, 2001, attack on the U.S. homeland produced the most sweeping reorganization of the American domestic security culture in history. The fear that arose following the attacks was matched by concerns that the United States was ill prepared to prevent or adequately respond to determined terrorists. The new concept of homeland security became part of everyday life and culture because of 9/11.

Assuming some degree of terrorist violence is likely to occur domestically, the possibility of another catastrophic attack leaves open the question of what impact such an event would have on society and the conceptualization of homeland security.

Although the likelihood of an incident on the scale of the 9/11 attacks may not be high, it is very plausible that domestic attacks could occur on the scale of the March 2004 Madrid train bombings, the July 2005 London transportation bombings, and the November 2015 Paris ISIS attack.

- How serious is the threat of catastrophic terrorism?
- Can catastrophic attacks be prevented?
- How would a catastrophic terrorist attack affect the American homeland security culture?
- How will society in general be affected by a catastrophic attack?
- What is the likelihood that homeland security authority will be expanded in the future?

The following topics were discussed in this chapter and can be found in the glossary.

Executive Order 13228 8
Haymarket Riot of 1886 5
homeland security enterprise 13
Homeland Security Presidential Directives (HSPDs) 9
Homestead Steel Strike of 1892 5
Quadrennial Homeland Security Review Report: A Strategic Framework for a Secure Homeland (QHSR) 13
USA PATRIOT Act of 2001 8
Whiskey Rebellion 5

Get the tools you need to sharpen your study skills. SAGE edge offers a robust online environment featuring an impressive array of free tools and resources.

Access practice quizzes, eFlashcards, video, and multimedia at

The following websites provide information about defining homeland security and the mission of the modern homeland security enterprise:

- Congressional Research Service: www.fas.org/sgp/crs/homesec/R42462.pdf
- Homeland Security News Wire: www.homelandsecuritynewswire.com
- U.S. Department of Homeland Security: www.dhs.gov

Using this chapter's recommended websites, conduct an online investigation of the fundamental characteristics of homeland security.

- What organizational or procedural commonalities can you find at the federal and state levels?
- Is there anything that strikes you as being particularly controversial in approaches to securing the homeland?
- Do you have recommendations on how to proceed with strengthening homeland security in the future?

To conduct an online search on approaches to defining homeland security, activate the search engine on your Web browser and enter the following keywords:

- "Definitions of homeland security"
- "Domestic security"

The following publications are good analyses of the concept of homeland security and the homeland security bureaucracy:

Aronowitz, Stanley and Heather Gautney, eds. 2003. *Implicating Empire: Globalization and Resistance in the 21st Century World Order*. New York: Basic Books.

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HOMELAND SECURITY AND THE ALL-HAZARDS UMBRELLA

The all-hazards umbrella refers to preparation for all potential disasters, including natural and human-created disasters. In the field of risk management and emergency management, the adoption of an all-hazards approach is not a new concept. Prior to the post–9/11 era of homeland security, FEMA and similar agencies were tasked with preparing for and responding to all hazards. In the post–9/11 era, the dynamic and evolving conceptualization of homeland security has, when necessary, incorporated features of the all-hazards concept.

As a matter of necessity, the United States is obligated to anticipate the likelihood of the occurrence of natural and human-created disasters—in essence, to prepare for the worst and hope for the best. Within the all-hazards umbrella, preparations include preparing for all potential disasters, including industrial accidents, earthquakes, hurricanes, floods, tornadoes, and, of course, terrorist incidents.

Considering the extensive scope of an all-hazards approach, the need for coordination extends to all levels of society. Because of this and the daunting task of preparing for *all* contingencies, the concept of *all hazards* has generated a debate about how to allocate resources (such as training and equipment) and, in fact, whether it is feasible to prepare for every contingency. Nevertheless, the need for consensus on a common approach to disaster preparation is a fundamental necessity for establishing a viable all-hazards umbrella.

Chapter Learning Objectives

This chapter will enable readers to do the following:

1. Define and discuss the all-hazards umbrella
2. Analyze nonterrorist emergency scenarios
3. Differentiate natural hazards from those caused by human activities
4. Explain the association between terrorism and the all-hazards approach

The establishment of emergency response systems is a critical national necessity. They are needed at every level of society in preparation for the unfortunate (but inevitable) eventualities of natural disasters and incidents arising from human conduct. Historically, such response systems significantly predated the modern era of homeland security. The first

national consolidation of emergency mitigation, preparedness, and response occurred on June 19, 1978, when President Jimmy Carter delivered Reorganization Plan Number 3 to Congress. Reorganization Plan Number 3 proposed the consolidation of emergency preparedness and response into a single federal agency: the Federal Emergency Management Agency (FEMA). This necessitated the transferal of several agency functions to the new FEMA bureau. These agencies included the Federal Preparedness Agency, Federal Disaster Assistance Administration, National Fire Prevention and Control Administration, Defense Civil Preparedness Agency, Federal Broadcast System, and Federal Insurance Administration. FEMA was officially established pursuant to Executive Order 12127 on March 31, 1979, after congressional review.

The concept of a FEMA-managed emergency response system was expanded over time, so that in the post–9/11 era, considerable functional consolidation occurred as catastrophic natural and nonterrorist human-related emergencies arose, and many of these functions were incorporated into the homeland security enterprise. This conflation of natural and nonterrorist emergencies with homeland security happens periodically—for example, it occurred in the aftermath of Hurricane Katrina on the U.S. Gulf Coast in 2005. It is a logical progression in the ongoing conceptualization of homeland security, particularly in light of the post–9/11 effort, to coordinate nationwide response mechanisms to mitigate threats from violent extremists. The central premise is that the incorporation of additional nonterrorist hazard and threat scenarios within this framework benefits the nation at large.

all-hazards umbrella: All-hazards preparation entails preparation for a wide range of natural and human-made disasters.

The concept of an **all-hazards umbrella** has been adapted to the homeland security enterprise as an available mechanism to mobilize a broad array of resources when disasters occur. The underlying conceptualization of homeland security continues to be that of a domestic security response to violent extremism. Nevertheless, the all-hazards umbrella is applied, when needed, as a practical necessity for emergency response to nonterrorist events. As explained in the 2010 *Quadrennial Homeland Security Review Report*,

> Homeland security describes the intersection of evolving threats and hazards with traditional governmental and civic responsibilities for civil defense, emergency response, law enforcement, customs, border control, and immigration. In combining these responsibilities under one overarching concept, homeland security breaks down longstanding stovepipes of activity that have been and could still be exploited by those seeking to harm America. Homeland security also creates a greater emphasis on the need for joint actions and efforts across previously discrete elements of government and society.[1]

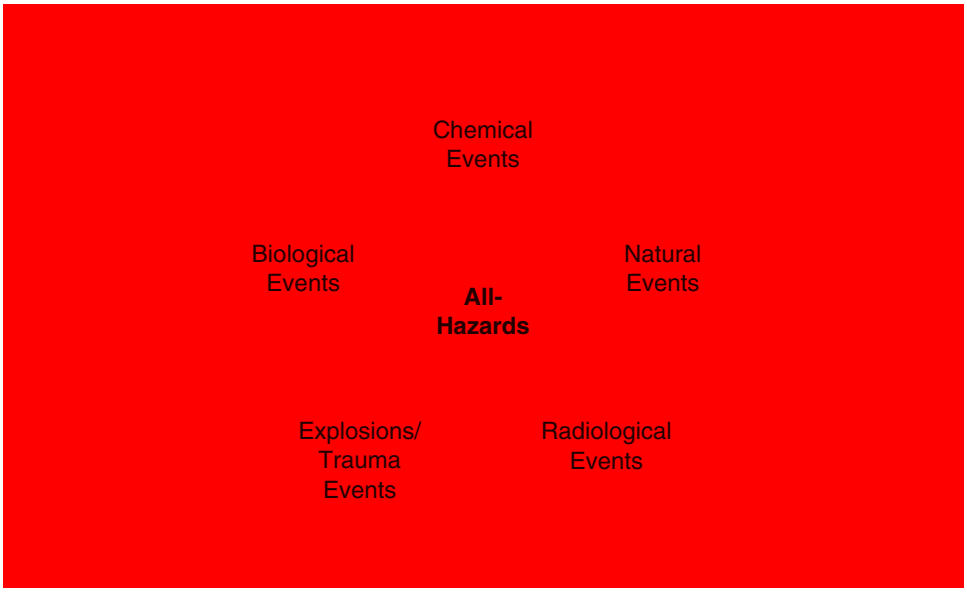
hazard: A condition posing potential risks that can result in either an emergency event or disaster.

emergency event: An emergency event occurs when a hazard does, in fact, result in a condition of risk, necessitating intervention by emergency response institutions, such as law enforcement, medical personnel, or firefighting agencies.

disaster: Conditions rise to the level of a disaster when emergency response institutions are unable to contain or resolve one or more critical services, such as fire management, the restoration of order, attending to medical needs, or providing shelter. Official declarations of disaster are made by the president of the United States after he receives a request from a governor.

Three levels of potential danger must be considered: hazards, emergency events, and disasters. A condition posing potential risks is referred to as a **hazard**, and depending on the nature of the hazard, it can result in either an emergency event or disaster. When a hazard does in fact result in a condition of risk, an **emergency event** occurs. Emergency events necessitate intervention by institutions trained for emergency response operations, such as law enforcement, medical personnel, or firefighting agencies. A **disaster** occurs when emergency response institutions cannot contain the emergency event or stabilize critical services, such as fire control, order maintenance and restoration, providing immediate medical services, or providing shelter. Declarations of disaster are officially made by the president of the United States after a request is received from a governor; such declarations activate protocols for the provision of federal assistance to an affected region. Full consideration of presidential disaster declarations will be provided in Chapter 13.

Figure 2.1 A Summary of One View of the All-Hazards Umbrella, as Presented by the Centers for Disease Control and Prevention



This chapter will discuss the all-hazards umbrella and its applicability in the current homeland security environment. The discussion in this chapter will review the following:

- The terrorism nexus: Conventional and unconventional threats
- The all-hazards nexus: Nonterrorist hazards and threats
- Natural hazards
- Technological scenarios

THE TERRORISM NEXUS: CONVENTIONAL AND UNCONVENTIONAL THREATS

In the modern era, terrorism-related threats can be classified along a sliding scale of technological sophistication and threat potential from weapons deployed by violent extremists. This scale includes conventional weapons and the use of weapons of mass destruction (WMD).

Conventional Weapons

Conventional weapons are military-grade and civilian weapons that are not used as WMD. Many conventional weapons do have the potential to cause mass casualties, but they are accepted as legal weapons of war or appropriate for civilian purposes. Standard firearms and explosives are conventional weapons.

David Stewart-Smith/Contributor/Hulton Archive/Getty Images

Photo 2.1 Afghan mujahideen (holy warriors) during their jihad against occupying Soviet troops. Osama bin Laden formed the al-Qaeda network during the war.

Firearms

Small arms and other handheld weapons have been and continue to be the most common types of weapons employed by terrorists. These are light- and heavy-infantry weapons and include pistols, rifles, submachine guns, assault rifles, machine guns, rocket-propelled grenades, mortars, and precision-guided munitions. Typical firearms found in the hands of terrorists include submachine guns, assault rifles, rocket-propelled grenades, and precision-guided munitions.

Submachine Guns. Originally developed for military use, submachine guns are now mostly used by police and paramilitary services. Although new models have been designed, such as the famous Israeli Uzi and the American Ingram, World War II–era models are still on the market and have been used by terrorists.

Assault Rifles. Usually capable of both automatic (repeating) and semiautomatic (single-shot) fire, assault rifles are military-grade weapons that are used extensively by terrorists and other irregular forces. The AK-47, invented by Mikhail Kalashnikov for the Soviet Army, is the most successful assault rifle in terms of production numbers and its widespread adoption by standing armies, guerrillas, and terrorists. The American-made M16 has likewise been produced in large numbers and has been adopted by a range of conventional and irregular forces.

Rocket-Propelled Grenades (RPGs). Light, self-propelled munitions are common features of modern infantry units. The RPG-7 has been used extensively by dissident forces throughout the world, particularly in Latin America, the Middle East, and Asia. The weapon was manufactured in large quantities by the Soviets, Chinese, and other communist nations. It is an uncomplicated and powerful weapon that is useful against armor and fixed emplacements, such as bunkers or buildings.

Precision-Guided Munitions. Less commonly found among terrorists, though extremely effective when used, are weapons that can be guided to their targets by using infrared or other tracking technologies. The American-made Stinger is a shoulder-fired surface-to-air missile that uses an infrared targeting system. It was delivered to the Afghan mujahideen (holy warriors) during their anti-Soviet jihad and was used very effectively against Soviet helicopters and other aircraft. The Soviet-made SA-7, also known as the Grail, is also an infrared-targeted surface-to-air missile. Both the Stinger and the Grail pose a significant threat to commercial airliners and other aircraft.

Common Explosives

Terrorists regularly use explosives to attack symbolic targets. Along with firearms, explosives are staples of the terrorist arsenal. The vast majority of terrorists' bombs are self-constructed, improvised weapons rather than premanufactured military-grade bombs. The one significant exception to this rule is the heavy use of military-grade mines by the world's combatants. These are buried in the soil or rigged to be detonated as booby traps. Antipersonnel mines are designed to kill people, and antitank mines are designed to destroy vehicles. Many millions of mines have been manufactured and are available on the international market.

Some improvised bombs are constructed from commercially available explosives such as dynamite and TNT, whereas others are manufactured from military-grade compounds. Examples of compounds found in terrorist bombs include plastic explosives and ammonium nitrate and fuel oil (ANFO) explosives.

Plastic Explosives. Plastic explosives are puttylike explosive compounds that can be easily molded. The central component of most plastic explosives is a compound known as RDX. Nations that manufacture plastic explosives often use chemical markers to "tag" each batch that is made. The tagged explosives can be traced back to their source if used by terrorists. Richard C. Reid, the "shoe bomber" aboard American Airlines Flight 63, attempted to detonate a bomb crafted from plastic explosives molded into his shoe in December 2001. The case of Richard Reid is discussed further in Chapter 9.

Semtex. Semtex is a very potent plastic explosive of Czech origin. During the Cold War, Semtex appeared on the international market, and a large quantity was obtained by Libya. It is popular among terrorists. For example, the Irish Republican Army (IRA) has used Semtex-based bombs in Northern Ireland and England.

Composite-4. Invented in the United States, Composite-4 (C-4) is a high-grade and powerful plastic explosive. It is more expensive and more difficult to obtain than Semtex. The availability of C-4 for use by terrorists became apparent when a renegade CIA agent was convicted of shipping 21 tons of the compound to Libya during the 1970s. About 600 pounds of C-4 was used in the October 2000 attack against the American destroyer USS *Cole* in Yemen, and it was evidently used to bomb the American facility at Khobar Towers in Dhahran, Saudi Arabia, in June 1996.

ANFO Explosives. Ammonium nitrate and fuel oil explosives are manufactured from common ammonium nitrate fertilizer that has been soaked in fuel oil. When ammonium nitrate is used as a base for the bomb, additional compounds and explosives can be added to intensify the explosion. These devices require hundreds of pounds of ammonium nitrate, so they are generally constructed as car or truck bombs. ANFO explosives were used by the IRA in London in 1996; Timothy McVeigh used a two-ton device in Oklahoma City in 1995.

Jeff Fusco/Getty Image

Photo 2.2 Replica of an explosive suicide vest. Suicide attacks became increasingly common during insurgencies in the post–September 11 era.

Types of Bombs

Gasoline Bombs. The most easily manufactured (and common) explosive weapon used by dissidents is nothing more than a gasoline-filled bottle with a flaming rag for its trigger. It is thrown at targets after the rag is stuffed into the mouth of the bottle and ignited. Tar, Styrofoam, or other ingredients can be added to create a gelling effect for the bomb, which causes the combustible ingredient to stick to surfaces. These weapons are commonly called "Molotov cocktails," named for Vyacheslav Molotov, the Soviet Union's foreign minister during World War II.

The name was invented during the 1939–1940 Winter War by Finnish soldiers, who used the weapon effectively against Soviet troops.

Pipe Bombs. These devices are easily constructed from common pipes, which are filled with explosives (usually gunpowder) and then capped on both ends. Nuts, bolts, screws, nails, and other shrapnel are usually taped or otherwise attached to pipe bombs. Many hundreds of pipe bombs have been used by terrorists. In the United States, pipe bombs were used in several bombings of abortion clinics and at the 1996 Summer Olympics in Atlanta.

Vehicular Bombs. Ground vehicles that have been wired with explosives are a frequent weapon in the terrorist arsenal. Vehicular bombs can include car bombs and truck bombs; they are mobile, are covert in the sense that they are not readily identifiable, are able to transport large amounts of explosives, and are rather easily constructed. They have been used on scores of occasions throughout the world.

Improvised Explosive Devices. These bombs are constructed by nonstate actors and outside of military or regulatory controls by terrorist and insurgent groups. The individuals producing the bombs have expertise in bomb making yet have limited access to equipment or materials. As such, the bomb can vary significantly in power and effectiveness.

Chemical, Biological, Radiological, Nuclear, and Explosive Hazards[2]

Plausible terrorist threat scenarios include the deliberate use of biological and chemical agents against perceived enemies. These threats are a serious concern within the context of an all-hazards approach to homeland security. There are five types of possible weapons, classified as: chemical agents, biological agents, radiological agents, nuclear weapons, and explosives. These are known as **CBRNE** weapons. Explosive weapons were discussed in the previous section. Chemical, biological, radiological, and nuclear weapons and hazards are explored in detail in Chapter 12.

CBRNE: Acronym for chemical agents, biological agents, radiological agents, nuclear weapons, and explosives.

THE ALL-HAZARDS NEXUS: NONTERRORIST HAZARDS AND THREATS

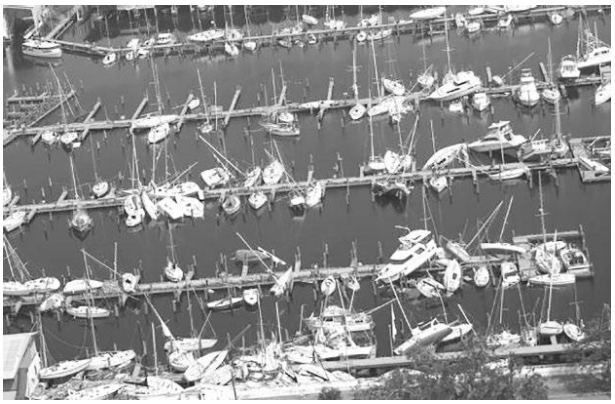
The all-hazards nexus encompasses preparation for responding to natural and human-made disasters and threats. The perceived need for such preparations reflects genuine concern over how to ensure effective emergency management regardless of the cause of the emergency. This concern is based in large part on problems and challenges encountered during actual implementation of preparedness, response, and recovery efforts for recent disasters. An additional concern is the unfortunate fact that recurrent human-initiated crises and incidents have not abated in the present era. For this reason, FEMA and other agencies subsumed under the U.S. Department of Homeland Security (DHS) are required to be prepared to provide leadership for addressing all-hazard scenarios.

Background: Recent Difficulties in Disaster Relief

Prior to the September 11, 2001, terrorist attacks, FEMA was tasked with providing primary leadership in coordinating preparedness, response, and recovery efforts for domestic emergencies. Domestic emergencies were broadly defined, and although the agency had been called upon to provide leadership in recovering from the 1993 World Trade Center and 1995

Oklahoma City terrorist attacks, FEMA's primary mission focus during the pre–9/11 era was the emergency management of natural and industrial disasters. With the establishment of DHS, FEMA was absorbed into DHS and tasked with responding to all hazards.

Unfortunately, two natural disasters occurred that highlighted significant shortcomings in the American emergency management system: one prior to September 11, 2001, and the other after the 9/11 attack. **Hurricane Andrew** struck the United States in 1992, causing approximately $26 billion in damage. Widespread criticism of the federal response argued that federal intervention was unnecessarily slow and uncoordinated. **Hurricane Katrina** struck the Gulf Coast of the United States in 2005, causing billions of dollars in destruction and resulting in nearly 2,000 deaths. Again, strong criticism of the federal response argued that federal intervention was unacceptably inadequate and ponderous. State emergency response authorities in Louisiana were also widely criticized as images of thousands of refugees were broadcast globally.



U.S. Federal Emergency Management Agency

Photo 2.3 A marina in Louisiana devastated during Hurricane Katrina. The Katrina disaster had a profound effect on the development of the all-hazards approach to homeland security.

Experts argued that comparable policy decisions in both cases led to the allegedly poor coordination of federal responses to the disasters. Regarding Hurricane Andrew, the federal government was arguably less prepared than required because of the emphasis during the 1980s on preparing for nuclear attack, which effectively diverted resources and planning from the emergency management of natural disasters. Hurricane Katrina similarly occurred when the United States was devoting enormous resources to mitigating the new terrorist threat, thus diverting resources from preparing for other emergencies, such as natural disasters. Both cases illustrated the need for designing and implementing an all-hazards component to emergency management preparations and response.

Hurricane Andrew: In 1992, Hurricane Andrew struck the United States, causing an estimated $26 billion in damage. The federal response was widely criticized as unnecessarily slow and uncoordinated.

Hurricane Katrina: In 2005, Hurricane Katrina struck the Gulf Coast of the United States, causing nearly 2,000 deaths and billions of dollars in destruction. The federal response was strongly criticized as unacceptably inadequate and ponderous.

All-Hazards Emergency Management: Core Concepts

Managing emergencies under an all-hazards umbrella can be quite complex, and it requires the efficient coordination of several central sequential elements. Such coordination is necessary for the orderly implementation of response efforts when emergencies arise. The sequential elements of the all-hazards umbrella include mitigation of risk, preparedness planning, emergency response operations, and recovery systems. These elements are implemented within the context of a whole-community approach. These elements are frequently referred to as a *phase of disaster model* and the life cycle of emergency management. Figure 2.2 illustrates the application of this concept.

Mitigation of Risk

As defined by FEMA, **mitigation of risk** is the effort to reduce loss of life and property by lessening the impact of disasters. Mitigation is taking action *now*—before the next disaster—to reduce human and financial consequences later (analyzing risk, reducing risk, insuring against risk). Effective mitigation requires that we *all* understand local risks, address the hard choices, and invest in long-term community well-being. Without mitigation actions, we jeopardize our safety, financial security, and self-reliance.[3]

Thus, pre-emergency initiatives are put into place by mitigation mechanisms that are theoretically intended to reduce the potential costs and destructiveness of disasters when they occur. Such initiatives require partnerships between government and private agencies.

mitigation of risk: "The effort to reduce loss of life and property by lessening the impact of disasters." Mitigation mechanisms are pre-emergency initiatives that theoretically reduce the potential costs and destructiveness of disasters when they occur.

Figure 2.2 The Emergency Management Life Cycle as Illustrated by the Kansas City Office of Emergency Management

Source: Kansas City Office of Emergency Management.

For example, private insurance for floods, earthquakes, and other emergencies mitigates the financial losses of businesses and private individuals. Other mitigations may include flood-control systems, the posting of evacuation route information, new construction codes for buildings in areas of risk, and the dissemination of information about known hazards.

preparedness planning: The design and adoption of emergency management contingencies prior to the occurrence of an emergency situation. Preparations are made to increase the likelihood that an initial response effort and the subsequent recovery period will ultimately be efficient and successful.

emergency response operations: Coordinated interventions undertaken when emergencies occur.

recovery systems: Recovery systems are implemented in the aftermath of emergency events and attempt to return affected regions to predisaster baselines. This requires, at a minimum, rebuilding damaged infrastructure and restoring affected populations to their pre-emergency norms of living. Recovery operations are often quite expensive and long term.

Preparedness Planning

The adoption of emergency management contingencies prior to the occurrence of an emergency situation is a critical component of all-hazards emergency management. Such preparations are termed **preparedness planning**. Ideally, preparedness planning should be designed with the ultimate goal of assuring the efficiency and success of the initial response effort and the subsequent recovery period. Preparedness planning cannot anticipate every contingency or emergency scenario, especially if it is a terrorist threat scenario. However, flexibility and adaptation can mitigate the consequences of unanticipated hazard and threat contingencies when they occur.

Emergency Response Operations

When emergencies occur, coordinated interventions known as **emergency response operations** are undertaken. Unfortunately, disasters and other emergencies are rarely, if ever, predictable. Hence, emergency responders are usually called upon to reactively implement contingency plans. Significant resources must be efficiently mobilized during emergency response operations, requiring the complex deployment of personnel and equipment to disaster sites. Examples of services rendered during emergency response operations include caring for victims, evacuating endangered populations, maintaining order and security, containing hazardous conditions such as fires, and disseminating critical information.

Recovery Systems

When emergency events occur, the implementation of **recovery systems** is critical to emergency response operations. Virtually synonymous with restoration, recovery operations attempt to return affected regions to predisaster baselines. At a minimum, this requires