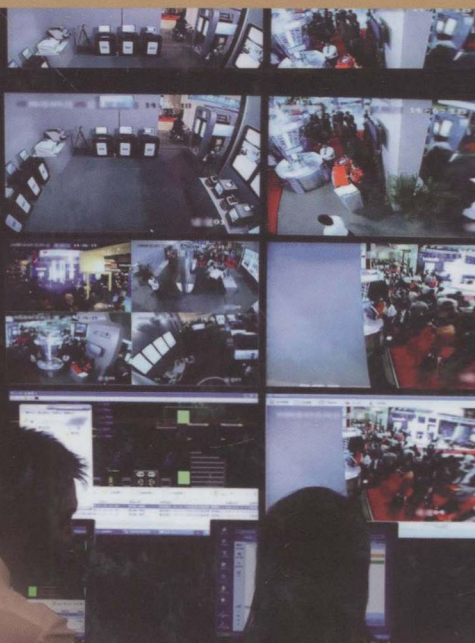




Terrorism and Public Safety Policing

Implications for the Obama Presidency

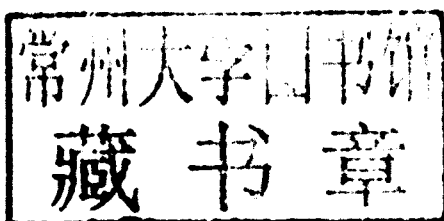
JAMES F. PASTOR



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Terrorism and Public Safety Policing

Implications for the Obama Presidency

To the Great God, may your protection, justice, and mercy be upon your people

Preface

This book seeks to explain and illustrate a systematic change that is taking place in policing. Much of this transition stems from the threat of terrorism and the rise in extremist violence. These statements may seem out of place to some readers. At this moment in time, I accept the fact that most readers do not see any significant change occurring in policing. Indeed, most do not see a sustained threat of terrorism and extremist violence on the horizon. For those who do not recognize these issues, I can only ask that you read this book with an open mind. For those who see these trends, I hope you will view this book as a road map to help weave through the difficult roads ahead. Hopefully, it will also enable policy makers and practitioners to avoid the inherent difficulties related to any large-scale societal transition. Even better, this book can provide the narrative of the decisions that need to be made: who, what, where, why, and how questions that need to be addressed.

At the outset, let me commence by saying that this book is not designed to be a rendition of the “solutions” that need to be implemented. The key elements of the forthcoming policing transition are not without their own set of problems. This is not a panacea. Instead, this is a pragmatic answer to a series of vexing problems facing policing in America—or, more generally, in American society. In fact, the problems are grounded in public policy and public safety. The impact of such societal problems will directly affect policing. This is not unusual. Police agencies, for better or worse, are simply a reflection of the larger society. They are made up of and affected by the society they serve. Unfortunately for policing agencies, they are often the target of extremists in the larger society. This is part of “the job.” I do not seek to “wish” this aspect of the job away. Indeed, I directly acknowledge this fact. In this regard, I offer a systematic response to these factors, albeit one with its own set of implications.

The main theme of this book is to present and discuss a new model of policing, that I characterize as *Public Safety Policing*. This “model” of policing will replace the *Community Policing* model. This model has dominated police, political, and academic circles for the past couple of decades. I realize this statement alone will be controversial to some circles. To these, I can only say let time be the judge. If my premises are wrong, then those who advocate *Community Policing* will prevail.

I will stake my professional reputation that my premises are not wrong. Read on. The trends, the data, and the logic do not lie. In my mind, it is the formation of the “perfect storm.” The storm is on the horizon. We can ignore it and hope it does not affect us. Or, we can prepare for the coming storm. It is your choice. It is our choice. To those who prepare, the chances of a “successful” conclusion are better, much better. Plainly said, you can ride the wave, or it will blindside and shallow you.

My approach is to combine public policy analysis with an understanding of human nature. This framework is supplemented by experiences as a police officer, attorney, and professor. To get a sense of where I am coming from, please allow me to develop four short stories. Each of these stories had an impact on my thinking. Each of these stories has a moral that relates to this book.

As an undergraduate student in law enforcement administration at Western Illinois University, I remember watching the events leading up to the Iranian hostage situation with great interest. To refresh your memory, in 1978–1979 students protested daily in the streets of Tehran. The Shah of Iran was in trouble. This U.S.-backed leader was on the verge of losing power—and the country of Iran was teetering toward extremism. Each night on the news, U.S. diplomats and politicians gave various accounts of the circumstances. Typically the message was, “We have full confidence in the Shah and his government.” Sitting in Macomb, Illinois, my roommates and I knew it was all over. We knew that the Shah did not have a chance to survive this uprising with his government intact. Nonetheless, each night U.S. government officials gave their “spin” as to why the “scene” we were seeing from 7,000 miles away was not “reality.” Instead, these protesters were only some media-driven “perception.” They did not have the ability to affect reality.

Of course, this message was wrong. The Shah was exiled and his government fell. The Islamic Republic of Iran came into being. The first demonstrable Islamic government since the Ottoman Empire was created. The moral of this story is that the government cannot always—if ever—tell you the full truth. Stated in a more positive way, the government has to err on the side of good public relations. This assertion, or its corollary, is the larger point. I am quite certain that government officials knew the Shah was history well before my friends and I did. They simply could not admit this in public. They had to “support” an ally even though they knew that he could not survive. Unfortunately, when the Shah fell, “student protesters” took American hostages. They used these hostages for their particular political and psychological ends.

The hostage situation lasted through the remaining days of the Carter Administration. Those who are old enough will remember that the American public was dismayed. The media saw the drama of this situation. The news documentary *Nightline* started from this hostage taking. Night after night, the show counted the days. Day five. Day twelve. Day thirty-five. Day one hundred. Day two hundred and fifty. Day three hundred and sixty. Each day, the show gave accounts of the hostage situation. Ted Koppel became famous with his hard-hitting, dramatic accounts of this circumstance. The American public was fixated to the circumstance—and

the media account of such. This went on through the failed rescue attempt in an Iranian desert. There did not seem to be much hope for the hostages.

Enter Ronald Reagan. He was elected president in November 1979. The days of the hostage situation were now ending. On his inauguration day, after 444 days, the drama was finally coming to a close. The hostages were “miraculously” released. While I do not know for certain, simple logic says to me that much “back channel” communication took place from early November to that fateful day in January. Who can doubt that some very specific ultimatums were made? Who can doubt that the new administration took a stronger and more aggressive stance than the Carter Administration? Is it simply a coincidence that the hostages were released on inauguration day? In my mind, no reasonable person can believe this coincidence.

In the end, the moral of this situation is twofold: terrorism and the media are tied at the hip. They have a symbiotic relationship that is hard to deny. It is extraordinarily difficult to sever. Each needs the other. Each fuels the interests of the other. The second moral is more pointed and yet less accepted. That is, terrorists understand strength. In my mind this is a simple human dynamic. Remember the message we all heard as children: bullies are cowards. You must stand up to them or they will never leave you alone. The same message is relevant with terrorists. If you do not stand up to them, they will perceive you as weak. If you are perceived as weak, they have little or no respect for you. Without respect you are nothing.

This same message plays out on the streets in American cities. Day in and day out young, tough gang members intimidate and manipulate the weak and the frail. They are bold and strong as long as society tolerates their intimidating practices. In “civilized” society, we have forgotten the basic premises of life. On the street, the Darwinian theory controls: Only the strong survive! Because many “intellectuals” do not know this world, they will never get it. They reason. They advocate. They discuss. They seek to convince. What they do not understand is these techniques, while important, must be grounded on strength. If you do not have a solid foundation, you have nothing. If you do not have respect, you will never convince. If you are not prepared to assert strength—sustained and legitimate power—then the “bad” guys will simply play you like a fool. They may talk with you. They may take your money and your “goodies.” They may even listen to you. They may do all these things, but they will not respect you. In the end, if they do not respect you, then you will not convince them or defeat them.

The terrorists come from a culture—or more accurately, a mindset—that respects strength and power. They understand these because they live them. They use them daily. They use them as the key means to their ends. Simply stated, they exert power to obtain power. It is their means—and their end. Our culture does not understand this. Our “politically correct” notions often seek the exact opposite. Do not offend anyone. Be tolerant of all people. Do not judge. Do not make waves. In the end, we are living in different worlds. Unless we understand their perspective, we will be hard-pressed to succeed. With the election of President Obama, I think

we will move more toward the approach of Carter rather than Reagan. If history is any guide, we are in trouble.

As a result of this hostage situation, I graduated college in 1980 with a bachelor's degree and a fascination with terrorism. In a desire to work in federal law enforcement, I decided to attend graduate school to enhance my marketability. Shortly thereafter, I enrolled at the University of Illinois at Chicago. In these studies, I was extremely fortunate to have Dr. Richard Ward as a professor. Dick Ward was (and is) a legend in policing circles. He was a former NYPD detective who obtained his doctorate and engaged in a life of educational instruction. By the early 1980s, Dr. Ward was already an internationally recognized authority on terrorism. In this position, and as vice chancellor of the university, he held an annual terrorism conference. In this week-long conference, Dr. Ward would bring in experts from around the world, including key U.S. agencies, such as the FBI, CIA, DEA, ATF, and the State Department. As a young student, I attended these conferences with great interest. Sometime during the course of my studies, Dr. Ward also agreed to chair my thesis committee on terrorism.

In 1983, I joined the Chicago Police Department as a police recruit. After completing academy training, I was assigned to the 21st Police District. While some readers may not know the city of Chicago, this assignment was particularly relevant in my life. The 21st District contained the notorious "El Rukn" fort. The El Rukns were a Sunni Muslim organization that formed from the Black P-Stone Nation. The "Stones" were a radical and deadly gang. Their leader, Jeff Fort, was "inspired" to change the gang from the "Stones" to the Rukns. By any account, this change was not a transformation. To my knowledge, few, if any, individuals within the gang were changed from their life of crime. Instead, the gang was not a "gang" anymore. Now it was a "religion." With this newfound status, the "religion" was able to manipulate laws, gaining First Amendment freedom of religion, association, and related protections. Further, it gained legitimacy, or at least attempted to do so, as a "religion." No longer was this a criminal organization. They found Allah!

Please consider this dynamic. I am a young police officer patrolling the streets of the 21st District. I saw the El Rukns differently than other police officers. This is not because I was wiser or more astute. It was because I was exposed to the logic, data, and theories of terrorism. Studying and listening to this information made it clear to me that the El Rukns were indeed transformed—but not in the way they projected. The transformation was more political and strategic than religious. Please also consider the worldviews of my police friends. Many of these individuals were tough, Vietnam-era veterans. They had 10, 15, and even 20 years on the job. They had seen the El Rukns as the "Stones." The P-Stones were deadly and dangerous people. The "Stones" were killers and drug dealers. The "Stones" were criminals. They could not fathom the notion, however, that they would become terrorists. My assertions that they had graduated to "terrorists," rather than being simply gang members, fell on deaf ears.

In 1985, I completed my course work within the curriculum. I was working on my thesis titled, “A Critical Analysis of Terrorism.” The gist of this document was that Marxist-oriented criminological theories—such as the critical theory of criminology—which asserted that *the system* was the causal connection to crime, would foster terrorism. The logic was that these theories—often advocated by the most respected criminologists—provided the intellectual groundwork to critique the system. This critique provided that the appropriate “solution” requires structural changes in society. While most of these theorists did not affirmatively state such, the logical conclusion, in my mind, was revolution. Indeed, in order to change the system to the degree needed to “cure” the structural components that caused crime, one would have to dramatically change the institutions that supported this supposedly corrupt and racist society. In my mind, this “logic” supported those disaffected and marginal members of society to advocate terrorism as a “solution” to bring down the capitalist system.

As we will see in this book, the ideologies developed by Islamist and Marxist thinkers would embrace these theories. I saw groups like the El Rukns as being ripe for this “logic.” They were rebels. They were political. They advocated a radical brand of Sunni Islam. They would “graduate” to terrorism. During this same time frame, I had the good fortune to be transferred from the 21st District to the gang unit. This assignment to Gang Crime Enforcement was very important to me. The gang unit was the most prestigious and active enforcement group in the city—and one of the best in the entire country. I was assigned to Gang Crimes South—meaning the south side of Chicago. The unit provided tactical enforcement in the most crime-ridden areas of the south side. The individuals assigned to this unit were excellent police officers. They were tough, smart, and experienced. I was the youngest and least experienced person in the unit.

With this backdrop, I approached the administrative sergeant of the Gang Crime Unit to inquire about obtaining information and ideologies of the El Rukns. I introduced myself to the sergeant. I related to him that I was recently assigned to “Gang South.” I explained that I was working on my masters thesis on terrorism. I further explained some of the details of the research and the overall approach. In doing so, I stated that I believed the El Rukns would be a terrorist group. He paused. The conversation seemed to become rather disjointed. He finally tilted his head, looked at me, and asked, “Are you living in the 60s kid?” Upon hearing this, I knew the conversation was not going to be fruitful. After a few pleasantries, I thanked him and walked out of the office with my tail between my legs. I was deflated. I knew that I had hit a dead end. After reframing my thesis, I deleted the section on the El Rukns due to my inability to get this information. I completed the thesis in 1988.

During the intervening years, I continued to attend the annual terrorism conference hosted by Dr. Ward. In addition, I was actively involved in gang enforcement. During an annual St. Jude parade (which honored fallen police officers), the gang unit hosted a breakfast after the parade. I happened to be seated at the same table

as the administrative sergeant mentioned earlier. During the breakfast, he looked at me and asked, “Jim, did you ever finish that thesis?” I had to bite my tongue. I wanted to figuratively “slap” him. Parenthetically, this sergeant and I had become somewhat friendly over the two and a half years since this initial conversation. During this time, members of the El Rukns had been accused of obtaining monies from Libyan dictator Moammar Gadhafi. These individuals allegedly conspired to use this money to take down an airliner from O’Hare airport. The plan was to use a rocket launcher to shoot down a plane. Thereafter, the FBI along with key Gang Intelligence officers arrested members of the El Rukns with the rocket launcher. I participated in two subsequent raids on the “fort,” which were joint federal, state, and gang unit operations. The “fort” was ultimately torn down. Members of the El Rukns were imprisoned and the “gang” was dismantled.

The moral of this story is this: we must change our paradigm. We must be ready to change the way we think about things—even things that we think we know. The members of the gang unit saw the El Rukns as gang members. They knew many of them personally. They engaged them in discussions and followed them in investigations. They locked them up. They saw them as criminals—not as potential terrorists. Conversely, I did not have a clue about who these individuals were. I had no preconceived notion of them. Instead, I saw the “big picture.” I saw the logic of terrorism and applied it to them as a group. I did not know the details—the individuals, their notorious crimes, their organizational structure—but I did see the reasons why they would “graduate” to a terrorist group.

This same logic holds true today. In policing agencies, many police professionals live and work in the “guns, drugs, and gangs” paradigm. As problematic as these factors are, this paradigm will change. Those who spend their days focusing on these factors will soon learn the world has changed. Unfortunately, it is often the case that those closest to the issue are often so vested in the “status quo” that it does not enable them to see the forest for the trees. They become so focused on the individual trees that they cannot see the rest of the forest. They see the details so intimately they cannot see the larger picture.

While I was an “insider” as a tactical police officer in the gang unit, I had a “fresh” perspective because I was still young and unsullied. I had not bought into the way things are. I had not developed the mindset around particular worldviews. My mind was open to new possibilities and eventualities. Unfortunately, I think it is human nature to become conditioned to expect certain things. We become slaves to our routine. We think and live as if the status quo will last forever. We often forget that the only constant in life is change. When confronted with circumstances that are problematic, we remember this notion. We want change from problematic circumstances. As will be developed in the first chapter, this has been a critical factor in the election of President Obama.

I have been involved in policing and security in various positions and capacities for over 30 years. During much of this time, I have been an “outsider.” While I was dealing in public safety matters, often I was not employed with a policing agency. I

served as an attorney for the Chicago Police Department. I served as an attorney for two police unions. I served as an attorney for four security firms, including being the legal counsel/operational auditor for SecurityLink, which at the time was the largest privately held alarm firm in the country. In addition, I have taught police officers and police officials in both academic and training curricula. I have negotiated police bargaining unit agreements and litigated police disciplinary cases. In these experiences, I have engaged in numerous police “issues,” yet I have not been on the “treadmill.” Partly because of these experiences, I have kept my eyes on the big picture. These experiences have also enabled me to wrestle with the details. Understanding these details while maintaining an eye on the horizon has inspired me to develop this book.

Finally, the last personal story will tie up my experiences and the logic of this book. While operating my law practice, I worked on my doctorate in public policy analysis at the University of Illinois at Chicago. After many years of toil, I completed my dissertation titled, “The Functional and Constitutional Implications of Private Security Patrols on Public Streets.” I was fortunate to assemble a committee of insightful and supportive individuals who not only cared, but were thoughtful about such an esoteric subject. I defended this dissertation on September 10, 2001. On that date, this subject was so far under the radar screen that few people, absent my supportive committee, would have cared about it. The next day the subject went from esoteric to relevant. While the issues related to this dissertation are still somewhat atypical, the momentum toward these issues had been inexorably set in motion on this infamous day. Largely because of such, I was able to publish the dissertation, which was subsequently reworked and retitled as “The Privatization of Police in America: An Analysis and Case Study.” Some of the logic and data developed from this dissertation have helped shape and inform my thinking. Indeed, one of the key elements of the pending new policing model is framed from this thinking.

The moral of this story may be obvious. It is this: along with crisis comes opportunity. Indeed, in every crisis are resultant opportunities. Instructively, the Chinese language uses the same word to convey the concept of crisis and opportunity. These concepts are so ingrained together that they are interchangeable.

Please consider the possibilities as you read this book. I will outline the course for many difficult times ahead. Many pending predicaments are on the horizon. These will result in a dramatic change in the model of policing. It will result in some rather dramatic changes in the larger society. It will entail understanding larger movements in motion throughout the world. In the end, I trust the reader will see this book as combining the details along with a particular vision of the horizon. Hopefully, this book will be part of the policy-making process and the operational structures of policing agencies.

Part One is an overview of terrorism and extremism. In Chapter 1, I introduce the notion of *Public Safety Policing*. I will outline the elements of this new policing model in light of current societal circumstances. Of course, these circumstances are shaped and informed by the historic election of Barack Obama. These factors

will come together in a big way. I hope you will agree that my approach is to objectively—and critically—examine extraordinary contemporary circumstances.

In Chapter 2, I develop and articulate the key factors related to terrorism and extremism. This chapter is packed with substantial concepts. I attempt to convey very complex concepts in a concise fashion. Admittedly, I attempt to tackle complicated issues in one chapter that some authors may develop in an entire book. As such, this chapter is not an exhaustive analysis of the substantive issues related to terrorism and extremism. Instead, it can be considered as a primer. I am confident, however, that the reader will view this chapter as very instructive and informational.

In Chapter 3, I present specific extremist groups with an explanation of their goals and ideologies. Given my premise that ideologies act as the fuel to fire extremism, I focus on the “logic” of these groups and their larger movements. In addition, I explain the societal application of extremism. In this sense, extremist thinking creates hardened positions. These positions are further exacerbated by bitter accusations. This results in violence. Violence begets more violence. This results in even more hardened positions. Radical groups grow. Their sympathizers increase. The middle—the moderates—get squeezed. In this dynamic, the police are targeted by both (or all) sides. This will result in dramatically changing the nature of policing—and the policing model.

In Part Two, the specific elements of *Public Safety Policing* are presented and analyzed. Chapter 4 presents the military weaponry and tactical operations element of the new policing model. Chapter 5 presents the intelligence methods and surveillance technologies element. Chapter 6 presents the order maintenance element of the new policing model. Chapter 7 presents the synergy of these elements into the larger *Public Safety Policing* model.

In Part Three, the book shifts gears toward the larger issues facing this country. Chapter 8 outlines the global—or universal—movement related to the notion of the “Holy War.” This includes a discussion of the internal and external alliances related to this larger struggle. It also includes an overview of key theaters—and key concepts in the Holy War. Chapter 9 presents and examines critical public policy issues, which I contend act as “triggers” to extremist violence. In this discussion I take on critical issues in a manner that focuses on the potential to manifest violence. Pointedly, one of these issues is the notion that race, religion, and politics will act as an extremely volatile mixture.

Ironically, when I was finishing this book, the newly appointed attorney general, Eric Holder, asserted that Americans are a country of “cowards” in relation to race. In developing the logic and data related to this subject, I seek to directly address this notion. I do so in a provocative and pointed manner. I trust this will be seen as refreshing to some and inflaming to others. In my mind, this is the reason why this mixture is so volatile—and why it will lead to extremist violence. I say up front, I expect to be attacked because of such. I hope Mr. Holder will acknowledge that I am not one of the “cowards.” Will I be trumpeted as an insightful thinker? Since I do not articulate the “politically correct” rhetoric, I do not expect this. This is not

why I write. Instead, I write to warn of the consequences of the path we are on. Some will not like this analysis. Because we are so divided as a country, I expect attacks. Cowards, of course, do not desire attacks. Say what you want about my thoughts; one thing you cannot say is that I am a coward. Let's see how this plays out.

In any event, Chapter 10 presents some recommendations related to the new policing model—and the implications of such on American society. Hopefully, this chapter will provide a “road map” to address specific aspects of the new policing model. Please use this chapter to help model your operation and inform your thinking.

Beyond my words and recommendations, I trust the reader will acknowledge that this book attempts to paint the big picture and articulate specific details of such. This was a huge undertaking. I hope that these goals were achieved. You can be the judge. You can assess whether I “connected the dots” in a compelling and substantive manner. Even beyond your thoughts, I will be content to let time tell of the accuracy and insight of my vision. If you disagree with my premises and my vision, let's agree to let time act as the arbitrator of reality.

My vision and insight have been developed and framed in a number of ways. The experiences outlined above have significantly informed my thinking. Beyond these experiences, I have used numerous authoritative writings by respected terrorism authors. These writings have been read and reviewed for more than two and a half decades. In addition to these writings, I have developed much of the contemporary analyses by using a disciplined daily analysis of open source materials. I used daily source summaries provided by the following entities: the Department of Homeland Security (DHS Daily Infrastructure Report), the U.S. State Department (Overseas Security Advisory Council Daily Reports), Government Executive (Homeland Security reports), Southern Poverty Law Center (Hate Watch headlines), ASIS International (Security Management Daily Briefings), and the Institute of Terrorism Research and Response (Targeted Actionable Monitoring Center). These daily sources were then supplemented by links to specific media Web sites, both large and small, domestic and international. Further, I have regularly visited key Web sites, both media and professional, to delve deeper into contemporary issues.

These information sources were critical to inform my vision and my thinking. Possibly even more importantly, I am blessed to be an instructor to police officers around the world. I have worked for the renowned Northwestern University's Police Staff and Command instructional training program. I have instructed at the International Law Enforcement Academy, which is funded and delivered by a U.S. State Department program. Most importantly, however, I am a faculty member for Calumet College of St. Joseph. In this position, I have the distinct pleasure to stand before police officers from the Chicago metropolitan area. Most of these individuals are Chicago police officers. Others are from suburban and Northwest Indiana departments. I have great respect for these men and women. They are an inspiration to me. I am blessed to hear their stories—and their concerns. I am blessed to be privy to their insights and their thoughts. These individuals have helped me frame my thinking. They have been subjected to my lectures and PowerPoint

presentations related to terrorism and the new policing model. I am extraordinarily thankful to each of you. Space is too short and memory too indistinct to name each of you. Please know that I respect your work and your insight. I am with you in word, action, and spirit.

There are numerous individuals who have contributed to this book, sometimes in ways of which they may not even be aware. While I cannot name and thank each person individually, please know that you have made a difference in my life. Of special note are certain people who directly made this book come to life. As mentioned earlier, Dr. Richard Ward, dean and director of Henry C. Lee College of Criminal Justice and Forensic Sciences at New Haven University, has from my earliest days as a police officer exposed me to the desire to grow academically and intellectually. In many ways, this is your book. You started this process. Due to your insight and tutelage, I have a much deeper sense of the gravity of terrorism in relation to public safety. Your insight and work product was and is an inspiration. I hope this book reflects well on your instruction. If it does not, it is my shortfalls, not your instruction, that are culpable.

In addition, I want to thank my doctoral dissertation committee for their help in framing my earlier work. This work has served as the framework for my life. Thanks so much to Drs. Wayne Kerstetter, Jess Maghan, Melissa Marschall, Evan McKenzie, and particularly the chairman, Richard Johnson. Your insights and direction were instrumental and most appreciated. Joseph N. DuCanto, Esq., also deserves special mention, as he provided a critical opportunity to me by serving as the general counsel of his security services firm. I learned a lot about the business of security and the legal exposures of such through the years I served your firm.

This same feeling relates to my friends and colleagues at Calumet College of St. Joseph. Of note are President Dennis Rittenmeyer, PhD; Vice President of Academic Affairs Daniel Lowery, PhD; Vice President of Development James Adducci, JD; Public Safety Program Chairman Michael McCafferty, JD; Public Safety Administration Director David Plebanski, PhD; Public Safety Management Director Dean Angelo, EdD; Assistant Professor Jeanette Shutay, PhD; Criminal Justice Program Director Allen Brown, JD; Paralegal Professor Michael Genova, JD; Public Safety Institute Director Geoff Anderson; Public Safety Institute Project Leader Nick Zivanovic; Director of Graduate Student Services Mary Severa; Director of Public Relations Linda Gajewski; Public Safety Management Academic Advisor John Battistella; former Academic Coordinator for Public Safety Roxann Brown; and Academic Coordinator for Public Safety Lynn Duimich. In addition, Professor Emeritus K. James McCaleb, PhD, deserves special note and consideration. Thanks to all of you!

To my friends and colleagues in security and policing, I wish you safety and Godspeed as you work to protect your clients, communities, and, ultimately, this country. There are simply too many people to name, but my respect and regards go out to you. In particular, my regards to those at the International Association of Professional Security Consultants (IAPSC), ASIS International, and the Illinois

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Dr. Pastor is a frequent contributor to the media and has presented in numerous national and regional conferences on public safety and security issues. He also provides training, expert witness, and consulting services in premises liability, public safety management assessments, security policy development and audits, crisis and risk management, public-private policing, and terrorism. The common theme of these services relates to crime and misconduct and its attendant liability exposures. These topics are addressed in a critical and substantive manner, being conversant in both the conceptual and practical applications of public safety and security. Highlights of Dr. Pastor's experience and credentials include:

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- Eight years as adjunct faculty with Webster University (graduate program in security management where he teaches Legal and Ethical Issues in Security Management)
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