

Federal Law Enforcement Efforts for Homeland Security

The major federal law enforcement efforts for homeland security involve the Department of Homeland Security, the FBI, the Office of the Director of National Intelligence (ODNI), and some other federal agencies.

Department of Homeland Security (DHS)

After much debate, study, and planning in the aftermath of 9/11, the cabinet-level U.S. **Department of Homeland Security (DHS)** was established in March 2003.⁸⁶

The creation of DHS was the most significant transformation of the U.S. government since 1947 when President Harry S. Truman merged the various branches of the U.S. Armed Forces into the Department of Defense to better coordinate the nation's defense against military threats. DHS represents a similar consolidation, both in style and substance. The DHS includes former duties of 22 domestic agencies, including the Coast Guard, U.S. Customs Service, the Secret Service, the Immigration and Naturalization Service, and the Transportation Security Administration, along with numerous other federal communications, science, and technology agencies. (See Table 15.1.) The DHS does not include the FBI, CIA, or National Security Agency, but these agencies are required to share their data with the department's intelligence center. In 2014, the DHS reported it had 240,000 employees.⁸⁷

The department's first priority is to protect the nation against further terrorist attacks. The department's agencies analyze threats and intelligence, guard our borders and airports, protect our critical infrastructure, and coordinate the responses of our nation for future emergencies. In 2004, the National Incident Management System (NIMS) was created as a result of Homeland Security Presidential Directive-5 (HSPD-5) to provide a consistent nationwide approach for federal, state, tribal, and local governments to work together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or

TABLE 15.1 U.S. Department of Homeland Security (DHS)

<i>Components and Agencies</i>
Directorate for National Protection and Programs
Directorate for Science and Technology
Directorate for Management
Office of Policy
Office of Health Affairs
Office of Intelligence and Analysis
Office of Operations Coordination
Federal Law Enforcement Training Center
Domestic Nuclear Detection Office
Transportation Security Administration (TSA)
U.S. Customs and Border Protection (CBP)
U.S. Citizenship and Immigration Services
U.S. Immigration and Customs Enforcement (ICE)
U.S. Coast Guard
Federal Emergency Management Administration (FEMA)
U.S. Secret Service

Source: U.S. Department of Homeland Security, retrieved April 20, 2010, from www.dhs.gov.

complexity.⁸⁸ To understand the importance of the DHS to our homeland security, consider that 730 million people travel on commercial aircraft each year; more than 700 million pieces of baggage are screened for explosives; 11.2 million trucks and 2.2 million rail cars cross into the United States; and 7,500 foreign flagships make 51,000 calls in U.S. ports annually.⁸⁹

One of the DHS's priorities is combating terrorism overseas. A Government Accounting Office (GAO) Report to Congressional Requesters in September 2013 said that DHS has not established the mechanisms necessary to ensure that decisions

Department of Homeland Security (DHS) Federal cabinet department established in the aftermath of the terrorist attacks of September 11, 2001.

to deploy resources abroad, made at the individual unit level, are in keeping with the strategic priorities of DHS.⁹⁰ The DHS also faces challenges of coordinating domestic DHS management with their partners abroad and the U.S. missions in foreign countries having an understanding the role of DHS.⁹¹ This lack of coordination and complete understanding of the mission can lead to serious consequences in the battle against terrorism.

The DHS controls immigration into the United States through its US-VISIT (United States Visitor and Immigrant Status Indicator Technology) program. US-VISIT is part of a continuum of security measures that begins outside U.S. borders and continues through a visitor's arrival in and departure from the United States. The program applies to all visitors entering the United States and is a top priority for DHS because it enhances security for our citizens and visitors while facilitating legitimate travel and trade across our borders. The program helps secure the borders, facilitate the entry and exit process, and ensure the integrity of our immigration system while respecting the privacy of our visitors.⁹²

The TSA is on the front lines of the nation's efforts to secure air transportation from terrorism. Since 2002, federal rules have required that the TSA conduct security inspections of all air passengers and air travel. By 2014, TSA had about 50,000 transportation security officers (TSOs). TSA's air marshals are deployed on flights around the world. The number of marshals is classified. They blend in with passengers and rely on their training, including investigative techniques, criminal terrorist behavior recognition, firearms proficiency, aircraft-specific tactics, and close-quarters self-defense measures to protect the flying public. Air marshals work in plainclothes, in teams of two or sometimes more. They board airplanes before passengers, survey the cabin, and watch passengers as they walk toward their seats.⁹³

TSA federal air marshals used fatal force for the first time in December 2005 at the Miami International Airport when they shot and killed an airline passenger who claimed to have a bomb and was running out of a plane onto a jetway. The man's wife, who was traveling with him, claimed he was mentally ill.⁹⁴

The **terrorist watchlist** is a list maintained by the federal government of individuals who are not allowed to fly on airlines. They are placed on this list due to suspected terrorism ties or tendencies. On December 25, 2005, Northwest Flight 253 was subject to a terrorist-bombing attempt by extremist Umar Farouk Abdulmutallaba. This attempted bombing exposed weaknesses in how the federal government nominated individuals to be on the watchlist and how agencies used the watchlist to screen individuals to determine if they posed a security threat. As a result of a classified study conducted by the GAO in 2010, the federal government changed procedures, which led to more individuals being added to the terrorist watchlist.⁹⁵

U.S. Customs and Border Protection (CBP) is responsible for securing our borders while facilitating the flow of legitimate trade and travel. It protects 5,000 miles of border with Canada, 1,900 miles of border with Mexico, and 95,000 miles of shoreline. It employs about 61,000 employees, including the following enforcement personnel: 12,058 officers, more than 20,000 border patrol agents, over 2,200 agriculture specialists, and nearly 1,000 air and marine officers and pilots.⁹⁶ In 2014, the DHS reported that in 2013 at 329 U.S. ports of entry, CBP officers inspected 351 million pedestrians and passengers, including over 107 million conveyances; processed over 98 million aircraft passengers; seized 206,246 pounds of cocaine and 3,895,381 pounds of marijuana; and intercepted more than 170,967 agricultural items and pests.⁹⁷

U.S. Immigration and Customs Enforcement (ICE) is responsible for the enforcement of federal immigration laws, customs laws, and air security laws. It targets illegal immigrants; the people, money, and materials that support terrorism; and other criminal activities. As of 2014, ICE had about 20,000 employees in 50 states and 47 foreign countries.⁹⁸

On the front lines of our efforts in maritime security is the U.S. Coast Guard (USCG). The Coast Guard is a military branch of the U.S. armed forces involved in maritime law, mariner assistance, and search and rescue. The USCG patrols in any maritime region in which U.S. interests may be at risk, including international waters and America's coasts, ports, and inland waterways. It became part of the DHS in 2003.⁹⁹

The biggest challenge for law enforcement agencies is the small group or "lone wolf" operators who do not usually have formal contacts or connections

terrorist watchlist A list maintained by the federal government of individuals who are not allowed to fly on airlines.

with al-Qaeda or other large terrorist organizations. Michael Chertoff, former head of the Department of Homeland Security and founder of the security firm Chertoff Group, said, "The more people are out there trying, the greater the chances one of them will get through."¹⁰⁰

Federal Bureau of Investigation (FBI)

The Federal Bureau of Investigation (FBI) has traditionally been the lead federal agency in the response to and investigation of terrorism. In May 2002, in the wake of massive criticism that the FBI had failed to properly handle information that could have led to the prevention of the September 11 attacks, FBI Director Robert S. Mueller completely reorganized the Bureau and created a new strategic focus for the agency. The FBI's new focus placed the following as its three priorities: (1) protecting the United States from terrorist attack, (2) protecting the United States against foreign intelligence operations and espionage, and (3) protecting the United States against cyber-based attacks and high-technology crimes.

The reorganization Mueller implemented involved a complete restructuring of the **counterterrorism** activities of the Bureau and a shift from a reactive to a proactive orientation. The main organizational improvements were the development of special squads to coordinate national and international investigations; a reemphasis on the **Joint Terrorism Task Forces (JTTF) concept**; enhanced analytical capabilities with personnel and technological improvements; a permanent shift of additional resources to counterterrorism; the creation of a more mobile, agile, and flexible national terrorism response; and targeted recruitment to acquire agents, analysts, translators, and others with specialized skills and backgrounds.¹⁰¹ In 2005, the FBI created its National Security Branch (NSB), which combines the missions, capabilities, and resources of the counterterrorism, counterintelligence, and intelligence elements of the FBI.¹⁰²

Possibly the most important unit in investigating terrorism in the United States is the FBI-local Joint Terrorist Task Forces (JTTF). Before the establishment of these task forces, ad hoc task forces of local and federal authorities would be established to investigate each new terrorist case as it occurred and then disbanded after the investigation. The

new concept ensures that the unit remains in place, becoming a close-knit, cohesive group capable of addressing the complex problems inherent in terrorism investigations. Because federal, state, and local law enforcement resources have been combined in these task forces, there is effective maximization of resources, provision of sophisticated investigative and technological resources, and linkage to all federal government resources in the United States and worldwide.¹⁰³

The objectives of the JTTF are twofold: to respond to and investigate terrorist incidents or terrorist-related criminal activity (reactive measures), and to investigate domestic and foreign terrorist groups and individuals targeting or operating in the area for the purpose of detecting, preventing, and prosecuting their criminal activity (proactive measures). The key to the success of these task forces is the melding of personnel and talent from various law enforcement agencies in a single, focused unit. The local police members bring the insights that come from years of living and working with the people in their area. They have usually advanced through their careers from uniformed precinct patrol to various detective duties before being assigned to the task force. Each of the participating agencies similarly contributes its own resources and areas of expertise to the team. The integration of the many agencies, each bringing its own unique skills and investigative specialties to the task force, makes these units formidable in combating terrorism.

In an article in the *FBI Law Enforcement Bulletin*, Robert A. Martin, former deputy inspector for the New York City Police Department (NYPD) and former member of the FBI-NYPD JTTF, describes the operation of the task force:

The FBI special agents bring vast investigative experience from assignments all over the world. The FBI legal attachés, assigned to U.S. embassies throughout the world, provide initial law enforcement information on international terrorism cases. Since many terrorist events are committed by suspects from other countries,

counterterrorism Enforcement efforts made against terrorist organizations.

Joint Terrorism Task Forces (JTTF) concept Use of single-focused investigative units that meld personnel and talent from various law enforcement agencies.

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Seeking a Job with the U.S. Department of Homeland Security (DHS)

Those interested in applying for Department of Homeland Security positions should visit the USA Jobs electronic portal to government-wide opportunities. From that site, they can search for current DHS employment opportunities by job category, location, salary, and more.

DHS job announcements provide important information about job qualifications, duties, salary, duty location, benefits, and security requirements. Potential applicants can view these announcements to determine if their interests, education, and professional background will make them good candidates for the job.

All DHS jobs require U.S. citizenship, and most require successful completion of a full background investigation. Applicants may also be required to submit to drug tests.

Source: U.S. Department of Homeland Security, "Get a Homeland Security Job," retrieved May 6, 2014, from www.dhs.gov.

it is necessary to gain the cooperation of law enforcement agencies from the countries of origin. Interagency cooperation is essential when investigating crimes committed internationally. The FBI will work in tandem with other agencies to develop investigative leads.¹⁰⁴

Before September 11, 2001, the United States had 35 formal JTTFs. After the attacks, JTTFs were added to each of the FBI's 56 field offices, as well as 10 stand-alone formalized JTTFs in the FBI's largest resident agencies (resident agencies are maintained in smaller cities and towns across the country).¹⁰⁵

Secure Communities: DHS and FBI

Secure Communities is a deportation program that uses an already existing federal information-sharing partnership between ICE (the immigration enforcement component of the DHS) and the FBI. This partnership helps to identify criminal immigrants

without imposing new burdens on law enforcement.¹⁰⁶ Secure Communities was started in 2008 in 14 jurisdictions and is now in more than 1,700. As of January 22, 2013, the Secure Communities strategy has been implemented by ICE in all 3,181 jurisdictions in the United States, U.S. territories, and Washington, D.C.¹⁰⁷

The process of identifying an individual from the arrest to removal begins at the local level. When a local or state law enforcement officer makes an arrest, the fingerprints of that individual are submitted electronically to the FBI. The FBI checks its database, and if the individual is identified as an illegal immigrant who has previously made contact with ICE, the FBI coordinates with ICE to hold the individual on an ICE detainer or immigration hold. The ICE hold will allow the person to be held in custody for an additional 48 hours to allow ICE time to conduct an interview and determine if the individual should be held for deportation proceedings.¹⁰⁸

Meanwhile, the FBI has further extended its identification capabilities through a project called Next Generation Identification (NGI) that matches not only fingerprints but also iris scans and facial recognition technology. The project integrates all three methods of identification in an effort to speed identification of wanted individuals. This is another step toward biometric identification of people.¹⁰⁹

The Secure Communities program is not without controversy. Although it was originally intended to target "serious convicted felons," it has caused others who are only here illegally to be deported as well.¹¹⁰ Several states are trying to withdraw from the program, most notably Illinois, and the California legislature is considering legislation to allow participation in the program by local law enforcement to be voluntary.¹¹¹

In response to the Secure Communities program, Georgia, Alabama, and most notably Arizona (with the passage of SB 1070) have attempted to implement laws that will allow their law enforcement personnel to enforce immigration laws in their states. In Georgia, the federal courts have stayed the provisions of the laws pending further hearings.¹¹² The U.S. Supreme Court in *Arizona et al. v. United States* (2012), upheld part of Arizona SB1070, which required the police to determine the immigration status of anyone arrested or detained where there is reasonable suspicion they are not in the United States legally.¹¹³

In August 2011, the Department of Homeland Security (DHS) notified 39 governors that the fingerprint-sharing program of Secure Communities did not need the approval of their state to operate in it and that the DHS had voided previous signed agreements authorizing their participation.¹¹⁴

Office of the Director of National Intelligence (ODNI)

The Office of the Director of National Intelligence (ODNI) was created in 2005 to unite America's national security intelligence under one umbrella. It was based on the 9/11 Commission report, which recommended the creation of a single intelligence director for the United States. The ODNI coordinates information from national security and military intelligence agencies, as well as law enforcement agencies. These agencies include the CIA; the National Security Agency; the Defense Intelligence Agency; the National Geo-Space Intelligence Agency; the National Reconnaissance Office; the FBI's National Security Branch; the Department of Energy's Office of Intelligence and Counterintelligence; the Department of Homeland Security's Office of Intelligence and Analysis; the Department of the Treasury's Office of Intelligence and Analysis; and the Drug Enforcement Administration's Office of National Security Intelligence.¹¹⁵

Other Federal Agencies

In addition to the DHS, the FBI, and the U.S. military, several other federal agencies are involved with crisis activities involving terrorism. One example is the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), which has special responsibilities in cases of arson and explosives.

In February 2008, the federal Amtrak police announced that it would begin random screening of passengers' carry-on bags and that its officers would patrol trains and platforms with automatic weapons and bomb-sniffing dogs. Amtrak security teams show up unannounced at stations and set up baggage screening areas in front of boarding gates. Officers randomly pull people out of line and wipe their bags with a special swab that is then put through a machine that detects explosives. If the machine detects anything, officers open the bag for visual inspection. Anyone who is selected for screening and refuses it is

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Enormous Responsibilities for U.S. Border Protection

- The United States has 5,525 miles of border with Canada and 1,989 miles with Mexico.
- The U.S. maritime border includes 95,000 miles of shoreline and a 3.4 million-mile exclusive economic zone with 329 official ports of entry.
- Each year, more than 500 million people cross the borders into the United States, some 330 million of whom are noncitizens.
- More than 730 million people travel on commercial aircraft each year, and more than 700 million pieces of baggage are screened for explosives each year.
- Approximately 11.2 million trucks and 2.2 million rail cars cross into the United States each year.
- 7,500 foreign flagships make 51,000 calls in U.S. ports annually.

Source: U.S. Department of Homeland Security, retrieved August 18, 2006, from www.dhs.gov.

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FBI Priorities Post-9/11

- Protect the United States from terrorist attack
- Protect the United States against foreign intelligence operations and espionage
- Protect the United States against cyber-based attacks and high-technology crimes
- Combat public corruption at all levels
- Protect civil rights
- Combat transnational and national criminal organizations and enterprises
- Combat major white-collar crime
- Combat significant violent crime
- Support federal, state, local, and international partners
- Upgrade technology to successfully perform the FBI's mission

Source: Federal Bureau of Investigation, retrieved August 21, 2006, from www.fbi.gov.

not allowed to board. This screening was a significant change for Amtrak, which, unlike the airlines, had relatively little security even since the 2001 terrorist attacks. Concern about Amtrak security mounted after the 2004 bombings of commuter trains in Madrid, the 2005 train bombings in London, and the 2006 commuter train bombings in Mumbai, India.¹¹⁶

Many argue that the federal government has still not done enough for homeland security. In 2005, it was reported that the government had missed dozens

of deadlines set by Congress after 9/11 for developing ways to protect planes, ships, and railways from terrorists. A member of the House Homeland Security Committee stated, "The incompetence we recently saw with FEMA's leadership [during Hurricane Katrina] appears to exist throughout the Homeland Security Department. Our nation is still vulnerable." He said that the government has yet to develop a comprehensive plan to protect roads, bridges, tunnels, power plants, pipelines, and dams.

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They Stopped the Terrorists before They Could Attack

The police officers who patrol New York City, the NYPD, are called New York's Finest—an accolade they deserve every day. The finest of the Finest has to be NYPD's elite emergency service unit (ESU). These are the men and women who risk life and limb to climb to the tops of the city's myriad bridges and skyscrapers to rescue potential "jumpers" from themselves, enter blazing buildings, and breathe life back into cardiac victims and others who are near death. The NYPD's ESU is also the city's special weapons and tactical (SWAT) team. They are the Marine Corps of the city, available 24/7 with their automatic weapons to combat armed terrorists and maniacs. Their action on July 31, 1997, was just one of the heroic things cops in New York did that day, but it saved the city from certain disaster.

The events began when a Long Island Railroad police officer, on patrol in his radio car in Brooklyn, observed a man acting irrationally at 10:45 p.m. on July 30, 1997. The man was repeatedly screaming in Arabic, "Bomba," and cupping his hands and moving them apart to mimic an explosion. The officer took the man to the 88th Precinct station house in Fort Greene, Brooklyn, where an interpreter determined that bombs and plans to blow up New York City subways were at a house at 248 Fourth Avenue in the Park Slope neighborhood.

Just before dawn on July 31, the police closed off scores of blocks in Park Slope and called on the ESU to enter the building. The officers entered the cramped apartment, led by hero cops Joseph Dolan, age 34, and David Martinez, age 38, shouting, "Police! Don't move!" whereupon one man reached for one of the officers' weapons and

another reached for one of four toggle switches on a pipe bomb. Officers Dolan and Martinez shot both suspects before any actions against them could be taken. A nine-inch pipe packed with gunpowder and nails and a device in which four pipes had been wrapped together and equipped with toggle-switch detonators were among the explosives removed by the police. Further investigation revealed that the men were Middle Eastern terrorists who had planned to carry out a suicide bombing of the New York City subways on that very day.

The police action came a day after a suicide bombing in a Jerusalem market had killed and injured scores. The lives of more than a million New York City commuters and residents were disrupted by the police action and investigation, but no injuries or deaths ensued. Officer Martinez said, "I felt a little sick when I woke up the next day. I started to realize I almost wasn't here. I started to think of the magnitude of what these people were going to do. They would have killed hundreds of people, little children, mothers, people they don't even know. It's a great feeling to know in some way you helped alter the future." Mayor Rudolph Giuliani said, "They [the NYPD] prevented a major terrorist attack from taking place."

Sources: "Heroes of Bomb Scare: Courageous Cops of Emergency Unit Honored," *Daily News*, August 3, 1997, p. 3; Rocco Parascandola, "Hail Storm for City's Finest of Heroes," *New York Post*, August 3, 1997, p. 1; William K. Rashbaum and Patrice O'Shaughnessy, "Raiders Knew Lethal Risk: With Seconds to Spare, Cops Nearly 'Naked' vs. Bomb," *Daily News*, August 3, 1997, p. 2; "They Saved the City: New York Would Be Counting Its Dead If These Hero Cops Had Not Acted," *New York Post*, August 3, 1997, p. 1.



David R. Frazier Photolibrary, Inc./Alamy

U.S. Immigration and Customs Enforcement officers work at the Tijuana, Mexico–San Diego, California, border crossing.

of planning and preparation for that event occurs in some local law enforcement agency's jurisdiction. No agency is closer to the activities within its community than the law enforcement agency that has responsibility and jurisdiction for protecting that community.¹¹⁹

Expressing similar concerns in 2002, William B. Burger, chief of the North Miami Beach, Florida, Police Department and president of the International Association of Chiefs of Police (IACP), stated,

State and local law enforcement agencies in the United States—and the 700,000 officers they employ—patrol the

streets of our cities and towns daily and, as a result, have an intimate knowledge of those communities they serve. This unique relationship provides these agencies with a tremendous edge in effectively tracking down information related to terrorists.¹²⁰

In a special edition of the *FBI Law Enforcement Bulletin* in December 2007, Willie T. Hulon, executive assistant director of the National Security Branch of the FBI, wrote,

Local police officers, who are out on the streets, are the frontline of the war on terrorism. They often may be the first to detect potential terrorists. The vast jurisdiction of state, local, and tribal officers brings invaluable access to millions of people and resources, which can help protect the nation and its citizens. The information gathered on the street and in our communities is one of the most powerful tools we have.¹²¹

In 2008, Los Angeles Police Department (LAPD) chief William Bratton stated,

The potential threat of terrorism is much more real now than it was in the 20th century. What is necessary is to actually police terrorism. That's where local police come in. There are 700,000 of us in local cities.¹²²

He also said that a broad plan to protect levees and dams might have helped prevent the New Orleans levees from being breached.¹¹⁷

State and Local Law Enforcement Efforts for Homeland Security

Although the previous section emphasized the role of our national government in responding to and combating terrorism and homeland defense, we must remember that each act of terrorism is essentially a local problem that must be addressed by local authorities.

D. Douglas Bodrero, former commissioner of public safety for the state of Utah and a senior research associate with the Institute for Intergovernmental Research, writing in 1999, stated, "Every act of terrorism occurring within the United States remains local in nature."¹¹⁸ Bodrero, writing again in 2002, reiterated his emphasis that terrorism is primarily a concern for local governments:

The planning or execution of terrorist acts on U.S. soil [is] the concern of every law enforcement agency, regardless of size or area of responsibility. Every terrorist event, every act

Even after the 1993 World Trade Center bombing, most state and local law enforcement administrators continued to view terrorism primarily as an international threat. Many administrators believed that metropolitan centers such as New York, Miami, and Chicago remained the most likely targets. A 1995 National Institute of Justice (NIJ) study confirmed that state and local law enforcement agencies viewed the threat of terrorism as real, but their response varied widely according to the size and resources of the agency and the nature of the threat in the particular community. Major cities developed prevention and preparation programs, often in cooperation with the FBI and its JTTF; in contrast, smaller cities and counties usually operated on their own. Antiterrorism resources varied based on the existing threat potential. Some smaller jurisdictions developed regional alliances to address specific extremist groups and organizations operating locally.¹²³

These perceptions changed after the 1995 Oklahoma City explosion. Bodrero wrote that since then most jurisdictions have realized the threat presented by extremist individuals and groups and now assess the threat that such groups pose to their respective communities and to related operational planning and readiness issues.¹²⁴

Although the FBI maintains the lead federal role in the investigation and prevention of domestic terrorism, every terrorist act, as Bodrero and Burger wrote, is essentially local. Local law enforcement officers respond first to a terrorist threat or incident and are the closest to sense the discontent among terrorist movements; they can monitor the activity of extremist causes, respond to hate crimes, and serve as the foundation for an effective assessment of threatening activities in their own communities.

In 2002, a four-day conference was held on the effect of community policing and homeland security. Conference speakers agreed that the community should be involved in countering any chronic crime problem facing the community, including terrorism. In the keynote address, former U.S. Attorney General John Ashcroft noted that the terrorists who committed the atrocities of 9/11 lived in local communities for many months, moving unnoticed in neighborhoods and public places. He emphasized that citizens must become active stakeholders in securing their own safety by being trained by police agencies to become alert observers of dangerous signals, which can result in the supplying of

valuable information to law enforcement agencies in their preventive efforts.¹²⁵

In the aftermath of 9/11, state and local agencies are being asked to play a bigger part as first responders to terrorist incidents and in gathering intelligence. Federal funding is available to state and local law enforcement for the development and enhancement of law enforcement information systems relating to terrorism with an emphasis on information sharing.¹²⁶

Some have even suggested changing our traditional concept of policing because of terrorism. Melchor C. De Guzman of Indiana University, South Bend, in a speech at a symposium on the changing role of criminal justice agencies in a time of terror, stated that the attacks of September 11 clearly brought to the limelight not only the false sense of security of the United States but also its vulnerability to the violence of terrorism on its domestic soil. He said that our society must reexamine and revise our strategic thinking and paradigms about the way domestic security is maintained and that public policing has to make the necessary adjustments to contribute to the immediate security requirements of the nation. He concluded by stating,

The roles and strategies of the police are shaped by the need of the times. In this time of terror, police are required to be more vigilant and perhaps more suspicious. They are required to be more proactive both in detecting and investigating acts of terrorism. The community policing roles that they have embraced for the last decade should be examined in the light of its opposing tenets to the demands of providing police service in time of terror. The police should lean toward a more legalistic style and begin to apply their innate talent for sensing danger. This is the philosophical shift that circumstances demand. This is probably the role that the American people demand from their law enforcement officers.¹²⁷

Subsequent to the 2005 London bombings, many stress the importance of the local police in the war on terrorism. As Los Angeles Police Chief William Bratton noted,

Terrorist cells seem cut off from al-Qaeda's headquarters. Now, rather than the well-financed groups of highly trained "professional"

terrorists right out of bin Laden's camps, we are dealing with a new breed of young, educated men who are living among us in the United States and Europe. They are following al-Qaeda-influenced websites or heeding the calls to action by radical Imams. Without financing or logistical support from al-Qaeda, their attack plan may be whatever plan they can cobble together with imagination and Internet research. Because of that, now more than ever, it is more likely that the terrorist plot is going to be uncovered by the cop on the beat than a foreign intelligence source.¹²⁸

Commenting on the 2007 attempted bombings in London and Glasgow and the bombings of the Madrid and London transit systems, Sheri H. Mecklenburg, assistant U.S. attorney for the Northern District of Illinois, wrote that the threat of terrorism now comes from local cells, thrusting local police into the role of antiterrorism combatants once thought of as the purview of international and federal agencies. She stated that local law enforcement agencies will have to adapt their traditional policies and training to address new dangers when confronting suicide bombers.¹²⁹

As an example of local efforts to address the problems of terrorism, the NYPD created two new deputy commissioner positions in 2002, a deputy commissioner for intelligence and a deputy commissioner for counterterrorism. It filled these positions with former high-ranking officials from the Central Intelligence Agency and the Marine Corps. The NYPD also created the Counter-Terrorism Bureau (CTB) of 1,000 officers. The CTB consists of the Counter-Terrorism Division as its intelligence and research arm and the JTTF as its investigative arm. New equipment, such as radiation-detection gear and biohazard suits, is now standard issue for all NYPD officers.

Although the actual numbers of the NYPD counterterrorism unit are not readily available, it is believed about 1,000 NYPD employees are working directly on terrorism-related issues every day, including active investigations.¹³⁰ The NYPD has its own liaison officers working full time in Britain, France, Israel, Canada, Singapore, Amman, the United Arab Emirates, Jordan, the Dominican Republic, and Australia, filing daily reports on developments there, as well as a group of 80 highly trained civilians working on terrorism. They build

profiles of possible terrorists by drawing on confidential informants, surveillance, and links with other law enforcement agencies around the world. The civilians educate the department about terrorist tactics and help search for threats in the city. The NYPD's CTB has Arabic and Farsi linguists and dozens of detectives and liaison officers from other city and state agencies. The department's telephone terrorist tip line receives about 150 calls a day.¹³¹ The LAPD also has a counterterrorism unit with an estimated 300 members.¹³²

The following 2003 media description gives a sense of the security changes in the New York City area a year and a half after 9/11:

As the United States wages war on Iraq, New Yorkers and others across the region are witnessing an extraordinary state of heightened security. Police officers are armed like assault troops outside prominent buildings, police boats are combing the waterfronts and trucks are being inspected at bridges and tunnels. . . . No one can live or work in the region without having noticed the proliferation of armed security guards, surveillance cameras, handbag searches, metal detectors, electronic access cards and bomb-sniffing dogs, all of which have multiplied from Pennsylvania Station to the Metropolitan Museum of Art. Layered atop those are changes hidden from most eyes, like the detectives paying visits to chemical companies that terrorists might contact, the immigration agents demanding credit card numbers from foreign visitors, or the hospital emergency room stockpiles of nerve gas antidotes.¹³³

After September 11, 2001, other local governments and local police agencies created new systems to protect their localities against terrorism. Some of these were the following:

- The Pasadena, California, Police Department created its own threat matrix system to prioritize the continual stream of alerts from federal agencies, with the highest level reserved for those that specifically target Southern California.
- Des Moines, Iowa, police developed an intelligence-sharing system called Cop-Link, which has an artificial intelligence component allowing it to combine data so that municipal and county law enforcement do not have to call each other to find out what information the other might have.