

WMD INCIDENT – TO DIE FOR
EASTERN MICHIGAN UNIVERSITY SPSC #13

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ABSTRACT

This research paper gives an overview of terrorism awareness education, equipment and training necessary to help alleviate terrorism. Past and present terrorist events are summarized to show the importance of mitigation for future incidents. Interviews and personal experience will assist in establishing the outcomes to the preparedness issues of law enforcement. Three local law enforcement officials are informally interviewed in regards to their department's preparedness involving a critical mass destruction incident. The results indicated encouragement in some areas: 1. agencies are taking proactive measures to prepare, 2. training in ICS and WMD for members, 3. purchase of new air purifying respirators (APR) but, also revealed a need for more work in the same three categories named. In conclusion, terrorism is re-shaping our culture. The way we perform our daily activities is altered forever. The recommendation is for the DPD to; establish an Emergency Preparedness Unit, introduce mandatory First Responder Awareness education on the Incident Command System, Terrorism Awareness, Cyber-terrorism and develop terrorism training for the above mentioned courses. Also, provide a new analysis on personal protection equipment utilized by the DPD members. Even though there have been other domestic incidents, the destruction of the World Trade Center (WTC) and part of the Pentagon on September 11, 2001, has brought the United States into a synergistic effort against terrorism.

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INTRODUCTION

The United States is currently involved in a complex situation, a war against terrorism. Even though there have been other domestic incidents, the annihilation of the World Trade Center and partial destruction of the Pentagon on September 11, 2001, has brought the United States into a synergistic effort against terrorism. The question most often asked of the federal, state, and local agencies is whether or not they are prepared for a terrorist attack. According to the Federal Bureau of Investigation (FBI), "Terrorism is the unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives".

This is the problem statement: Is the Detroit Police Department prepared to handle a weapon of mass destruction incident? The purpose of this applied research paper is to make the reader aware of terrorism by summarizing historical terrorist or mass destruction events, identify possible threats or perpetrators, identify targets, discuss types of weapons, and to deliberate on the Detroit Police Department's readiness to respond to such terrorist type incidents. Another aspect of this research paper is to introduce cyber terrorism into the weapons of mass destruction (acronym B-NICE). After analyzing the results, recommendations will be identified that shall address the problem. This question has prompted terrorism and emergency preparedness to be the focus of this paper. The methodology used includes an informal comparison between the Detroit Police Department and three surrounding suburban departments, with respect to emergency preparedness, education, equipment and training. Interviews and personal experience will also assist in establishing the outcomes to the

stated problem; is the Detroit Police Department prepared to mitigate a weapons of mass destruction incident?

BACKGROUND AND SIGNIFICANCE

The Threat

Terrorist activities did not start on September 11, 2001. Later on, there is a list of six incidents and one is World War I, 1914-1918, which is credited with the first use of chemical warfare. Terrorist come in all shapes and colors. At this current time, post September 11, the Arabic community is being racially profiled as possible terrorists. However, not all militia or religious cults' deploy terrorist acts, but the extremists of these groups surface and find there followers. There are militias, religious cults, hate groups, environmentalist, animal rights, and the list continues endlessly or so it seems. A terrorist may assume many facets and is often undistinguishable to the public. Therefore, there needs to be some distinction between the common criminal and an extremist. According to the Michigan State Police Terrorism Awareness course, the follow comparisons are made:

<u>TYPICAL CRIMINAL</u>	<u>EXTREMIST</u>
Opportunistic	Focused
Uncommitted	Committed
Self-centered	Team-oriented
Undisciplined	Disciplined
Untrained	Trained
Escape-oriented	Attack-oriented

In dealing with terrorist situations, the law enforcement personnel should know their adversary. When gathering intelligence information about a person or group you will find the above comparisons to sustain validity. It is also most beneficial to know the purpose or goals of the terrorist. This may help in obtaining suspected target data.

Didn't anybody think that the World Trade Center was a priority target? After a failed attempt in 1993, it was just a matter of time. If the funding and support avenues can be altered or shut off this can put a serious dent into an operation. America has been a great source of funding for different causes overseas. Governmental and private monies have been sent abroad. Terrorist need their cash cow (funding source) to keep operations moving. It is for that fact that, southeastern Michigan may have been spared a weapons of mass destruction incident by persons from the Middle East. Southeast Michigan has the largest Middle Eastern population next to the Middle East. Another topic to remember is the capability of the terrorist. By gathering sufficient intelligence, a conclusion can be made on whether a threat is credible or not. Developing intelligence as stated above will be time consuming and costly but, if you don't know what type of criminal or terrorist you are dealing with, it may cost you more in the end. Below is a synopsis of six incidents that should convince anyone that the threat is real, if you didn't already know.

Incident One

World War I (1914-1918) had become a brutal standoff of opposing infantries fighting from fortified trenches. To break the stalemate, the German Supreme Command made a fateful decision to change strategy. At 5 p.m. German combat engineers opened 5,730 cylinders of compressed chlorine gas. Blown by the wind, this vast yellowish-

green cloud wafted across the battlefield toward the unprepared Allied lines. Suddenly enveloped and choking from the mysterious gas, French and Belgian troops in the trenches turned and ran for their lives (Falkenrath 1998).

Incident Two

In more recent times, a small town close to Portland, Oregon was the site of a biological attack. In 1984, a cult group, the Bhagwan Rajneesh, sprayed salmonella bacteria on salad bars throughout the area. Their goal was to sicken a large portion of the population just days prior to an election, thus bolstering their hopes for a victory in balloting that would be in favor of their cult.

Incident Three

In 1993, the World Trade Center was attacked by a car bomb. Ramsey Jousef, was considered the mastermind. A car bomb was parked in the garage with the intent to blow up the one tower and hopefully have it tumble into the other.

Incident Four

Two years later in 1995, another car bombing took place at the Alfred Murrah Federal Building in Oklahoma City, using almost the same ingredients as the World Trade Center. This time Timothy McVeigh, a militia member, used a higher quantity of similar explosives than Ramsey Jousef, to devastate his target.

Incident Five

Also, in 1995, the Aum Shinryko Cult was deploying a chemical nerve agent, known as Sarin, in a Tokyo subway. The potential to kill several thousands of the population existed. Only 12 persons died but 5,000 plus were reported seeking medical treatment.

Victims left the scene and transported themselves to different hospitals. The hospitals were temporarily crippled due to the massive influx of patients.

Incident Six

Then on September 11, 2001, commercial airliners were used as weapons of mass destruction when two planes struck the World Trade Center Towers and one plane struck the Pentagon.

The previous incidents are merely brief highlights of a few terrorist events that have taken place.

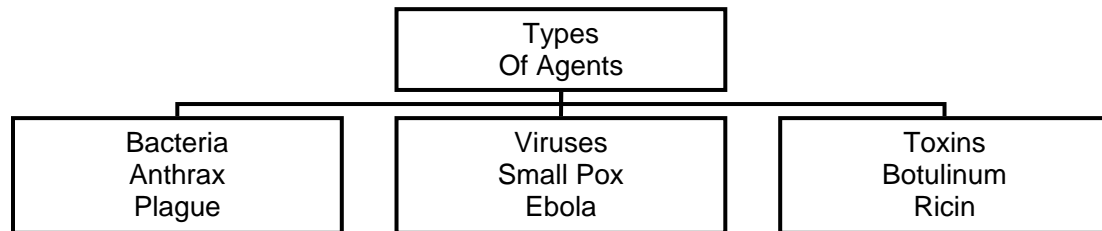
Weapons

Knowing that the threat is real, let's explore the different types of weapons used in the listed incidents.

World War I	Chemical	Chlorine
Portland, Oregon	Biological	Salmonella
World Trade Center (93)	Explosive	Urea Nitrate & Fuel Oil
Alfred Murrah Building	Explosive	Ammonia Nitrate & Fuel Oil
Tokyo Subway	Chemical	Sarin
World Trade Center (01)	Incendiary	Jet Fuel

A common acronym used to identify the possible types of weapons deployed is B-NICE. B-NICE stands for biological, nuclear, incendiary, chemical, and explosive. Barring the absence of nuclear, it seems that the terrorists are using the full spectrum of the acronym. The following is a brief synopsis of the weapons.

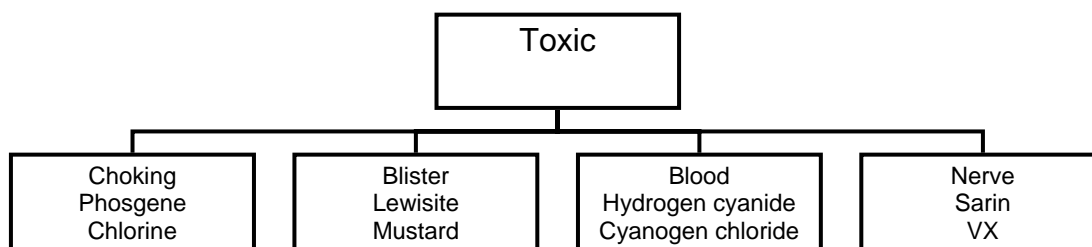
Biological agents are difficult to detect. There are four main routes of entry into the human body: inhalation, ingestion, injection and absorption. Some biological agents are outlined in the following chart.



Nuclear devices are harder to obtain and would most likely be deployed by a country. Another alternative is to blow up a nuclear power plant. If either one happens, it is not going to be nice.

Incendiary events cause fear and panic and are very easy to make. Incendiary devices can be triggered either electronically or chemical, thus giving the perpetrator ample time to exit the scene. This form of weapon makes it difficult to decide whether it is arson or terrorism.

Chemical agents are easy to obtain and have four main categories, as shown below.



Chemical agents generally show results quickly and, if given enough time, one can protect against the attack. Chemical agents may be detected faster than biological agents.

Cyber terrorism is the one weapon that has not been discussed in the B-NICE acronym. As technology advances our society forward, it also creates another arena for vulnerability. Persons that break into computers are called hackers.

The Management Information System for the Information Age, lists essentially five types of hackers. First, *White-Hat Hackers* follow a “hackers’ code and, while they break into computers they have no right to access, they often report the security leaks to the victims. Their thrill is in being able to get into someone else’s computer. Second, *Black-Hat Hackers* go further than just looking. They exploit or destroy the information they find. They deliberately cause trouble for the fun of it. Third, *Crackers* are hackers with malicious intent. They might break into a system to blackmail, bribe or get revenge with the information they find. Fourth, *Hacktivist or cyber terrorist* are politically motivated hackers who use the Internet to send a political message of some kind. The hacktivist’s idea is that the bigger the company they break into, the more likely the attack will be publicized and the more attention their message will get. Finally, *Script bunnies* are people who would like to be hackers but don’t have much technical expertise (Haag, Cummings & McCubbrey, 2002).

Explosive devices have three common types: the pipe, the satchel, and the car bomb.

The explosive device is sometimes used as a catalyst for dispersing chemicals or it ignites an incendiary incident. It is important to note that, according the Office of Domestic Preparedness, 70 – 80 percent of the incidents taking place involve explosives (Terrorism Awareness 1997). An explosive device can be positioned close

by a facility containing chemicals or even nuclear materials to achieve its objective. The blast pressure and fragmentation associated with the explosion can actually be deadlier than the initial incident.

Dissemination Devices

In order to try to prevent or lessen the effects of an attack, it will assist in planning if the dissemination devices are understood. There is no doubt that after September 11, 2001, anything could be used as a dissemination device. Small aerosol cans and crop dusters are capable of releasing biological or chemical agents into the air. Bursting or explosions can activate chemical or incendiary agents. Bottles filled with gasoline, stuffed with a rag wick, ignited and thrown at a target is an example of an incendiary device. Another way of dissemination is by a vector, such as an insect like a mosquito or a tick, which carries a disease from insect to animal or insect to human. The Bubonic Plague hit Europe in the 1300's and devastated the population.

Personal Protection Equipment (PPE)

There are four levels of PPE starting from A to D with A being the highest protection.

The following is a brief description of the four levels:

Level A - fully encapsulated suit & Self Contained Breathing Apparatus (SCBA)

Level B - not fully encapsulated with SCBA

Level C - protective suit w/respirator

Level D - work uniforms or street clothes

Self protection for dealing with B-NICE agents is time, distance, and shielding. The less time a person is exposed to an agent, the better the chance for survival is. Allow as much distance between yourself and the incident to avoid contamination. Shielding is

wearing protective clothing, taking cover behind a building, or simply positioning an object between you and the weapon for protection.

Decontamination

Keep in mind that, if the unfortunate incident happens and an individual is exposed to a chemical or biological agent, that person will require decontamination prior to being removed from the warm zone to the cold zone. The three zones are: the hot zone, also known as ground zero (where a specific level of PPE may be required). The warm zone will also required a mandated level of PPE and is where the decontamination takes place. The cold zone is a safe area not requiring any PPE. The cold zone is the best place for law enforcement personnel to function within. At a mass casualty incident that involves a chemical or biological agent requiring decontamination, the dead will need to be decontaminated also. The area defining the zone should be established by the incident commander.

Incident Command System

The Incident Command System (ICS) is a widely accepted sound management practice for public service and businesses. The ICS concept and principles include:

- ✿ Common Terminology
- ✿ Modular Organization
- ✿ Integrated Communications
- ✿ A Unified Command Structure
- ✿ Consolidated action plans
- ✿ A Manageable Span of Control
- ✿ Designated Incident Facilities

✿ Comprehensive Resource Management

ICS is recognized as the foundation for an effective, all risk emergency planning and response and recovery capability. It involves: management by objectives, delegation, and empowerment (FEMA, 1995). The fire service utilizes ICS and law enforcement is slowly integrating into the system. OSHA regulation 1910.120 mandates legal requirements to use ICS at hazardous material incidents. The common terminology makes it easy for outside agencies to respond and assist. A manageable span of control is 3-7 persons with an optimum of 5. One person is in charge of the operation, the incident commander. By utilizing the ICS there should be control of the situation. The ICS put priority in life safety, scene stabilization, and preservation of property.

Effects

The effects of these weapons vary; some may be immediate and some may take hours or weeks for symptoms to surface. To grasp this idea, the following is a quick breakdown of the previous listed incidents. The case of the World Trade Center and Pentagon incorporated an explosive device, the plane and the jet fuel made the incident into a major fire incident (incendiary). The intense heat from the burning jet fuel melted the frame work and the building collapsed, causing death immediately or within minutes after the initial plane crash. In other incidents, there may be a short delay in the overall effect, like in the case of the Tokyo subway sarin attack (chemical). Only twelve persons died due to the chemical exposure, but after the media started broadcasting the symptoms that may be related to a chemical attack involving sarin, thousand of people began overwhelming the healthcare facilities. The effect of the mass hysteria and psychological injuries that evolved hours after the incident, crippled the Tokyo health

care system. Another feared and complicated weapon to detect is a substantial biological attack. The effect may not surface for days or the origin may take weeks or months to trace. The salmonella incident near Portland, Oregon is a great example of biological terrorism. The persons who ate at the different salad bars went back to their respective homes without a clue as what was to follow. The next day or two, symptoms of food poisoning started to occur. But since the victims are treated by different doctors in various locations it took weeks to link the terrorist act. Our communities will have to rely heavily on medical surveillance to make an accurate diagnosis of the incident. This age of terrorism is new to many in the medical field. The doctors haven't routinely encountered some of the bacteria (anthrax) or viruses (smallpox) that they may be confronted in future dealings with terrorist. Medical personnel will require enhanced education and training to help identify and treat biological and chemical warfare. Not only is the physical harm done to the victims, but the psychological damage inflicted may be far greater in time. The psychological damage may never be truly measured. Besides psychological harm, the economy suffers monetary setbacks. It will be tough to figure out how many lives are affected by an incident. There was enormous hype over computer problems occurring on January 1, 2000. Some prophecies were predicting the end of the world. The date came and passed. Therefore, the American culture thought that it was invincible again. Americans have been very complacent in dealing with terrorism. 'It won't happen here,' was the attitude and thought process of the American people until the tragedy of September 11, 2001.

Target Identification

The terrorist's goals may vary, but generally they are to achieve a high fatal body count, receive media attention for broadcasting their message, and create havoc by instilling fear into the minds of the victims or survivors. The selection of targets may be influenced by the weapons that are available, the function of the target or the timing of the incident. Targets may have some perceived cultural, historical, or symbolic value. There may be ethnic, religious, or some political background reason for selecting the target. The target may be some sort of industry. The bombings in Africa, on the US Embassy and Planet Hollywood in 1998, were examples of cultural and symbolic attacks on the United States. The US Embassy is symbolic in its very nature of business and occupation of the embassy. Planet Hollywood was an attack related to the American culture. The salmonella incident in Oregon, and the sarin attack in Japan are examples of religious cults with political motivation behind their cause. Target selection could encompass a large number of sites: government buildings (including police stations), transportation hubs (bridges & tunnels), casinos, corporate headquarters (Ford, GM, etc), sport parks or stadiums are all possible targets. Computer data bases have become the new targets. Since we rely on technology so heavily, major facilities could be shut down due to computer failure, thus affecting our water, electricity and communication companies. Sometimes incidents occur due to timing or some significant date. April 19, is the best known for various incidents occurring on this date. Waco, Oklahoma City, Adolf Hitler's birthday, are events that all happened on April 19. The Pentagon and the World Trade Center happened on 9-11, which is synonymous to our call for help or public safety service. For every group or faction, there is always an anti-

faction. You can't keep everyone happy. Remember there are no rules and no boundaries to what may be a target.

LITERATURE REVIEW

Law enforcement must be alert for any unsuspecting event but who can really predict what, when, where and how the next act of aggression will be accomplished. The addition of cyber terrorism is an important facet to terrorism. Attacks have already been made on electronic devices and as stated earlier, since technology has driven our homeland to a greater dependency of the computer, a new target has emerged for future terrorist.

It is a large range of literature that attempts to identify the most credible sources of attacks on the U.S. homeland and the most probable of terrorist attack. While such literature is sometimes useful, it can be highly misleading. Searching for the most probable form of one or another of the virtually countless variations of low probability attacks is terrible mathematics. It is a fundamental principle of probability that under these conditions, the cumulative probability of a low probability event occurring will always be higher than the cumulative probability of a small set of the slightly higher probability events. Putting more emphasis on history, shows that contingency and scenario analysis is not predictive, and that it is the wild card that is most likely to be played (Cordesman, 2002).

Governments, at all levels, have an obligation to secure their information systems and prepare for continuous infrastructure threats; having the will to do so is another matter

entirely. Systems security is not a “do it once and you’re done proposition”. An effective security plan is similar to an effective response plan. A firewall that kept the world out yesterday can be Swiss cheese tomorrow (Maniscalco, 2002). The evolution of internet security ascended to new levels after September 11. With increased warnings that the Internet may be the vehicle to a catastrophic event perpetrated by someone bent on causing mass destruction, the question is not whether to make security apart of every IT infrastructure, it is how. Bob Andrews, president of the International Association of Emergency Managers, says, “We have been lucky so far, but I don’t think that’s going to last unless we’re very careful about our computer security. It’s something that is just begging to happen, I’m afraid” (McKay 2002).

In an effort to begin a comparison of how prepared the Detroit Police Department is for weapons of mass destruction assault, three members of surrounding departments were questioned informally about their department’s preparedness. When questioned about having specific written procedures for terrorism, Sergeant Donald Ostroski of the Troy Police Department states, “Although there is no specific written policy on terrorism, we have critical incident response, and hazardous material guidelines that would incorporate terrorist activity responses”. Lieutenant Harper of the Dearborn Police Department says, “The homeland security unit is new and at this time nothing is written specific for terrorism but we are moving forward” and Detective Gerald Wakefield of Southfield Police Department concurred with the previous statements, “no policy on terrorism is available at this specific time. We are training personnel and making the best efforts to prepare”. The same departments were asked about what type of personal protective equipment is issued, what WMD training is given or required, is the

ICS utilized and does the homeland security advisory alert system mean anything to your department? The following table shows the answers and includes DPD's answers for comparisons.

Question	Troy P. D.	Southfield P. D.	Dearborn P. D.	Detroit P.D.
Type of PPE for all patrol officers.	3M-M40 APR w/NBC canister	3M-7800 S APR w/NBC canister	Unknown at time	MSA- Advantage 1000 < 500
Members trained in WMD courses	WMD Awareness- ICS (Execs 16 hrs.) 4hrs. all others	WMD Response (all patrol 16 hrs.) Includes ICS block	No specific training	Executives 16 hrs. ICS
Use ICS	Yes	Selected incidents	Selected incidents	Selected incidents
Does Homeland Security Alert mean anything?	Not a mandatory system- Nothing more is done	Nothing more is done	Nothing more is done	Nothing more is done

The above interviewees were selected because all of them deal directly with terrorism issues regarding equipment, education, training and mock exercising. The impact of the interviews will give a snapshot of DPD's preparedness. These findings will be expounded on in the results portion of the paper.

PROCEDURES

The problem statement is to determine whether or not the Detroit Police Department is sufficiently prepared to handle a weapons of mass destruction incident. To determine the hypothesis, one of the first things that needed to be accomplished was to educate the reader on the threats, weapons, targets and response to terrorism issues. This paper was produced in an easy to read terrorism awareness type course structure. Topics regarding the past, present and future were discussed. This paper introduced cyber terrorism into the traditional B-NICE format. The new format may read B-NICCE. Additional information and emphasis was placed on cyber terrorism. Again it is not a question of **If** but **When** the next attack will occur. Informal interviews were conducted with three local departments regarding their preparedness as posed in the hypothesis of this paper. The results were analyzed and recommendations were formulated.

RESULTS

After gaining a more effective understanding of terrorism, it is clear to visualize that terrorism is extremely complex and requires advanced education and training. The paper and the literature review make it understandable that predicting the next incident, target, method of attack or weapon of choice, is anyone's guess. Cyber terrorism is definitely a major concern for the government and private businesses. The interviews from surrounding departments provided encouraging information. The agencies are all taking proactive measures to address terrorism. There is an overall agreement that the channels of communication must be opened and no one city is an island. The interview

also revealed that there is a need to work further in all areas of preparedness. There were five questions asked of the interviewees:

1. Does your department have any specific written policy on terrorism?
2. What type of personal protective equipment does the patrol force use?
3. Is there any training required or given for terrorism?
4. Does your department utilize the Incident Command System?
5. What does the five color Homeland Security Alert system mean to your department?

The DPD falls right in place with Dearborn when viewing the previous table of the interview. Both departments will need to labor more on preparedness issues than the other two.

DISCUSSION

Using the comparison table as a snapshot, a large department like Detroit is no more or less prepared than the other departments. After reading the background and significance portion of this paper, it is clearly defined that terrorist problems exist from past and present incidents that occurred. Incidents four (Oklahoma bombing) and six (WTC & Pentagon) on pages 7, and 8, respectively show the vulnerability and devastation that can take place in a terrorist attack. Cyber space is an area that needs protection. As written on page 17, "An effective security plan is similar to an effective response plan. A firewall that kept the world out yesterday can be Swiss cheese

tomorrow (Maniscalco, 2002)". The recipients of terrorism knowledge also understand the importance of equipping, educating and training our public service members. The interviews with members of different departments eluded to the overall need to foster better coordination of all public safety personnel. There is a necessity for unity. "Law enforcement personnel are not prepared to combat sustained armed attacks"(Maniscalco, 2002). Think back of the L.A. bank robbery.

RECOMENDATION

We can prepare our departments and communities to react to different types of aggression. However, is it not wiser to mitigate these attacks before they happen. This is why educating, equipping, and training the public safety service along with the community are vital to success; success of living our lives in a peaceful environment without terror. To embark on the accomplishment of a tranquil life, the following recommendations are presented for the Detroit Police Department.

- ◆ *Establish an Emergency Preparedness Unit*
 - *Cyber crime sub-entity*
- ◆ *Introduce mandatory First Responder Awareness education on the Incident Command System, Terrorism*
- ◆ *Develop training for the above mentioned courses*
- ◆ *Provide needs assessment on Personal Protection Equipment for our members*

Emergency Preparedness Unit

The Emergency Preparedness Unit would be tasked with overseeing the entire items listed above plus; establishing liaisons with other agencies; federal, state, local and

private businesses. This unit shall task personnel to be dedicated for cyber-crime and intelligence reconnaissance. It is necessary during these virgin times, that the channels of communication, between all levels of law enforcement agencies, are open. The Emergency Preparedness Unit will also get together with private and public enterprise for the purpose of educating and assisting them in matters of emergency preparedness. Another responsibility will be to facilitate training courses with the police academy; handle needs assessments for future equipment, collect and disseminate vital information and make a status report to the Chief of Police on a regular weekly basis.

First Responder Awareness Education

Currently, all first responders are required by the Occupational Safety & Health Administration (OSHA) to receive Hazardous Materials instructions. This course is also mandated for a yearly refresher class. The Incident Command System is widely utilized by public safety personnel and has proven to be an effective incident management system nationally. Therefore, the DPD will be in concert with surrounding agencies already using ICS. Terrorism awareness is another educational program introduced to enlighten the first responder of other activity that may be present. The above three mentioned courses are certified through the Michigan State Police and offered public safety agencies as a Train-the-Trainer program.

First Responder Training

After the members have received the above education, training exercises shall be established. These exercises must be conducted with the community and in conjunction with Fire and EMS. This training will provide members a response

proficiency and gain public confidence in critical incidents. The following situations are recommended for first responder training:

- ◆ Response to a potential terrorist incident
- ◆ Hazardous material spill
- ◆ Anthrax exposure
- ◆ Mobile field force crowd management
- ◆ Use of personal protective equipment

Personal Protective Equipment (PPE)

Although the Department's PPE is not all encompassing for the whole department there is some equipment stockpiled. As listed in the comparison chart, DPD has Advantage 1,000 gas masks with bio-chemical filters, hooded chemical jump suits and rubber butyl gloves available for dissemination. A new needs assessment analysis should be conducted on PPE for first responders. It is recommended that the bio-chemical filters for the face masks of choice contain a nato thread for mounting canisters. This will afford interchangeable capabilities between adjacent or nearby departments if needed. Many issues will transpire regarding emergency preparedness. Are we prepared? That is the question that needs to be answered. We are more prepared today than yesterday. However, terrorism is a fluid situation. Who would have ever thought about planes being hijacked for a suicide mission into major skyscrapers? What about the advent of individual suicide bombers or carriers of biological agents attacking the United States in highly populated cities? When persons are willing to commit suicide in a terrorist manner, it is an extremely complicated situation. By upgrading our preparedness program today, we will be moving in the right direction to respond to the

ever-changing situations facing the Department in the future. To provide effective service to the community we must, educate, train, and equip the Department members properly.

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