



**Mitigating a Suicide Attack from a Terrorist Organization  
through Understanding, Planning and Effective  
Countermeasures: A Primer in Homeland Security.**

By

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## Introduction

One of the greatest threats today to national security is the threat that comes from the probability that a terrorist or a terrorist organization will utilize a vehicle bomb or dispatch a suicide bomber to an event in an area in our country that draws a significant crowd of citizens. Venues include, but are not limited to shopping malls or political and sporting events. These predators have chosen to murder a considerable number of American citizens as well as create fear and instability within the context of security to our nation through such a terrorist act while at the same time destroying property which causes a severe economic impact.

September 11, 2001. [1] Nineteen members of al-Qaeda hijacked four American commercial airliners and flew them into the buildings in New York, Washington D.C. Two airlines crashed into the World Trade Center and one into the Pentagon. The fourth airline never made it to its intended target and crashed into an open field in Shanksville, Pennsylvania. Over 3,000 [2] innocent people were murdered at the hand of al-Qaeda operatives from within the United States. [3] This event was a suicide attack. The terrorists employed to undertake the mission on 9/11 knew that the success of the operation depended on them, and killing themselves and everyone onboard. The terrorists were recruited, trained and financed to carry out these suicide attacks by a terrorist organization we knew very little of at the time or maybe chose to ignore because terrorism “doesn’t happen here.” We must realize that events such as these will continue to appear

in the future unless we learn to utilize intelligence methods to gather information on those doing the recruiting and learn to understand their methods, find the operatives, disrupt their planning and operations, and shut down their bomb factories so that these terrorists cannot attack and uproot our society.

A trend which has materialized based on the operational tempo of today's terrorist and terrorist organizations that is very disturbing is that terrorism and terrorists are and have become more lethal in their attacks. Terrorists have become less dependent on State sponsorship and have begun relying more on criminal activity to finance their operations. Terrorists have begun embracing criminal organizations and utilized their methods to finance their operations, they have transnational connections, terrorists are becoming less secular in nature, terrorist groups are more loosely organized, affording cells anonymity from being able to identify or have a formal connection to a terrorist groups leadership which could be exploited should a member become captured by law enforcement, these same groups have a vested interest in obtaining WMD's. [4]

The content of this paper is designed to give the reader insight into who and how terrorist organizations employ Suicide Bombers, their *modus operandi*, and how effective planning and countermeasures can be used effectively by law enforcement and Homeland Security personnel to mitigate and stop future terrorist attacks.

## Martyrdom Operations

Suicide attacks are not a new form of terrorism and stretch back to the first century. During ancient times, the Jewish Sicairis [5] were infamous for their ability to use suicide attacks in the 7<sup>th</sup> century, suicide attacks were used at the Battle of Karbala, during the 11<sup>th</sup> century Islamic Hashashins (assassins) who utilized this method of operation to accomplish their mission as did the Asians in the 18<sup>th</sup> century to achieve their objectives.

Over the last twenty years, the use of suicide terrorism has increased in popularity among terrorist organizations for a variety of reasons including the overwhelming ability to cause property damage, produce fear and anxiety among a population, as well as place doubt in the minds of a population that a government can adequately protect its citizens. The use of suicide attacks usually guarantees a superior amount of casualties which is why most attacks are conducted in crowded areas which will usually draw full media coverage of such an event.

Currently, there are at least fifteen different terrorist organizations in twelve countries that resort to the use of suicide attacks to accomplish their organizational goals. In order to better understand why organizations use suicide bombers, we must define what constitutes a suicide attack in order to better understand the problem we face. Suicide Terror is defined as *a politically motivated violent attack perpetrated by a self-aware individual(s) who actively*

*and purposely causes his own death through blowing himself up along with his chosen target. The perpetrators ensured death is a precondition for the success of his mission. [5]*

Organizations that compel their constituents to take on suicide attacks ground their justification in Islam, thus providing a legitimate basis through religion to perform martyrdom operations. Islamists refer to this undertaking as “Istishad”- martyrdom and the obligation of self-sacrifice in the name of Allah. [6]

This movement has continued to materialize through several terrorist organizations including the Wahhabi movement, the Muslim Brotherhood and the Islamic Jihad. These organizations have found a method to manipulate the truth about Islam through a well articulated recruitment process that extends from the mosques to their own families which attracts those militant fundamentalists to join such organizations. These organizations indoctrinate, train and then dispatch the unwitting ‘shahid’ on a mission undertaken in the name of Allah and Islam.

The reason that a terrorist organization finds suicide attacks so attractive is that they offer the organization many benefits. These benefits include a larger casualty count from such an operation; the graphic images have attracted every media outlet to run to the scene of such an atrocity and then broadcast this horror into your living room. The organization can time the event to take place precisely upon their choosing and this method almost always insures success since the method of delivering the explosives is based upon a platform of real

intelligence and ingenuity. Since these operations require no escape plan there is usually little worry on the part of the organization which dispatched the “shahid”, since it is almost impossible to discover those involved in an operation.

To the terrorist or “shahid” committing the attack there is an increase in status among their peers, the undertaking of such a mission is also viewed as fulfilling a religious commandment which will allow the “shahid” life in paradise, 72 virgins, and the promise of bringing 70 relatives into heaven. This form of attack seems to have become the sixth pillar of Islam to many terrorist organizations. The “shahid’s” family will enjoy the benefits of their loves ones commitment in the form of economic rewards such as monthly payments from the terrorist organization, the family also shares bragging rights and an increase in social status among their peers. [7]

Suicide attacks are nothing new if we look back in history; however, the methods have changed and become more lethal and this is what has many communities contemplate how and why such organizations will strike next. Therefore, we must learn to recognize the methods and ways in which explosives are used by terrorist organizations.

## **Modus Operandi of Employing Explosives**

Explosives are the single most common weapon used by terrorists. Bombings account for more than 75% of terrorist activities. [9] A suicide bomber represents a severe form of terrorist attack, designed to cause maximize economic damage. Terrorist engineers are masters at designing devices that offer little or no signature so that they can package the explosive device to neatly fit into a variety of different packages that offer no hint of suspicion. In addition there are usually a large number of casualties because of the massive blast and other damage caused from initiation of the device.

Typically Suicide bombs are either one or more of the following SBIEDS that are determined by the method of packaging:

- ❖ **Type I** device is an explosive that is usually concealed in a bag or briefcase from which it is actuated.
- ❖ **Type II** device is an IED that is usually worn under the bombers clothing which the bomber actuates such as a suicide belt.
- ❖ **Type III** device is a device concealed within a vehicle which the bomber actuates. This type is the most deadly since the bigger the vehicle the larger the explosive payload that can be delivered.

A **Type I** device is considered an explosive device that is concealed and then carried to the attack destination like in a backpack or briefcase, utilizing such a method offers the suicide bomber the ability to conceal a substantial

amount of explosives based upon the mission as well as the ability to creatively carry the explosive material out in the open without suspicion from the population.

A **Type II** device is an explosive device that is carried on “shahid’s” body usually under articles of clothing and commonly referred to as a suicide belt or suicide vest. However, as operational personnel begin to better understand the method that most terrorist organization use to conceal such devices and their tell tail signs a new design appears to take the place of the last, we must never underestimate the ability to conceal such a device upon oneself.

A **Type III** device is an explosive device concealed within a car, truck, boat, airplane or any other vehicle that can hold a significant quantity of explosive material and is then driven to the target location and detonated by the driver(s). This method represents the most dangerous in terms of explosive power since even a small vehicle can transport a large amount of explosives.

Vehicle bombs are usually broken into two categories. The first, the most well known, is the Type III -VBIED or Vehicle-borne improvised explosive device. The less common kind is the booby-trapped vehicle bomb known as either a UVIED- Under-Vehicle Improvised Explosive or VOIED- Victim Operated Improvised Explosive Device.

All devices, whether a Type I, II or III, offer the terrorist organization the flexibility to deliver a substantial payload of explosive and with a great deal of precision deliver them to the target location with little or no suspicion from prying eyes. These explosives can be detonated by one or more ways which include command wire, electrical, non-electrical or mechanical timers, radio or remote control through the use of mobile phone.

**Type I, II, and III** devices are manufactured by terrorists and their organization to be highly destructive. Terrorists understand that the human body is surprisingly resistant to the effects of a blast and can usually endure great pressures. To ensure a greater number of casualties, terrorists construct these explosive devices to include additional fragments of metal such as screws, nails, bolts, ball bearings to serve as “bullets.” The shrapnel from the vehicle and the added “bullets” as well as the fragments from the destruction of the device upon the target are all force multiplier designed into the attack to produce the maximum fear, casualties and property damage.

Suicide attacks are favored by terrorists and offer the availability, flexibility and capacity to carry a substantial quantity of explosive material that can be delivered clandestinely to its target. The explosive device or bomb can often be constructed with everyday materials, assembled at their leisure a safe distance from their intended target. The bomb material can then be placed in one of several everyday containers to disguise the explosive device. The bomb material

can be smuggled in luggage, cargo or any other form of a container the only limitation is the terrorist imagination. A suicide bomber that is fully committed to his or her mission with a fully assembled and working explosive device has the tactical advantage. Once an operation is in place, there is usually no way of stopping it since the attack can be delivered with a great deal of precision by the suicide bomber since the device is built on a human platform which can account for setbacks and make adjustments on the fly, thus terrorist have found the ultimate smart bomb.

Attention must be paid toward the possibility of a second device designed to attack first responders or other unsuspecting individuals in the area of the incident location many organization have used a secondary device as a successful tactic to funnel the population moving away from the initial blast and directly into a direction where a secondary device can be detonated, causing mass casualties. Secondary devices create challenges both physically and psychologically to operational personnel. Standing operating procedures must always account for such secondary devices whether pre-blast or post blast and account for how such operations will be conducted to limit those within the kill zone of such devices. [9]

Targets are usually high profile, such as the World Trade Center, and include political assemblies, government buildings, embassies, economic facilities, power stations, bridges, airports, etc. Public places like shopping malls and mass

transit facilities such as bus and train terminals may be chosen as well because of the likelihood for mass casualties, the spread of mass terror, and the massive destruction a single act can cause. Higher profile or harder targets are more attractive and, thus, more likely to receive terrorist attention. [10]

### **Pre-incident Indicators**

The terrorist's aim is to accomplish a suicide attack much like any of their missions is usually focused to have a specific, controlled, and defined outcome much like that of a guerilla fighter. Terrorists are not crazy or irrational. Their missions are systematic, achievable and have a clear beginning and end even if the end is death. The ability to plan, manage, and dispatch a suicide bomber requires a significant amount of intelligence and preplanning to accomplish this mission.

We must understand that certain steps by a terrorist or terrorist organization in acquiring materials to construct an explosive device has a signature and these activities should alert those in counter-terrorism activities that the terrorist or terrorist organization is in the "tooling up" phase to implement an attack.

Some possible indications according to the Department of Homeland Security that a terrorist organization is "tooling up" for an attack such as a SBIED or VBIED [10, 11] are the existence of any one of the following indicators:

- ❖ The theft of explosives, blasting caps, or any chemicals used for the construction or manufacture of explosives.
- ❖ Rental of storage facilities for the purpose of mixing or storing chemicals.
- ❖ Delivery of chemicals directly from the manufacturer to the storage facility or unusual deliveries made to rural or urban addresses.
- ❖ Chemical fires, toxic odors, brightly colored stains, or rusted metal fixtures in apartments, hotel/motel rooms, or self storage units.
- ❖ Modification of truck or van with heavy duty springs to handle heavier loads.
- ❖ Small test of explosions in rural wooded areas.
- ❖ Treatment for chemicals burns or missing hands or fingers.
- ❖ Untreated chemicals burns or missing hands and fingers.
- ❖ Theft of a truck with a one tone carrying capacity.
- ❖ License plate numbers inconsistent with the vehicle registration. [12]

All of the above characteristics were integral to the planning that was behind the terrorist attacks planned by Ramsi Yousef in the 1993 World Trade Center bombing and the attack planned by Timothy McVeigh on the Murrah Federal Building as part of their operational planning and execution.

Recently, the Federal Bureau issued warnings of VBIED's being disguised as limousines. The warning came about by a 39 page document sized from al-Qaeda titled "*Rough Presentation for Gas Limo Project.*" The detailed document

laid out a scenario for using limousines to deliver bomb equipped with cylinders of flammable gas. This document surfaced around January 5, 2005. The document recommends concealing bombs in limo's because the vehicles *"lend in and can transport large payloads and they don't require additional driving skills."* The limos can *"access underground parking structures that do not accommodate trucks"* and *"have tinted windows that can hide an improvised explosive device from the outside."* The document calls for the use of three limos, each carrying 12 or more compressed-gas cylinders to create a *"full fuel-air explosion by venting flammable gas into a continued space and then igniting it."* The document suggests painting the cylinders yellow to falsely *"signify toxic gases to spread terror and chaos when emergency first responders and Haz-Mat teams arrive."* Many believed that this type of attack was going to be used at the recent inauguration.

While the list of pre-incident indicators is not all inclusive it does offer a primer to those involved in Homeland Security to be alert. Realizing that specific pre-incident indicators exist should heighten one's existing posture that the possibility of an attack is possible and countermeasures should be implemented to mitigate an attack.

## **Countermeasures**

The use of explosives devices has been the most popular terrorist weapon. The chances of being the victim of an explosive attack even during the most heightened periods of terrorism are relatively low. As previously explored, the

use of an explosive timing and arming device, together with the concealment of such a device, involves a significant amount of skill, planning and fortitude on the part of the terrorist or terrorist organization.

Without exception there are a number of locations, organizations and individuals that remain more likely than others to be the target of a terrorist attack. Organizations or individuals that feel they are more likely than others to be the intended target of a terrorist attack should employ key strategies to mitigate these risks.

The best way to manage the risk or threat to your organization is to start with a threat assessment. A threat assessment has been in practice with the security profession, businesses and government organization for several years; however this process has just begun to reach the law enforcement community as an effective tool in assessing threats within their community. A proper threat assessment starts by identifying the threats and vulnerabilities to a given location within your organization. The risk management cycle is comprised of the following sequence:

- ❖ Identify the threat. Understanding the capabilities and intention of a terrorist organization is crucial in assessing a threat. Assessing the national and international climate on terrorist activities is essential.

Assess what your organization offers a terrorist as an attractive target to attack.

❖ Establish what you want to protect and where your vulnerabilities exist.

Your organizational goals should prioritize people, physical assets, information and finally processes integral to your organization.

❖ Identify measures to reduce risk which include plans and improving security. Eliminating risk all together is impossible, so managing the threat to an acceptable level should be done by considering the most applicable methods to reduce risk.

Review and rehearsal of your security plans and counter-measures should be undertaken and revised regularly including the training of all key personnel affected. Conducting regular reviews and rehearsals of your plans is essential to ensuring that your plans are accurate and practical in defining the roll which they are designed for and to mitigate possible holes in your planning operation is vital to your organization.

Once a threat assessment has been assembled, proper security measures should be enacted. Identifying one individual that is responsible for the security plans of your organization or building is essential. Sharing these operational plans with key members ensures everyone knows what is expected. Limiting the availability and controlling who is privy to these plans establishes operational security with respect to your organization.

With respect to security and to limit the vulnerability to a SBIED, VBIED or similar attack, security personnel and law enforcement should consider using check points and having physical barriers in place to keep all but authorized vehicles and personnel at a safe distance. Having security measures in place that allow only authorized personnel and vehicles in certain locations as well as establish check points for person and vehicles to be searched on arrival lessen the risk of a possible terrorist attempting to initiate a SBIED or VBIED attack. Identity of those entering the facilities should be established and security measures in the form of identification badges should be displayed that show the level of access granted and which personnel have been cleared. [13]

Installing blast-resistant material to venerable locations of building structures like areas of windows and glass is essential in lessening casualties. Having structural engineers review the stability of the building and then recommend improvements should be ongoing and part of your risk assessment.

According to the Department of Homeland Security, the following protective measures should be utilized to deter attacks from terrorist. Terrorists continue to select soft targets because of the high casualties these attacks yield. Some examples, though not all inclusive are: residence, recreational and shopping malls, and business buildings and complexes. All available anti-terrorism measures should be reexamined –to include: physical security,

perimeters, set back distances between security fences and key buildings and barricades. Additionally:

- ❖ Maintain situational awareness of world events and ongoing threats.
- ❖ Ensure all levels of personnel are notified via briefings, emails, voice mail, and signage of any changes in the current threat conditions and protective measures.
- ❖ Encourage personnel to be alert and immediately report and situation that appear to constitute a threat or suspicious activity.
- ❖ Encourage personnel to avoid routines, vary times and routes, pre-plan, and keep a low profile. Especially during periods of high threat.
- ❖ Encourage personnel to take notice and report suspicious packages, devices, unattended briefcases, or other unusual material immediately; inform them not to attempt to handle or move any such objects.
- ❖ Encourage personnel to keep their family members and supervisors apprised of their whereabouts.
- ❖ Encourage personnel to know emergency exits and stairwells and the locations of rally points to ensure the safe egress of all personnel.
- ❖ Increase the number of visible security guards.
- ❖ Rearrange the exterior vehicle barriers, traffic cones and road blocks to alter traffic patterns near the facility and cover with additional security guards.

- ❖ Institute/ increase vehicle and foot patrol, and roving security patrols varying in size, timing and routes traveled.
- ❖ Implement random security guard shift changes.
- ❖ Arrange for law enforcement vehicles to be parked randomly near entrances and exits.
- ❖ Review current crisis management plans and processes. Have policies in place that support these plans and then practice them placing accountability on those involved.
- ❖ Once your crisis management system is in place invite first responders to join in the exercise rehearsals.
- ❖ Coordinate and establish partnerships with local authorities.
- ❖ Place key personnel in standby for contingency planning.
- ❖ Limit the number of access points and strictly enforce access control procedures within the facility.
- ❖ Tow all illegally parked vehicles in and around the facility, question drivers and establish vehicle ownership.
- ❖ Phones should have caller id systems and the ability to record conversations.
- ❖ Increase the perimeter lighting.
- ❖ Use CCTV cameras and motion sensors.
- ❖ Remove vegetation in and around the perimeter, and maintain it.

- ❖ Implement a vehicle inspection program that includes checking under the vehicle, under the hood and in the trunk area. Train personnel in the inspection procedures and what to look for.
- ❖ Deploy explosive detection devices and explosive detection canine teams.
- ❖ Conduct vulnerability studies focusing on physical security, structural engineering, infrastructure engineering, power, water, air infiltration systems.
- ❖ Enhance mail and package screening procedures (announced and unannounced).
- ❖ Install locking devices on manhole covers and in and around the facility.

[14]

An integral portion of your risk assessment and rehearsal process should include evacuation procedures and bomb threat drills. Keeping in mind should a terrorist attack using a IED device the vary placement may dictate that utilizing a windowless corridors or a basement may be a better choice than evacuating outside where a secondary device may be emplaced. Training and rehearsing drills are essential to identifying your team's weaknesses and strengths. [13, 14] Knowing your weaknesses gives your organization a place to start in reducing the vulnerabilities to your organization and a method in reducing your amount of risk associated with a SBIED or VBIED attack. By properly training your organization's staff and identifying and checking suspects and vehicles as well as receiving and acting upon bomb threats, you can begin to reduce the likelihood

that your organization will become the intended target of a suicide attack or any similar attack by a terrorist or terrorist organization.

## **Summary and Conclusion**

Most Americans still believe that America is safe from any further terrorist attacks, however, this is just not true. Terrorist organizations are operating in all 50 states and have transnational connections that they meet with regularly in the virtual world that is present through the World Wide Web. Chat rooms are filled with those, hell bent on destroying the American way of life. Website host terrorist propaganda and movies which depict actual operations being conducted over seas as well as offer advice to those planning operations here in the U.S. Terrorist trade explosive recipes between organizations which offer those with limited resources the ability to produce dangerous and lethal mixtures of bath tub explosives. We should not lose sight of the fact that while most of the attention has been focused on international terrorist organizations we must keep in mind that Domestic terrorist organization are just as lethal as their counterparts. The design, implementation and dispatching of SBIED and VBIED attacks and the methods in which terrorist conduct and acquire their targets is limited only by the ruthless imagination of the individual terrorist and their organization. For those involved in law enforcement and Homeland Security, the need to understand how a terrorist or terrorist organization operates is essential to finding those planning, designing, and dispatching suicide bombers before it too late. Understanding that pre-incident indicators have value and meaning just as any

lead in an investigation that requires follow must be recognized. The ability to recognize pre-incident or pre-attack indicators and then implement counter-measures which ensures everyone's safety is essential to mitigating a suicide attack.

The clandestine world in which the criminal and the terrorist operate in are filled with uncertainty and half known of when or where the next attack is coming, therefore we must track, identify, and infiltrate terrorist organizations like any other criminal enterprise. Only by knowing how the terrorist organizations operate and by monitoring what they have accomplished, can we begin to eliminate these terrorist organizations.

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Richard Niemann is currently a Police Tactical Officer working in a major city outside Chicago. Mr. Niemann's assignments have included Patrol, Investigations, Undercover Investigations (DELTA), Juvenile Investigations, GANG Interdiction Team, and he has operated as a member of his department's Mission Team (Homicide Investigations), and Tactical Response Team (TRT). He has held the position of an Assault Team member and Sniper Team Leader and has been his department's primary Firearms/ Use of Force Instructor, managing personnel and logistics commensurate with maintaining a highly trained cadre of police officers. In this capacity, he is responsible for the design, development and facilitation of training for his department's police personnel in various aspects of Use of Force and its applications. Along with providing Defensive Tactics Training and Impact Weapons Training, he is responsible for developing the mind sets of officers through mental preparation for armed encounters by developing officer's judgment through extensive drilling and simulation exercises through the application of force on force training.

In 2001, Mr. Niemann wrote, designed and implemented a use of force program that restructured the entire department's firearms, use of force and tactical training regiment for all officers in the department including special assignments.

Prior to becoming a police officer, Mr. Niemann served in the position of Deputy Sheriff serving within various divisions and assignments within the Sheriffs department. Mr. Niemann served within the correctional division, security division, and highway patrol division.

In addition to Mr. Niemann's formal education, he is certified as a Master Firearms Instructor at the Police Training Institute-University of Illinois. As a Master Firearms Instructor, he has completed more than 160 hours of instructor development course work in the discipline of delivering firearms instruction in handguns as well as shoulder mounted weapons. In this role, he provides ongoing training to police officers in cover, strategy, tactics, tactical firearms shooting skills in various lighting conditions and weather conditions. Mr. Niemann has delivered instruction at the academy level for recruits as well as provided advanced training courses for veteran officers. He is also certified by the FBI as a firearms instructor.

Mr. Niemann was one of a few police special operators allowed to certify as a Hostage Rescue Instructor by attending a course provided by operational members of SEAL Team Six. The course consisted of over 80 hours in advanced instructor hostage rescue techniques in a force on force atmosphere including practical hands-on experience in covert and dynamic entries, situational learning exercises, aircraft assaults, bank hostage assault/recovery, correctional facility and large building clearing, courtroom assaults and tactical thinking, explosive entries, tactical planning, and logistics. The instructors for this course were operational personnel from SEAL Team 6 and the Navy's Red-Cell Anti-Terrorist Unit.

Mr. Niemann is a certified sniper Instructor specializing in Sniper / Counter Sniper techniques and has attained practical hands-on experience through real world situations as a police sniper and element leader where situational emphasis was on applying Shooting, Tactics, and Field craft skills to successfully resolve critical incidents. He is versed in the entire spectrum of police sniper operations which provide support in both rural and urban settings. Mr. Niemann is certified by the FBI as a SWAT operator and Sniper.

Mr. Niemann is currently completing his Graduate degree in Homeland Security with a concentration in Terrorism through the American Military University (May 2007) and is a member of Delta Epsilon Tau International Honor Society. He holds his bachelors of science in

Criminal Justice Administration (cum laude) from Columbia University. He is certified by The American College of Forensic Examiners, the world's largest professional forensic membership association, in Homeland Security earning the highest designation afforded CHS-III. He was also recognized in the International "Who's Who" for excellence in Governmental Law Enforcement Training in 2000. In addition, Mr. Niemann has logged over an additional 2400 plus hours of advanced training in Law Enforcement and Terrorism related subjects and is a State of Illinois certified Police and Public safety instructor recognized in various disciplines from Terrorism and Crisis Management to Firearms and an array of Tactical subjects relating to Use of Force and its application.

Mr. Niemann is a board member of the Cook County, Illinois, Urban Area Strategic Initiative (UASI) Training and Exercise Committee formulated under the Department of Homeland Security. The Committee's responsibility is to provide essential training in terrorism, WMD's and response to critical incidents to all public emergency first responders in suburban Cook County. The committee mission is the formulation and implementation of unified command exercises that identify, utilize and implement essential emergency public safety first responders into strategic roles in times of emergency.

Mr. Niemann is a consultant to government agencies as well as corporations, providing strategic solutions in threat mitigations (red team), and crisis and consequence management in areas that relate to homeland security and counterterrorism issues along with providing training in counter terrorism to corporations and public safety professionals.