Q1: Why does the code crash even though the code creates exactly 4 threads?

There is a main thread so that is running so when it creates another thread there are now 1+1 threads, so in total there are 5 threads on the machine.

Q2: With respect to roles that Freeman describes in the Command Pattern, what is the role of the Java executor?

It serves the Invoker role because it is what calls the work method of a command.

UML of System: