



FEMA



National Fire Academy

F0549 – Emergency Response to Terrorism: Strategic and Tactical Considerations for Supervisors

Version: 1st Edition, 6th Printing, April 2014

Quarter:

ACE Credit: In the lower-division baccalaureate/associate degree category, 1 semester hour in Fire Science or Emergency Management.

IACET Continuing Education Units: 1.6

Length of Course: 2 Days (16 contact hours)

Prerequisite: Yes

**Curriculum: Emergency Response to Terrorism
Training Specialist: Wayne Yoder**

Instructor:

Instructor email/phone:

Classroom: J-

Meeting Time: 8 AM – 5 PM

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Course Description (Catalog)

F0549 – “Emergency Response to Terrorism: Strategic and Tactical Considerations for Supervisors.” This two-day course is designed for the responder(s) who may be responsible for initial and expanded command of incidents involving terrorism. The course is intended to build upon the students’ existing skills as an Incident Commander (IC), a practitioner of ICS, with knowledge of NIMS, the National Response Framework, and terrorism. The class will assist the officer in preparing an effective response to the consequences of terrorism. IC’s must be prepared to operate as part of a multiagency, multidiscipline, and multijurisdictional response. The course utilizes lecture supported by case studies and practice scenarios to address the command and control challenges that likely will confront the IC. This will enable the students to apply their knowledge of preincident planning, managing emergency incidents, and operating as

part of a Unified Command structure to ensure the safety of responders while bringing the incident to a successful conclusion.

Student Qualifications (Primary and Secondary Audience)

The primary target audience for this course is individuals (chief officers, shift supervisors, etc.) who hold command-level positions in their organizations. These people should have command and control responsibilities of incidents involving terrorism, and be familiar with operating in an incident management structure.

Course Scope (Goal)

Course Objectives (Course Learning Outcomes – TLOs)

After successfully completing this course, you will be able to accomplish the following:

- Identify the fundamental nature and attributes of the terrorists' motivation and methods of achieving their objectives.
- Identify and use appropriate recognition and identification tools needed by initial arriving supervisors at a terrorist incident.
- Explain the importance of planning and intelligence gathering for a terrorist incident.
- Explain response strategies for terrorist incidents.
- Apply the components of the Incident Command System (ICS) and integrate them into an overall management plan for terrorist events.
- Understand the importance of incident documentation and evidence preservation as they relate to terrorist incidents.
- Identify the components of the National Response Framework (NRF) and explain methods of its activation.

Course Delivery Method

The National Fire Academy (NFA) offers specialized training courses and advanced management programs of national impact in an academic classroom environment [on campus at the National Emergency Training Center \(NETC\) in Emmitsburg, Maryland](#) and through their State, local, and tribal training partners. This classroom course is designed for the national level fire service officer from State and local fire service organizations. All course materials are designed for interactive classroom environments, in either paper notebook or electronic formats.

Course Schedule

The purpose of the course schedule is to give you, at a glance, the required preparation, activities, and evaluation components of your course.

Unit 1: Introduction

Unit 2: Defining Terrorism and Weapons of Mass Destruction

Unit 3: Characteristics of Terrorist Incidents

Unit 4: Planning and Intelligence Gathering

Unit 5: Factors Influencing Strategic and Tactical Decisions

Unit 6: Integrated Response to Terrorist Events

Unit 7: Incident Documentation and Evidence Preservation

Unit 8: National Response Framework

Course Resources (Instructional Materials)

In order to be fully prepared, obtain a copy of the required textbooks and other instructional materials prior to the first day of class.

Required Readings

The student must complete required readings during the course to be able to thoughtfully participate in discussions and activities.

None.

Suggested Reading/Resources

Suggested readings and resources are not evaluated, but may enhance the student's understanding, serve as additional sources for citation and promote discussion of course material.

None.

Required Resources (Course Textbook)

Student Manual.

Supplemental Resources (Supplemental Course Textbook)

None.

Grading Methodology (Evaluation Procedures)

The required performance to successfully complete the course is attained by completing the class with a letter grade of a "C" or higher.

Letter Grade	Point Range
A	90-100
B	80-89
C	70-79
F	69 or lower

Required Reading Assignments

Student completion of reading assignments will be done via evaluation of their class participation and will not be a separately graded activity.

Suggested Readings

Suggested readings are not evaluated, but may enhance the student's understanding and promote discussion of course material.

Course Outline

Unit 1: Introduction

Objectives

Course Objectives

1. Understanding the strategic and tactical considerations of the supervisors of emergency responders at terrorist events.
2. Working effectively with other local, State, and Federal response agencies.
3. An emergency response agency supervisor's role in the community's ability to maintain a "state of readiness" through the development, review, and evaluation of preincident response plans.
4. The early recognition of visual indicators, clues, and interaction with crisis management teams during terrorist threats/events.
5. How to identify, acquire, and manage resources effectively.
6. Understanding local response plans and their operation within State response plans and the National Response Framework.
7. The ability to make informed and knowledgeable strategic decisions.

Unit 2: Defining Terrorism and Weapons of Mass Destruction

Objectives

Terminal Objective

Upon completion of this unit, the students will be able to identify the fundamental nature and attributes of the terrorists' motivation and methods of achieving their objectives.

Enabling Objectives

The students will:

1. Define terrorism and its types based on the U.S. Department of Justice (DOJ) criteria.
2. Describe terrorist ideology.
3. Describe the weaponry or agents used in terrorist incidents.
4. Explain how weapons used by terrorists can affect first responders.

Unit 3: Characteristics of Terrorist Incidents

Objectives

Terminal Objective

Upon completion of this unit, the students will be able to identify and use appropriate recognition and identification tools needed by initial arriving supervisors at a terrorist incident.

Enabling Objectives

The students will:

1. Identify and explain the characteristics and indicators available to detect the potential existence of a terrorist incident.
2. Describe the importance of onscene indicators to strategic decisionmaking.

Unit 4: Planning and Intelligence Gathering

Objectives

Terminal Objective

Upon completion of this unit, the students will be able to explain the importance of planning and intelligence gathering for a terrorist incident.

Enabling Objectives

The students will:

1. Describe the unique hurdles to planning for a terrorism incident.

2. Describe the basic components needed in a local plan.
3. Explain the importance of intelligence gathering prior to a terrorist incident.

Unit 5: Factors Influencing Strategic and Tactical Decisions

Objectives

Terminal Objective

Upon completion of this unit, the students will be able to explain response strategies for terrorist incidents.

Enabling Objectives

The students will:

1. Explain the strategies that can be employed by a supervisor during a terrorist incident.
2. Explain the tactical influences on strategies.

Unit 6: Integrated Response to Terrorist Events

Objectives

Terminal Objective

Upon completion of this unit, the students will be able to apply the components of the Incident Command System (ICS) and integrate them into an overall management plan for terrorist events.

Enabling Objectives

The students will:

1. Describe the functional responsibilities of a supervisor when responding to a terrorist incident.
2. Demonstrate the ability to develop an incident command organizational response to terrorist incidents.
3. Develop a formal Incident Action Plan (IAP) for a terrorist incident.

Unit 7: Incident Documentation and Evidence Preservation

Objectives

Terminal Objective

Upon completion of this unit, the students will be able to understand the importance of incident documentation and evidence preservation as they relate to terrorist incidents.

Enabling Objectives

The students will:

1. Identify the importance of documentation during a terrorist incident.
2. Identify the steps involved in documentation for terrorist incidents.
3. Describe the steps to recognize, identify, and preserve evidence at a weapons of mass destruction (WMD) or terrorism crime scene.

Unit 8: National Response Framework

Objectives

Terminal Objective

Upon completion of this unit, the students will be able to identify the components of the National Response Framework (NRF) and explain methods of its activation.

Enabling Objectives

The students will:

1. Identify the roles of local, State, and Federal governments as defined in the NRF.
2. Define crisis management and consequence management as they apply to terrorism.
3. Explain the relationship between Homeland Security Presidential Directive-5 (HSPD-5) and the NRF.
4. Identify the primary Federal agencies or organizations that can provide assistance during a terrorist incident.

Policies

Class Attendance and Cancellation Policy

Attendance

- You are required to attend all sessions of the course. If you do not, you may not receive a certificate, and your stipend may be denied.
- If you need to depart campus early and miss any portion of the course and/or graduation, you must make the request in writing to the NFA training specialist. The training specialist, in collaboration with the superintendent, may waive the attendance requirement in order to accommodate you with extraordinary circumstances as long as you complete all course requirements. If you receive approval for departing early, you must forward the approval to the Admissions Office so your stipend reimbursement is not limited.

Student Substitutions

Substitutions for NFA courses are made from waiting lists; your fire department can't send someone in your place.

Cancellations or No-Shows

NFA's mission for delivery of courses is impaired significantly by cancellations and no-shows. It is very difficult and costly to recruit students at the last minute. Currently there is a two-year ban on student attendance for students who are no-shows or cancel within 30 days of the course start date without a valid reason. If you receive such a restriction, your supervisor needs to send a letter to our Admissions Office explaining the cancellation/no-show.

Course Failure

If you fail an on-campus course, you will not be issued a stipend for that course. You can reapply for the failed course or any other NFA course and go through the random selection process. You don't have to successfully complete the failed course before attending another NFA course.

Student Code of Conduct Policy

Students, instructors and staff are expected to treat each other with respect at all times. Inappropriate behavior will not be tolerated and may result in removal from campus and denial of stipends.

Writing Expectations

Student writing will conform to the generally accepted academic standards for college papers. Papers will reflect the original work of the student and give appropriate credit through citations for ideas belonging to other authors, publications or organizations. Student written work should be free of grammatical and syntax errors, free of profanity or obscene language or ideas, and reflect critical thinking related to the course subject matter.

Citation and Reference Style

Attention Please: Students will follow the APA, Sixth Edition as the sole citation and reference style used in written work submitted as part of coursework to NFA. Assignments completed in a narrative essay, composition format, abstract, and discussion posts must follow the citation style cited in the APA, Sixth Edition.

Late Assignments

Students are expected to submit classroom assignments by the posted due date (11:59 p.m. EDT/EST) and to complete the course according to the published class schedule. As adults, students, and working professionals, you must manage competing demands on your time. Discussion board postings submitted within 3 days after the submission deadline will receive up to a 20% deduction. Those that do not submit their discussion board postings within this timeline will receive a “0” grade for the week. Final assignment papers will not be accepted after the deadline. Any paper submitted after the deadline will receive a “0” grade for that assignment.

Netiquette

Online learning promotes the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a professional learning setting – basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the forum of others.

- **Technology Limitations.** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The NFA Online classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- **Humor Note.** Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), :), ☺ .

Disclaimer Statement

Course content may vary from the outline to meet the needs of this particular group.

Grading

Please review the above grading methodology that explains how grades will be awarded. Students who do not complete the entire course will be awarded an Incomplete (I) grade. In accordance with National Fire Academy academic policies, an Incomplete (I) grade must be removed by the end of the next semester following the course, or it automatically becomes a Failing (F) grade.

If you fail an on-campus course, you will not be issued a stipend for that course. You can reapply for the failed course or any other NFA course and go through the random selection process. You don't have to successfully complete the failed course before attending another NFA course.

http://www.usfa.fema.gov/training/nfa/admissions/student_policies_campus_information.html

Academic Honesty

Students are expected to exhibit exemplary ethical behavior and conduct as part of the NFA community and society as a whole. Acts of academic dishonesty including cheating, plagiarism, deliberate falsification, and other unethical behaviors will not be tolerated.

Students are expected to report academic misconduct when they witness a violation. All cases of academic misconduct shall be reported by the instructor to the Training Specialist.

If a student is found to have engaged in misconduct and the allegations are upheld, the penalties may include, but are not limited to one or a combination of the following:

- expulsion,
- withholding of stipend or forfeiture of stipend paid,
- exclusion from future classes for a specified period; depending on the severity it could range from 1-10 years, and/or
- forfeiture of certificate for course(s) enrolled in at NETC.

Refer to NFA-specific Standard Operating Procedure 700.1 – *Academic Code of Conduct and Ethics* for more information.