CHAPTER 3
POLICE ADMINISTRATION AND HOMELAND SECURITY

Chapter Overview

The September 11, 2001 attacks on the World Trade Center in New York City and the Pentagon in northern Virginia changed the American political landscape.

National security and the threat of terrorism have become the most prominent issues in American politics and did not subside as the preeminent issues until 2008 when the country entered into a deep recession.

There have been multiple terrorist incidents and terrorist attacks on the United States since 9/11. Attempted terrorist incidents demonstrate that there have been continued attacks on America after 9/11 and that homeland security is now an extremely important program for law enforcement at all levels. They also demonstrate that homeland security will be a priority for many years in the future.

The 9/11 attacks resulted in new thinking at all levels of government. The public was told they faced a “shadow enemy” within the United States. America was a target, and al Qaeda and other terrorist groups certainly would attempt to perpetrate other attacks on America. Our country had to be prepared to counter attacks on American soil, and preparation needed to be made to adequately respond to an attack if one occurred.

This is the essence of homeland security: preparation for an attack that could come at any time, affect any number of targets, and result in untold casualties and damage to people and national infrastructure. Moreover, even though homeland security is a federal priority, any attack will affect a local community. The 9/11 attacks show that local police and emergency service personnel must be prepared to respond to an attack.

Learning Objectives

1. Define terrorism and the types of terrorism that exist today.

2. Examine the terrorist threats to the United States.

3. Know the various types of weapons of mass destruction.

4. Understand how homeland security is integrated into the police organization.

5. Apply the National Response Framework to local law enforcement.

6. Understand how the National Incident Management System operates during catastrophes.
Chapter Outline / Lecture Notes

I. Introduction

A. The September 11, 2001 attacks on the World Trade Center in New York City and the Pentagon in northern Virginia changed the American political landscape.

B. National security and the threat of terrorism have become the most prominent issues in American politics and did not subside as the preeminent issues until 2008 when the country entered into a deep recession.

C. There have been multiple terrorist incidents and terrorist attacks on the United States since 9/11.

1. Attempted terrorist incidents demonstrate that there have been continued attacks on America after 9/11 and that homeland security is now an extremely important program for law enforcement at all levels.

2. They also demonstrate that homeland security will be a priority for many years in the future.

D. The 9/11 attacks resulted in new thinking at all levels of government.

1. The public was told they faced a “shadow enemy” within the United States. America was a target, and al Qaeda and other terrorist groups certainly would attempt to perpetrate other attacks on America.

2. Our country had to be prepared to counter attacks on American soil and preparation needed to be made to adequately respond to an attack if one occurred.

E. This is the essence of homeland security: preparation for an attack that could come at any time, affect any number of targets, and result in untold casualties and damage to people and national infrastructure.

1. Moreover, even though homeland security is a federal priority, any attack will affect a local community. The 9/11 attacks show that local police and emergency service personnel must be prepared to respond to an attack.

II. What Is Homeland Security?

As defined by Office of Homeland Security, homeland security is a concerted national effort to prevent terrorist attacks within the United States, reduce
America’s vulnerability to terrorism, and minimize the damage and recover from attacks that do occur.

The National Strategy contains four basic goals: prevent and disrupt terrorist attacks; protect the American people, critical infrastructure, and key resources; respond to and recover from incidents that do occur; continue to strengthen the foundation to ensure long-term success.

A. The Role of Homeland Security

1. Homeland security is relatively new in the United States. For the most part, border security focused on illegal drug trafficking; preventing undocumented people from entering the country; ensuring that tariffs were collected; and preventing illegal goods from entering the United States.

2. Types of events described in Homeland Security literature: terrorism, all hazards, terrorism and catastrophes, jurisdictional hazards, meta hazards, national security, and security über alles

3. FEMA is within the Department of Homeland Security (DHS) and would include catastrophes and hazards.

4. Difficulty in defining exactly what homeland security is makes it difficult to formulate policies and directives.

III. Terrorist Threats

A. Defining Terrorism

1. Whittacker (2001) provided several federal definitions of terrorism:

   a. Federal Bureau of Investigation: The unlawful use of force or violence against persons or property to intimidate or coerce government, a civilian population, or any segment thereof, in furtherance of political or social objectives

   b. U.S. Department of Defense: The calculated use of violence or threat of violence to inculcate fear, intended to coerce or intimidate governments or societies as to the pursuit of goals that are generally political, religious, or ideological

   c. U.S. Department of State: Premeditated, politically motivated violence perpetuated against noncombatant targets by sub-national
groups or clandestine agents, usually intended to influence an audience of political or social objectives.

d. There are four consistent threads in terrorism definitions: terrorism involves premeditation; terrorists and their acts are motivated by all sorts of political agendas; generally the terrorists’ targets are noncombatants or civilians, but not always; terrorist groups are generally sub-national or clandestine groups.

B. Types of Terrorism

1. State-Sponsored Terrorism

   a. State-sponsored terrorism consists of terrorist acts that occur at the direction, directly or indirectly, of the state or government. There are four countries currently listed by the Department of State as sponsors of state-sponsored terrorism: Iran, Syria, Sudan and Cuba.

2. Dissent Terrorism

   a. Dissent terrorism refers to situations in which a dissent group uses terrorist activities against its government. Sri Lanka Tamil Tigers or the IRA are examples of this type of terrorism.

3. Terrorists on the Left and Right

   a. Left-wing and right-wing terrorism is rooted in political ideology, and it generally occurs in countries where one political philosophy dominates, generally in a repressive fashion, and ideological opponents fight to overthrow the government. The KKK and Neo-Nazis are examples of right-wing groups; Earth Liberation Front and Animal Liberation Front are examples of left-wing groups.

4. Religious Terrorism

   a. Religious-motivated terrorism dominates the world stage, and it has been the primary motivational factor for world terrorism for the last decade. There are other religious motivated groups beside the Muslim groups. The problem with these types of groups is they are far more deadly and lethal than secular groups as they regard violence as a divine duty.
5. Criminal Terrorism

a. **Criminal terrorism** refers to terrorist acts that are used to facilitate crime and criminal profits. The best example is the drug cartels in Mexico. There is a fine line between criminal terrorists and terrorism.

C. Terrorist Threats to the United States

The primary threats to the United States come from two directions: radical Islamic terrorists and right-wing terrorist groups located in the United States.

1. Radical Islamic Terrorism

a. The most visible group is Al Qaeda, responsible for the 9/11 attacks and the attack on the U.S.S. Cole.

b. There are over 53 anti-American terrorist groups, most of which are in Muslim countries.

2. Right-Wing Terrorist Groups Operating in the United States

a. Over 85 percent of law enforcement jurisdictions reported there were right-wing groups present in their jurisdictions. The top two groups identified were anti-abortion perpetrators and white supremacists.

IV. Weapons of Mass Destruction

A. The federal government has defined **weapons of mass destruction** as:

Any explosive, incendiary, poison gas, bomb, grenade, or rocket having a propellant charge of more than four ounces [113 g], missile having an explosive or incendiary charge of more than one-quarter ounce [7 g], or mine or device similar to the above, (2) Poison gas, (3) Any weapon involving a disease organism, (4) Any weapon that is designed to release radiation at a level dangerous to human life. This definition derives from U.S. law, 18 U.S.C. Section 2332a and the referenced 18 U.S.C. 921. Indictments and convictions for possession and use of WMD such as truck bombs, pipe bombs, shoe bombs, cactus needles coated with botulin toxin, etc. have been obtained under 18 U.S.C. 2332a.

B. Terrorists’ ultimate goal is to obtain a WMD in order to deploy one or more in the United States. Fortunately this is not a simple matter to obtain and it is
highly improbable that terrorists could secure the materials in the United States.

V. Police Organization and Terrorism

It is incumbent upon police departments to establish a homeland security unit, or ensure that these tasks are assigned to a multi-task unit. There is some question as to how rapidly police departments are incorporating homeland security into their department organization. It would appear police departments are still focused primarily on traditional response mechanisms.

There should be a clear-cut assignment of duties to a command level individual that would have some of the following responsibilities:

- Manage terrorist and homeland security information, including intelligence
- Maintain a database on critical infrastructure databases and their vulnerabilities
- Maintain working relations with critical infrastructure owners, managers, and security personnel
- Maintain liaison with state homeland security officials
- Maintain liaison with federal intelligence agencies such as the FBI and the Joint Terrorism Task Forces
- Coordinate department responses to terrorist events
- Coordinate police activities with other first responder agencies
- Identify homeland security training needs for the department
- Conduct or coordinate homeland security related investigations
- Monitor the readiness of the police department and other first responders in the event of a terrorist attack
- Investigate terrorist attacks or activities

A. Community Policing and Homeland Security

1. Community policing has been the primary vehicle that many police departments have used to provide services and solve problems. Many believe that community policing should be replaced with a traditional
perspective due to the advent in and increased awareness of homeland security.

2. Adoption of more traditional policing methods has its roots in the “broken windows” theory of policing espoused by Wilson and Kelling in 1982. The disorder that results shows itself in two ways:

   • It demonstrates to potential law violators that there is little or no concern so that no one will report crime or cooperate with police.
   
   • Substantial disorder results in increased fear and fewer people in public places.

3. Terrorists operate by stealth; they attempt to blend into the population and remain hidden until they commit a terrorist act.

VI. Homeland Security and Public Education Programming

The police must have good relations with the communities they serve to have an effective homeland security program. To gain community participation, the police must educate the public and provide good guidance.

Homeland security serves a number functions including: fear reduction, reducing community tensions, and encouragement of people to provide the police information. Public education must target various ethnic groups without creating unnecessary fear in the community.

Education programs must be able to train citizens in the following behaviors: know how to observe, know what is suspicious, know how to report, know what to report, know what happens next.

VII. Police Efforts to Safeguard Local Critical Infrastructure

One of the identified priorities by the Office of Homeland Security is to protect the American people, critical infrastructure, and key resources.

It is important for local police departments to create a catalog or database of possible terrorist targets for their jurisdiction, especially those that would result in significant damage, loss of life, or economic losses, if attacked.

Table 3-3 in the text describes types of critical infrastructure that should be cataloged and protected.
Cataloging infrastructure serves two purposes: The database allows the department to comprehensively develop response plans and it results in focusing attention on areas that may be of interest to possible terrorists.

Police departments have critical incident response plans to respond to any number of critical incidents, including terrorist attacks. It is critical these plans conform to the National Incident Management System (NIMS).

The old adage “fail to plan, plan to fail” is one of the reasons local law enforcement agencies appear to have uncoordinated leadership. Some of these coordination problems can be overcome with planned exercises or drills. After the exercises, the agencies must review and revise their plans accordingly.

A. Partnerships between Law Enforcement and Security Personnel to Protect Critical Infrastructure

Private security is a significant force in public security and safety. More is spent on private security than public police and the private sector employs larger numbers of personnel than do public police departments.

The role of private security is defined as: those individuals, organizations, and services other than public law enforcement and regulatory agencies that are engaged primarily in the prevention and investigation of crime, loss, or harm to specific individuals, organizations, or facilities.

Much of the critical infrastructure in the country is guarded by private security personnel.

Public police and private security are encouraged to develop formal working relationships in the following areas: improve joint responses to critical incidents, coordinate infrastructure protection, improve communications and data interoperability, bolster information and intelligence sharing, prevent and investigate high-tech crime, and devise responses to workplace violence.

VIII. Responding to a Homeland Security Threat

In order to make responses more uniform and effective, the Department of Homeland Security (2008a) developed the National Response Framework. The framework outlines a layered response, or the duties of various federal, state and local governments when responding to a disaster. Second, the Department of Homeland Security (2008b) developed the National Incident Management System, which outlined the components and operations of the various responses to disasters. These documents provide guidance when responding to an event.
A. National Response Framework

When a major disaster occurs, the federal government is called after the initial local and state response, and it has been determined that local and state resources are inadequate to mitigate the disaster’s aftermath. Thus, responses to incidents are layered as a result of the local, state, and federal responses.

The importance of all agencies at all levels preparing for an emergency or major catastrophe cannot be overstressed. This preparation sets the stage for the disaster response. Besides preparing a plan, training of all resources through exercises or drills is imperative.

B. National Incident Management System

NIMS was constructed by the Department of Homeland Security in an effort to standardize responses to critical incidents such as a terrorist attack.

There are five primary components to NIMS: preparedness, communications and information management, resource management, command and management, and ongoing management and maintenance.

1. Preparedness

   a. NIMS should be integrated into agencies’ emergency operations and should include communications, resource management, and command and control.

2. Communications and Information Management

   a. Ineffective communications was one of the most significant problems for emergency personnel when responding to the World Trade Centers on 9/11.

3. Resource Management

   a. Logistical requirement must be identified as quickly as possible after an incident. Some resources must be available almost immediately. These resources include food, housing, and care for the responders.

   b. After resource identification, the resources must be acquired. Some are available locally; some must be shipped from other locations. Having pre-planned agreements with various vendors will alleviate some of the administrative bottlenecks in securing these resources.
4. Command and Control

a. At the root of NIMS is the **Incident Command System (ICS)**. ICS consists of several major components that can be flexed to adjust to the type of incident confronting emergency services personnel.

b. The two primary section components of ICS are:

   i. Incident Command (consisting of the Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Chief)

   ii. Command Staff (consisting of the Public Information Officer, Safety Officer, and Liaison Officer)

IX. Homeland Security Intelligence and Police Departments

Any terrorist attack, although a national concern, will occur in a local community and require immediate local response.

A. Joint Terrorism Task Force

   1. The **Joint Terrorism Task Force (JTTF)** is a national, multi-agency organization that has the responsibility of combating terrorist activities in the United States and is headquartered in Washington, D.C. There are smaller “smart cells” located throughout the United States, staffed with highly trained, locally based investigators, analysts, linguists, and other specialists.

B. Fusion Centers

   1. **Fusion centers** are early warning centers consisting of partnerships between cities and counties and the Federal Bureau of Investigation.

   2. Fusion centers are comprised of FBI agents, other federal law enforcement personnel, state and local police officials, and other public safety officials such as fire and medical emergency personnel.

   3. The goal is to accumulate all the parties that may be involved in a terrorist attack, and to gain information from all the sources by which to develop strategies and response plans.
The threat of terrorism has resulted in an expansion of police responsibilities. The police must now prepare for terrorist attacks, which equates to police departments implementing a variety of homeland security measures and in some cases altering their police organizational structure.

Homeland security and the threat of terrorism is an expansive area in that police departments must incorporate homeland security within a number of units and activities. The threat of terrorism means that police departments cannot be complacent—they must be prepared.

There are numerous terrorist threats, both international and within the United States. There are numerous types of terrorist groups ranging from state-sponsored to criminal terrorism. However, today, the greatest threat comes from religious motivated terrorists and right-wing terrorists. These groups have a history of activities and attacks in the United States.

Although most terrorist attacks have used conventional weapons and explosives, the greatest threat comes from weapons of mass destruction—biological, radiological, and chemical. The threat from these weapons results in the police having to develop complex policies and procedures to prepare for a possible attack.

A number of police departments have developed homeland security units or divisions whose responsibility is to provide a variety of homeland security programs. Some of these programs include public education programs that inform the public of dangers and request assistance in identifying suspicious persons and activities.

Police departments must identify critical infrastructure (potential targets) in their jurisdiction and implement security and response plans. In many cases, this planning is in conjunction with private security forces.

Police departments must consider the National Response Framework, developed by the Department of Homeland Security, when preparing their homeland security plans and forces. This plan integrates local departments with federal and state authorities.

Should there be an incident or catastrophe, police departments will use the National Incident Management System to coordinate their efforts. The National Incident Management System ensures that there is a uniform response whenever there is some kind of emergency.
Key Terms

criminal terrorism: terrorist acts that are used to facilitate crime and criminal profits

dissent terrorism: dissent group uses terrorist activities against its government

fusion centers: early warning groups comprised of FBI agents, other federal law enforcement personnel, state and local police officials, and other public safety officials such as fire and medical emergency

homeland security: concerted national effort to prevent terrorist attacks within the United States, reduce vulnerability to terrorism, and minimize the damage and recover from attacks that do occur

Incident Command System (ICS): the foundation of the NIMS. Defines the roles and responsibilities of all the "players" to make for a more effective disaster response

Joint Terrorism Task Force (JTTF): national, multi-agency organization that has the responsibility of combating terrorist activities in the United States

layered response: duties of various federal, state, and local governments when responding to a disaster

left-wing and right-wing terrorism: has its roots in political ideology, generally occurs in countries where on political philosophy dominates, generally in repressive fashion, and ideological opponents fight to overthrow the government

National Response Framework: a method of responding to incidents that uniform and effective for all organizations

National Incident Response System (NIMS): outlines the components and operations of the various responses to disasters

religious-motivated terrorism: primary motivational factor for world terrorism

state-sponsored terrorism: terrorist acts that occur at the direction, directly or indirectly, of the state or government

terrorism definitions: premeditated, motivated by political agendas, targets are non-combatants or civilians, sub-national or clandestine groups

Weapons of Mass Destruction: any explosive, incendiary, poison gas, bomb, grenade, or rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or device similar
to the above. Poison gas. Any weapon involving a disease organism. Any weapon that is designed to release radiation at a level dangerous to human life. (18 U.S.C. 2332a)

**Answers to Study Questions**

*Although the answers listed below are not exhaustive and will vary from student to student, the student should address at the minimum the following key points.*

1. What is homeland security and what types of disasters fall within the authority of homeland security agencies? (See pages 62–63 in the text.)
   
   - As defined by Office of Homeland Security, homeland security is a concerted national effort to prevent terrorist attacks within the United States, reduce America’s vulnerability to terrorism, and minimize the damage and recover from attacks that do occur.
   
   - The National Strategy contains four basic goals: prevent and disrupt terrorist attacks; protect the American people, critical infrastructure, and key resources; respond to and recover from incidents that do occur; continue to strengthen the foundation to ensure long-term success.

2. What are the types of terrorism? Which of these types are of the greatest threat to the United States? (See pages 65–67 in the text.)
   
   - **State-sponsored terrorism** consists of terrorist acts that occur at the direction, directly or indirectly, of the state or government. There are four countries currently listed by the Department of State as sponsors of state-sponsored terrorism: Iran, Syria, Sudan and Cuba.
   
   - **Dissent terrorism** refers to where a dissent group uses terrorist activities against its government. Sri Lanka Tamil Tigers or the IRA are examples of this type of terrorism.
   
   - **Left-wing and right-wing terrorism** is rooted in political ideology, and it generally occurs in countries where one political philosophy dominates, generally in a repressive fashion, and ideological opponents fight to overthrow the government. The KKK and Neo-Nazis are examples of right-wing groups; Earth Liberation Front and Animal Liberation Front are examples of left-wing groups.
   
   - **Religious motivated terrorism** dominates the world stage, and it has been the primary motivational factor for world terrorism for the last decade. There are other religious motivated groups beside the Muslim groups. The problem with these types of groups is they are far more deadly and lethal than secular groups as they regard violence as a divine duty.
• **Criminal terrorism** refers to terrorist acts that are used to facilitate crime and criminal profits. The best example is the drug cartels in Mexico. There is a fine line between criminal terrorists and terrorism.

3. What are weapons of mass destruction? What kinds of weapons of mass destruction exist? (See pages 67–68 in the text.)

• The federal government has defined **weapons of mass destruction** as:

  o Any explosive, incendiary, poison gas, bomb, grenade, or rocket having a propellant charge of more than four ounces [113 g], missile having an explosive or incendiary charge of more than one-quarter ounce [7 g], or mine or device similar to the above

  o Poison gas

  o Any weapon involving a disease organism

  o Any weapon that is designed to release radiation at a level dangerous to human life

• This definition derives from US law, 18 U.S.C. Section 2332a and the referenced 18 U.S.C. 921.

• Indictments and convictions for possession and use of WMD such as truck bombs, pipe bombs, shoe bombs, cactus needles coated with botulin toxin, etc. have been obtained under 18 U.S.C. 2332a.

4. What programs or activities can police departments implement as part of their homeland security efforts? (See pages 74–76 in the text.)

• The police must have good relations with the communities they serve to have an effective homeland security program. To gain community participation, the police must educate the public and provide good guidance.

• Homeland security serves a number functions including: fear reduction, reducing community tensions, and encouragement of people to provide the police information. Public education must target various ethnic groups without creating unnecessary fear in the community.

• Education programs must be able to train citizens in the following behaviors: know how to observe, know what is suspicious, know how to report, know what to report, and know what happens next.
5. How does private security fit in the homeland security prevention matrix? (See pages 76–78 in the text.)

- Private security is a significant force in public security and safety. More is spent on private security than public police and the private sector employs larger numbers of personnel than do public police departments.

- The role of private security is defined as: those individuals, organizations, and services other than public law enforcement and regulatory agencies that are engaged primarily in the prevention and investigation of crime, loss, or harm to specific individuals, organizations, or facilities.

- Much of the critical infrastructure in the country is guarded by private security personnel.

6. What is the National Response Framework? How does it affect local law enforcement? (See pages 78–81 in the text.)

- In order to make responses more uniform and effective, the Department of Homeland Security (2008a) developed the National Response Framework. The framework outlines a layered response, or the duties of various federal, state and local governments when responding to a disaster.

7. What is the National Incident Management System? How do local police departments fit into this system? (See pages 81–83 in the text.)

- NIMS was constructed by the Department of Homeland Security in an effort to standardize responses to critical incidents such as a terrorist attack.

- There are five primary components to NIMS: preparedness, communications and information management, resource management, command and management, and ongoing management and maintenance.

  - Preparedness: NIMS should be integrated into agencies emergency operations and should include communications, resource management, and command and control.

  - Communications and Information Management: Ineffective communications was one of the most significant problems for emergency personnel when responding to the World Trade Centers on 9/11.

  - Resource Management: Logistical requirement must be identified as quickly as possible after an incident. Some resources must be available
almost immediately. These resources include, food, housing and care for the responders.

- After resource identification, the resources must be acquired. Some are available locally; some must be shipped from other locations. Having pre-planned agreements with various vendors will alleviate some of the administrative bottlenecks in securing these resources.

- Command and Control: At the root of NIMS is the **Incident Command System (ICS)**. ICS consists of several major components that can be flexed to adjust to the type of incident confronting emergency services personnel. The two primary section components of ICS are:
  - Incident Command, consisting of the Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Chief
  - Command Staff, consisting of the Public Information Officer, Safety Officer, and Liaison Officer

**Discussion Questions**

1. Discuss left-wing terrorism. How dangerous is left-wing terrorism to the United States? Explain why you believe this.

   **Discussion Points**:

   - **Left-wing terrorism** is rooted in political ideology, and it generally occurs in countries where one political philosophy dominates, generally in a repressive fashion, and ideological opponents fight to overthrow the government. The Earth Liberation Front and Animal Liberation Front are examples of left-wing groups.

2. Discuss whether or not the United States is prepared for a weapon of mass destruction attack. How difficult would it be to have a weapon of mass destruction brought into the United States? What measures should be taken to prevent an attack by a weapon of mass destruction? Give examples.

   **Discussion Points**:

   - The federal government has defined **weapons of mass destruction** as:
     - Any explosive, incendiary, poison gas, bomb, grenade, or rocket having a propellant charge of more than four ounces [113 g], missile having an
explosive or incendiary charge of more than one-quarter ounce [7 g], or mine or device similar to the above

- Poison gas
- Any weapon involving a disease organism
- Any weapon that is designed to release radiation at a level dangerous to human life

- Indictments and convictions for possession and use of WMD such as truck bombs, pipe bombs, shoe bombs, cactus needles coated with botulin toxin, etc. have been obtained under 18 U.S.C. 2332a.
- Terrorists’ ultimate goal is to obtain a WMD in order to deploy one or more in the United States. Fortunately this is not a simple matter to obtain and it is highly improbable that terrorists could secure the materials in the United States.

3. Discuss what is required to establish a Homeland Security Unit in your local police agency. Does your local agency have a local Homeland Security Unit? Does it conform to the guidelines established by the Office of Homeland Security?

Discussion Points:

- It is incumbent upon police departments to establish a homeland security unit, or ensure that these tasks are assigned to a multi-task unit. There is some question on how rapidly police departments are incorporating homeland security into their department organization. It would appear police departments are still focused primarily on traditional response mechanisms.
- There should be a clear-cut assignment of duties to a command level individual that would have some of the following responsibilities:
  - Manage terrorist and homeland security information including intelligence
  - Maintain a database on critical infrastructure databases and their vulnerabilities
  - Maintain working relations with critical infrastructure owners, managers, and security personnel
Maintain liaison with state homeland security officials

Maintain liaison with federal intelligence agencies such as the FBI and the Joint Terrorism Task Forces

Coordinate department responses to terrorist events

Coordinate police activities with other first responder agencies

Identify homeland security training needs for the department

Conduct or coordinate homeland security related investigations

Monitor the readiness of the police department and other first responders in the event of a terrorist attack

Investigate terrorist attacks or activities

Learning Activity

1. Scenario: You have been dispatched to a critical incident, a propane tank farm leak with the possibility of an explosion happening at any time. While you are en route to the call, the tank farm explodes, causing damage over a 10-mile area. The press is calling your office demanding answers as to what you are going to do. The public wants to know how to contact their loved ones who are missing. You have mass casualties and resources are stretched.

Divide the class into two groups. Have each group assign an Incident Commander. Using NIMS and ICS principles, establish a Command Post and “work” the incident. What would you do first? Be prepared to explain your actions.