

Local Emergency Responders Leadership Role in the United States Counter Terrorism Team

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RESEARCH ARTICLE

**Local Emergency Responders Leadership Role
in the United States Counter Terrorism Team**

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Abstract

The potential terrorist's use of weapons of mass destruction (WMD), is among the leading threats to the life, property, and economy in the United States of America. Local emergency responders such as the firefighter, emergency hospital groups, community volunteers, non-profit, and faith-based organizations have on many occasions been the first to respond to the evil works of terrorism and disaster of all types. Local responders need the necessary training and exposure to basic skills of responding to disaster incidents and terrorism of all kinds. This research study examined the important role of local responders on terrorism and disaster resiliency. The study reviewed research literature, documentaries, and current terrorist activities in the United States for its findings and recommendations. Data collection for this study was from secondary sources. Equipment handling, poor strategic leadership, exercise, training, and education were identified to be important relevant skills required to enhance the capabilities of local responders to save lives during terrorist attacks and emergencies. The researcher found that both local and federal resource availability are core to an effective response system during emergencies. Response time among agencies during incidents of terrorism, legislation by congress were identified as key elements to the effective performance of the job of local responders.

Introduction

Since the 1990's the United States of America has witnessed all kinds of terrorist activities. The September 11, 2001, attack by a group of terrorists who flew airplane on the towers of the most prestigious and sensitive buildings of the country was recorded among the worst terrorist incidents in the world. There is strong evidence that these terrorists operated with fake identification cards, drivers' licenses, worked in some neighborhood grocery stores, and integrated themselves with the domestic activities within the community. Many of the terrorists were known to have trained as pilots from the local air flight schools and community colleges. The importance of a strong local emergency responder's leadership role to help call out these bad eggs who have infiltrated the community's safety is absolute. The reorganization of the vital contribution of the local response team will help expand emergency community resilience. Law enforcement leadership literature has called for strategic leadership, logical thinking, and a new mindset of transformational leadership to deal with the varied phases of terrorism and home-grown violence (Njoku, 2020; Njoku & Nwosu, 2020; Njoku, 2019; Moir, 2016).

Terrorist's main aim is to kill as many people as possible by using very dangerous weapons, such as biological agents and other weapons of mass destruction (WMD). They target vital areas of critical infrastructures, private citizens, the elderly, children, people of special needs, the most vulnerable, and other security-sensitive areas. The complex nature of terrorist incidents calls for a holistic involvement of all stakeholders to fight war terrorism. The local government, police, local security operatives, state, federal, private citizens, business group, faith-based organization are all integral to winning the war on terrorism (Benolli, Guidotti, & Bisogni, 2021). The need to promote, encourage and an honest/trustworthy relationship between the police, law enforcement, and the local community responders is imperative. The increased

tension between the police and community they serve following series of mismanaged domestic issues call for effective police leadership. Leadership capable of creating a cooperative vision, effective communication among officers and the local responders who are always the first to react to emergencies is imperative (Carr, 2018).

Research indicates that it takes FEMA between 48 to 78 hours to respond to disaster incidents, it takes the state up to a day to begin to respond. With the growing trends of terrorism of varied kinds and their complex tactics, there has been an increasing call for better training of the local responders on the use of sophisticated equipment, tools, to do their job (Sander, 1999). Research has also shown that efforts to improve the training and equipment skills of the local responders would improve the capability of local responders to fight terrorism. (Ross & Dabruzzi,2008), argued that since the event of 9/11 a growing number of fire departments are now leveraging their existing capabilities to enhance the effectiveness of local counter-terrorism operations. The authors stressed the need for state and local political leaders to encourage preparedness and equipping the local responders to respond to local terrorism, rather than relinquishing counterterrorism to the law enforcement and the federal governments. Integrating the local firefighters, and other local responders will enhance the capabilities of local responders to, react and identify potential threats and curb future terrorist plans. For this work, the used weapon of mass destruction to commit the act of terror is emphasized. The is because of the fast-acting nature of the deadly materials (WMD). Expert skill and quick action are absolute to respond, protect, and help victims.

Background

Incidents of terrorism and disasters of varied types have taken over the headline of all major news media in the United States of America and most countries of the world. On assuming

office in 2016, President Donald Trump” noted that the United States faces an extraordinarily dangerous world, filled with a wide range of threats that have intensified in recent years”. The attack on the United States Congress on January 6, 2021, is just one of the millions of home-grown terrorisms that have enveloped the country. The April 2, 2021, capitol attack by a man who deliberately ran a car into the north barricade outside the capitol building is yet another local home-grown attack. The list remains unexhausted. Gun violence in our schools, shootings in local grocery stores is security issues that demand local response. It is evident, that when such incidents strike, the local Police, firefighters, voluntary groups, and emergency medical personnel are the first to respond. The Pandemic of 2019 caused by Coronavirus exposed the unpreparedness of our local responders to react to disaster and complex situations (Alberti, Lantz, & Wilkins, 2020; Carter, Drury, & Amlot, 2020).

A great majority of the local workers, law enforcement, local police, and emergency workers received little or no training education on how to handle and deal with the situation. The firefighters, police officers, and emergency medical technicians responded to the scenes unprepared. Unfortunately, many of these heroes lost their lives serving humanity. The local responder is known for carrying out the first and most significant part of response efforts. Their job is to secure the scene and maintain order, rescue, and treat those who are injured, contained, and suppress free or hazardous conditions, and retrieve the dead. With the increasing threat from WMD there is growing arguments that the public does not have the required preparedness to protect themselves (Bulldemeir, Musolino, Pasquale, & Schoch-Span, 2018). Statistics show that there are over one million firefighters in the United States, and approximately 750,000 are volunteer, local police departments have an estimated 556,000 full-time employees including about 436,000 sworn enforcement sheriff officers reported about 291,000 full-time employees,

including about 186,000 sworn personnel. There are more than 155,000 nationally registered emergency medical technicians (EMT) (www.dhs.gov, 2020). The problem is that even with this number of local responders and more, it is not clear if they are giving the right and adequate training, education, updated technical skills to do their job. (Dzigbede, Geh, & Willoughby, 2020) indicated that the " government must invest more resources in our local responders for effective readiness for the next biological catastrophe". The authors noted that disaster readiness requires strong resources, and government policy strategies to account for inequities of poor infrastructure in low-income areas our communities when responding to disaster situations.

Theoretical Considerations

In 2002, the United States government released what was called the national strategy for homeland security. The strategy stated that protecting the homeland from future terrorist attacks is not negotiable. A more elaborate part of this strategy noted that protecting the homeland is an exceedingly complex mission that requires coordinated and focused effort from the entire society, the federal government, state, local governments, the private sector, and the American people (Bossert, 2004). The first responders provided the first defense initiative during the 2001 September terrorist attack. They include community volunteers, police officers, firefighters, emergency medical providers, public works personnel, and emergency management officials. Statistics show that there are over eleven million first responders spread over 87,000 countries, cities, boroughs, parishes, and governments around the globe (Bossert, 2004). Homeland security places great responsibility and importance on state and local governments.

The DHS strategy laid more emphasis on the importance of planning, equipping, training, and exercising first responders to minimize damage from an attack. There is still increasing evidence that despite strong emphasis by the federal government to empower the local

responders many geographic areas of the country have little or no capability to respond to a terrorist attack, especially when it involves weapons of mass destruction (WMD). Experts in disaster action and preparedness have called for increased focus on program planning, equipment, training leadership training, education, and communication among agencies and exercises.

Literature Review

Terrorism, disasters (natural and man-made), and associated pandemic incidents are key threats to a human safe existence. The devastating effects of terrorism of all kinds and disasters can become overwhelming with debilitating effects on the economic and human social existence. Well-meaning leaders of the world community have called for an all-out war against terrorism and the use of weapons of mass destruction. Despite the fight against terrorism and the disasters associated with the evil deeds terrorists' nations around the globe have continued to see more and more threats from the use of weapons of mass destruction, the proliferation of nuclear power around the world, the growth of organized crime, and drug trafficking. The growth of home-grown terrorists and organized violence is yet another complex challenge to the war on terrorism and emergency incidents. The fluidity of terrorist strategy and accompanied new ways security threats call for efforts to counter the challenge.

The role of local responders and their leadership during the disaster and terrorist incidents is very well documented. The first responders are always the first to arrive and respond to any emergency. The need to equip, empower, support, and train the local responders remain absolute. Leaders in any agency, organization, the team need to have comprehensive plans in hand to respond, not only to terrorist attacks but other types of problems and crises. To buttress this relevant role of first responders, in a commencement address at the U.S. Naval Academy in May

1998, former President Clinton announced that the U.S. would do more to protect its citizens against the growing threat of chemical and biological terrorism. As part of this effort, he noted that the department of defense (DOD) would form ten teams to support state and local authorities in case of an incident involving WMD (the U.S. Accounting Office, 2001).

At the direction of congress, the DOD expanded this program to embrace 27 teams, now known as WMD civil-support teams (CSTS). Congress also authorized the set-up of more fire (CSTS) centers, established to deploy rapidly to assist a local incident commander in determining the nature, extent of a chemical and biological attack (Besosa, 2001). To provide expert technical advice on WMD response operations/ help identify and support the arrival of follow-on state and federal military response assets, responders, and discipline as well.

Local Responders

Local responders are fire, rescue/emergency medical (EMS) personnel, local security operatives, and local police agencies, and community volunteers. This research study did not include law enforcement technical recognized as first responders in this research work, the focus is on community-based groups that assist the federal and state anti-terrorism squad teams for lifesaving. Hazardous materials response and medical intervention is not a common law enforcement mission. This study also excludes explosives even when 70% of terrorist attacks involve bombs. Local responders recognize the importance of time and intervention when dealing with terrorism, while law enforcement experts acknowledge confusion about their role in counterterrorism the timeliness in their response effort is absolute. Recorded evidence of the importance of the first hour in response operation remains very crucial for first aid application.

Study literature agrees that if the first responders can use their respiratory gear properly and protect themselves, they will be able to help others (DHS, 2020). Waiting on the federal

authorities to arrive will be dangerous. Since the mission of DHS is to secure the nation from terrorist attacks, it gives it the primary federal responsibility for providing counter-terrorism training to federal, state, and local emergency responders (DHS, 2006). Other departments and agencies provide counter-terrorism training, but these programs focus either on specific critical infrastructure sectors, such as energy and transportation, or specific emergency responders such as HHS training for medical. These teams composed of full-time members of the National Guard (NG) are intended to assist the emergency first responders' community (such as the local fire department or hazardous material response unit) under title 32 or respond under title 10 as a subordinate component of the joint task force-civil support. All these efforts are to enhance the capabilities of the local responders to respond to security threats. Due to the fast-acting nature of many potential WMD agents, the rapidity of the response often becomes the critical factor in determining the nature of the job, not the amount of money given to the agency. For the most part, the contribution of local responders in emergency management remains downplayed. Local responders are the last to be remembered in terms of resource allocation and trainings. Any effort to recognize the important role first responder's play in counterterrorism will improve vigilance on terrorist activities.

The need for Sustained Support for Local Responders

There are strong reasons to state that the U.S., system of emergency management relies predominantly upon the untiring efforts of unpaid volunteers, local and community responders. Every year the U.S. experiences countless disasters, both man-made and natural. The enormity of the impact makes it difficult for only one agency to tackle the challenges. The gravity of these disaster incidents like hurricane Katrina, the September 11 attack demand that the local responders be armed with are with the capabilities to sustain such incidents. For the most part,

many studies argue that the government is not doing enough to provide these capabilities. Some have also argued that government alone may not be able to arm the local responders with the skills to sustain the dangerous impact of the disaster of varied types. One may be forced to ask if the government is doing enough to keep the local responders ready for unforeseen situations and how? This research work is driven by these questions and the need for sustainable training, finding, and development of first responders.

Some communities in the country have developed community-wide emergency plans mandated by the disaster mitigation Act of 2000 (DMA, 2000), which incorporates procedures and protocols to be effective in disaster rescue efforts. In the aftermath of the September 11 terrorist events, many communities have improved methodologies for responding to all forms of terrorist attack including bioterrorism and weapons of mass destruction (WMDs). These changes are mostly driven by available federal and state funds. So far, the federal government has continued to support local-level first responders through funding. The essence of this funding is to support the four primary areas focus on disaster management and response.

These areas of focus, include:

- Planning: support of the state and local governments in developing comprehensive plans to prepare for and respond to a terrorist attack.
- Equipment: assistance for state and local first responder's agencies for the purchase of a wide range of equipment needed to respond effectively to a terrorist attack including personal protective equipment chemical and biological detection systems and interoperable communications gear.

- Training: resources to train firefighters, police officers, and emergency medical technicians to respond and operate in response to terrorist attacks, most notable those that result in a chemical or biologically hazardous environment.
- Exercises: support for a coordinated, regular program of exercises that improves response capabilities, practice mutual aids, and assess operational improvements and deficiencies.

2.4

Local Responder Roles and Responsibilities

The local responders have a unique role to play in incident management. These responsibilities are important to the safety and property of the local communities before local, state, or federal help arrives. These responsibilities listed below are not exhaustive, they continue to unfold as various types of incidents emerge and are identified. First responders have been identified with the following responsibilities.

- Protect the lives and safety of the citizen and other first responders.
- Isolate, contain and or limit the spread of any cyber, nuclear, biological, chemical, incendiary, or explosive devices.
- Identify the type of agent or devices used.
- Identify and establish a control zone for the suspected agent used.
- Ensure emergency responders properly follow protocol and have appropriate protective gear.
- Identify the most appropriate decontamination and/or treatment for victims.
- Establish victim services.
- Notify emergency personnel, including medical facilities, of dangers and anticipated casualties and proper measures to be followed.

- Notify appropriate state and federal agencies.
- Provide accurate and timely information.
- Preserve as much evidence as possible to aid in the investigation process.
- Protect critical infrastructure.
- Oversee fatality management.
- Develop and enhance medical EMS.
- Protect property and environment (Bullock & Haddow, 2013)

The competence of the fire department

The fire department first responder's role placed the department at a strategic function of prevention, protection, and response to natural and man-made disasters and other emergencies. While some researchers have classified firefighters' functions into what may be regarded as core competence duties, firefighters have been in a position to respond to major security threats, as dealing with chemicals biological, radiological, and nuclear hazardous materials (LB RN/HAZMAT), life safety, decontamination, and arson investigation (Ross, et al. 2008). Some of the core competency functions of the fire department include fire suppression, pre-hospital emergency medical care, structural evacuation and search and rescue, research has shown that both functions work together for the security of the nation. Also, a closer look at the activities of the firefighters reveals that the core functions of the fire department, position the group to perform preventive functions too. These include building community awareness, identifying signs of terrorist activities, information sharing, and providing relevant subject matter expertise.

A well-funded and trained firefighter can inform public awareness campaigns focusing on signs of improvised explosive or incendiary device. In collaboration with fusion centers, intelligence sharing would be enhanced as well as developing programs to train other firefighters

and public safety officers to acquire the capabilities to notice warning signs. A trained fire department could possess and improve pre-incident planning through the articulation and listing potential threats in order of seriousness and likelihood and aligning collective capabilities accordingly. However, in the process of exploring the capabilities and the utilization of the fire department for counterterrorism, there is a caution not to allow fire departments to drift into law enforcement activities, such as investigating crimes and apprehending criminals (Ross,2008). This division of responsibility should never preclude fire departments from strengthening their role in counterterrorism. Increased coordination, integration, and communication with other public safety agencies will enhance the fire department's ability to fulfill its core mission of protecting the life and property of the citizens.

State and Federal Resources

The term "response" as used in the national framework includes immediate actions to save lives, protect property and the environment and meet basic human needs (DHS, 2008). It also includes the execution of emergency plans and actions to support short-term recovery. This study agrees with literature studies that a functional local responder system should be scalable, flexible, and adaptable to coordinate structures capable of aligning key roles and responsibilities of workers across the nation. Emergency management experts recommend that a local responder functional system should be able to describes specific authorities and best practices for managing incidents that range from serious but, purely local, to large-scale terrorist attacks or catastrophic natural disasters.

The question one may ask is, do the local responders have enough resources and proper funding from the state and federal to execute their job as the first to respond to incidents of various kinds? Can the bureaucratic steps from state to federal be cut down to quickly reach the first

responders who respond to incidents in minutes? Some studies have identified lack of resources and distribution as strong weakness to effective local response system (Waugh, 2018). In so many states they have regional material vehicles, chemicals warfare agent detectors, and personnel trained and equipped for offensive, operations. However, the response times for these teams range up to 30mins or more, the state government may at the same time call up the national guard units which may take between 12 and 24-hour notice to mobilize to an armory and prepare to deploy to an incident site. From the viewpoint of the first responder, the entire response process may not be fast enough to help victims of a WMD incident in need of decoy and antidotes. This study agrees with other emergency management literature to suggest a strong focus funding of the local respond system at all levels. Appropriate funding should be put in place to cover all training and equipment availability.

The Threat of Nuclear, Biological, and Chemical Weapons

Emerging threats from nuclear, biological, and chemical weapons on public health all over the world is well documented. Some study literature has document frequent epidemics and hazardous accidents resulting from nuclear and biological weapons. In China for example, 200-600 accidents happen every year from hazardous chemical incidents (Hu, Chen, & Yu, 2020). The authors noted that such accidents have resulted to some kind of epidemic or the other (e.g., coronavirus 2019, severe acute respiratory disease (SARS), H5NI, and African Swine Flu), and more than 43 planned nuclear reactors and unpredictable terrorism attacks. Also, in nuclear or radiological terrorism, the weapon expected is a radiological dispersal device (RDD), not a weapon producing a nuclear yield. For example, the truck bomb used in Oklahoma City was an RDD, the contamination would have blanketed a large area of the city. Casualties would have suffered non-lethal doses of external irradiation, complicating their conventional injuries, and

internal contamination with radionuclides. The residual effects of chemical or biological agents even when used conventionally, (like fertilizer application or pesticides) can cause lasting damages.

Scientific literature suggests the need for local and first responders to receive competency training to enhance their capabilities of handling situations from WMD. The first responders should have the structural tools, clothing, and self-contained breathing apparatus (SCBA) ready for any eventuality. It will make no sense for local emergency responders to rely on the arrival of federal resources before embarking on any rescue operation. Applying the common principles of time, distance, shielding, and quantity, local responders can safely initiate rescue efforts. For example, mass decontamination is a basic local responder's skill that can be implemented in less than 10 minutes. Federal resources such as disaster medical assistance teams and military medical personnel will be needed to help manage long-term patient care. However, the four-hour development time, plus transportation and set-up arrangement by the federal agency will delay emergency rescue services.

This unique challenge demands serious attention from local, state, federal, private, and non-profit agencies throughout the United States. The Center for disease control (CDC) documented those biological attacks can go undetected until symptoms begin appearing in the victims. A biological attack involving anthrax will result to possibly a public health emergency because of the nature of the spread and effect. The World Health Organization has noted that 50 kg of anthrax spores dispensed by a line source 2 kilometers upwind of the population center of 500,000 unprotected people in ideal meteorological conditions, and up to 220,000 people could be killed. A modest size release of anthrax spores in a city is profound. Trained responders will

recognize a characteristic pattern of problem problems and complaints and report findings to appropriate medical and public health officials.

Methodology and Design

Data collection was by secondary method; the author reviewed the literature on disaster and emergency management from ProQuest, Google Scholar, FEMA, DHS, and other related leadership literature.

Findings

The important role of local responders in counterterrorism and disaster in the U.S., cannot be overlooked. Records of contributions of local responders as first-time lifesavers have been documented since the cold war era. For example, local emergency response teams were already actively saving lives before many other disaster responders could arrive when the World Trade Center (WTC) was bombed in 1993 and that of the federal building in 1995. For the most part, the findings of this study exposed the core competencies of local responders as rescuers, first-aid administrators, and first-time action team members. The findings of this study could specifically benefit development of a strategy and improvement of content of education, training, and equipment use of emergency management. Whereas it takes the state up to a day to respond to a disaster situation, FEMA 48/78 hours local responders arrive immediately to respond to any situation.

With the limited study in this area, this research study impacted the body and knowledge on the leadership role of local responders in the United States. Developing leaders in all aspects of human endeavor is paramount to the successful strategic decision in disaster management. Leaders in disaster operations at all levels should be able to poses standard levels of competency today than ever before since competent leadership is especially needed in crisis times. The study

found that appropriate relevant training in the areas of mass care, equipment handling, evacuation, identification, and cleaning procedure of WMD for local responders will better enhance their active participation in disaster management and counterterrorism. The use of weapons of mass destruction (WMD) and biological agents has become one of the dangerous ways terrorists have devised to cause harm to the American people and the world at large. Chemical and biological weapons are known for their quick and rapid rate of spread and destruction. Some of the chemical and biological agents even take minutes and hours to kill and choke their victims. For example, nerve gas, anthrax, and cyanide are all very bad and dangerous WMD that could take minutes to cause harm. With adequate training and education, local responders would be better prepared to manage complex disasters and terrorist incidents.

Harrison (2018) argue that it is important for law enforcement officials to be trained on how to manage incidents with the right apparatuses (e.g., personal protective equipment's PPE) this is also true for local responders. The local responders have done creditably well when responding to many terror attacks as well as a natural and man-made disaster that they deserve first-class attention and funding. The role of local responders and their leadership during a disaster and terrorist incidents is very well documented. The first responders are always the first to arrive and respond to any emergency. The need to equip, empower, support, and train the local responders remain absolute. An important lesson to learn from the 2019 Corona Virus is that local responders must be giving the proper education and exposed to how to use PPE during crisis time. This study agrees with current studies on the need for cross-medical basic training for all U.S., disaster team. Leaders in any agency, organization, or corporate entity need to have comprehensive plans on how to react and respond to emergencies, or terrorist attacks. Crisis intervention preparedness at all times has become so important because disaster strikes without

notice. The Coronavirus pandemic took the entire world by surprise and exposed the lack of preparedness of the U.S. disaster actions teams, and the world in general.

Despite the integral role local and first responders play in the fight against terrorism and disaster events, the funding has witnessed a staggering level over the years. The author agreed with other studies that local responders are not funded adequately for the complex job they do. Proper funding of local responders will assist them in the areas of a relevant training strategy to facilitate understanding of leadership and skill practices that are consistent with harm reduction and mass care handling.

Recommendations

The job to keep America safe is enormous, massive, and hydra headed. It, therefore, requires the efforts of government at various levels, private, tribal leaders, business organizations, and faith-based groups to handle. This study agrees with other studies on counterterrorism that winning the war on terror and effective disaster resiliency remains a duty to share (Gardner, 2017). Appropriate use of relevant tools, enforcing all necessary legislation and proper application of funds allocated for incident response and preparedness is imperative. Accountability of fund, monitoring of all mitigation projects, and evaluation is cardinal for effective emergency management resilience. Identifying threats and vulnerable infrastructure is one sure way of ensuring proper resource allocation for adequate hazard mitigation.

This study is important as a construct for better appreciation of the limitations that hamper adequate response operation of local responders. It is also relevant to appreciate the contributions of local responders as immediate rescuers and first aid agents in all emergency situations. This has become necessary following the rise of the proliferation, and reckless use of weapons of mass destruction (WMD). The study discovered that it is important that the federal

government review the role of local responders as a disaster action team member by examining the national strategy for homeland security. The study noted that a well-trained local response team means expanding the scope of responding to nuclear and biological attacks and thus strong resilience to terrorism. The researcher argues that the miss-handling current and previous terrorist and disaster incidents show that the nation's local responders are severely ill-equipped with the technical and leadership capabilities to adequately respond to the new wave of terrorism. The study revealed that local responders have the capabilities to contribute essentially towards the safety and security of the nation if giving adequate training and funding.

Conclusion

The fight against terrorism may not stop anytime soon. It has become a global epidemic that definitely will take a holistic effort to defeat. This study concludes that despite the fact local responders adequately respond to incidences resulting from disaster terrorism, they are not always prepared or trained to work in a real hazardous and complex temporary situation. Everyday new terrorist group continues to spring up with new waves of attack. An essential part of this had to involve well-trained and equipped local responders to efficiently handle terrorist attacks. In this age of WMD proliferation, the question is not if the weapons will be used on the homeland but when. In order to deal with the unthinkable adequately and effectively, the other eleven million first responders must be adequately and quickly trained.

Some ways that may proffer a solution to this problem include increase funding for state/local government and establishing homeland security training centers in each state based upon the very successful models in the U.S. military. Also, a specialized training agency for WMD needs to be set up to train local responders in this area. Keeping the country safe has become a challenge that has redirected serious focus on generating groups of capable groups that can

deliver the service when called upon at any time. These challenges that have confronted the nation require innovative training, ability to rapidly train, and equip the country's first responders to handle a terrorist event, especially one involving WMD. Emergency rescue team is incomplete without the contributing efforts of local volunteers, hospital workers, firemen, private and community leaders, business groups, and faith-based organizations.

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