

CJ 469 Final Project Guidelines and Rubric

Overview

The final project for this course is the creation of a **proposal for investigative activities and outreach and a visual presentation with audio or supporting transcript.**

Threats to public safety can come from a number of sources. While many criminal justice professionals spend their careers addressing community-level crimes, incidents such as September 11 and the Oklahoma City bombing highlight the threat posed by domestic and international terrorist groups and the need to counteract and prevent their activities.

Throughout this course, we have discussed the various roles and responsibilities (supporting roles, operators, managers, intelligence, etc.) and tools and techniques used by law enforcement, military, and criminal justice professionals to counteract terrorist activity. We have also discussed challenges counterterrorism agencies face—from outreach and effective partnering with other agencies to addressing missing information and connecting the dots—in addition to the laws and acts governing counterterrorism activities.

For the final assessment in the course, you will imagine that you are a counterterrorism task force member working in a federal law enforcement agency. You have been charged with formulating a plan for investigative activities and outreach as a follow-up to a referred case. Intelligence from the referred case is provided in the prompts below. According to agency policy, your plan must be approved in writing by an assistant special agent in charge (ASAC) or supervisory special agent (SSA) prior to implementation. This person will also review project progress after 60 or 90 days, noting whether the case is open, pending, or closed.

The assessment will consist of two parts. Part I is a written proposal for investigative activities and outreach to be submitted to your task force supervisor for approval prior to commencing activities. The proposal should cover the scope of the operation, collaboration with outside agencies and their roles in the operation, the administrative and tactical tools to be used, projected resources needed, legal considerations, and project timelines. Part II of the assessment is a visual presentation with audio or a supporting transcript that explains and describes the task force, its role, and proposed avenues for collaboration to an outside agency with the goal of building collaboration. In both parts, you will need to communicate clearly and effectively with your intended audience in order to secure their support.

The project is divided into **three milestones**, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules Two, Three, and Four. The final submission for Part I will occur in Module Six, and the final submission for Part II will occur in Module Seven.**

This two-part assessment addresses the following **course outcomes**:

- Analyze the responsibilities and practices of counterterrorist organizations, task forces, and operational entities in responding to terrorist activities
- Propose strategies for interagency collaboration on counterterrorist activities that address potential operational barriers and build environments conducive to information sharing
- Determine appropriate responses for situations that a counterterrorism professional may encounter using the tools available to the field
- Assess the legal parameters set by existing criminal laws, standard operating procedures, and counterterrorism acts for their implications in investigating and responding to specific counterterrorism scenarios
- Communicate effectively with varying levels of organizational leadership and audiences in carrying out counterterrorism operational responsibilities

Final Project Part I Prompt: Proposal for Investigative Activities and Outreach

Imagine that you are a member of a counterterrorism task force, and your group has just received the following intelligence from a referred case:

Referred Case Data

Transferring Agency: Bureau of Explosives and Weapons (State Agency)

Date of Transfer: 08/15/2014

Background Information:

The suspect has the necessary materials to construct a weapon of mass destruction (WMD) and through intelligence gathering, we know the suspect has constructed a WMD, and intends on using it within his apartment complex, which is located in downtown Minneapolis, MN. It is believed that the suspect has approximately ten 55-gallon drums of ammonium nitrate and diesel fuel oil (ANFO) in his residence, capable of releasing enough energy to destroy ten city blocks. The suspect has the means to detonate the WMD.

Technical Data:

Starting on 01/15/2014 and over the course of three months, the suspect was observed purchasing explosive materials via CCTV footage and confirmed eyewitness interviews from a local hardware store. Beginning on or about 02/16/2014 over the course of four months, the suspect has also acquired chemicals from ABC chemical plant, where the suspect is employed.

Starting on 04/15/2014, the suspect has been observed moving 55-gallon drums into his residence between the hours of 0100 and 0300 for over five months by undercover field operatives.

Utilizing the given intelligence data, formulate a proposal for investigative activities, including any outreach to other agencies, for assistant special agent in charge (ASAC) or supervisory special agent (SSA) review and approval prior to commencing activities. Note that, as in real life, the data in the intelligence report may be imperfect. In those cases, you should indicate the key information that is missing, and clarify any assumptions that you are making in formulating your proposal.

Specifically, your proposal for investigative activities and outreach should address the following **critical elements**:

- I. **Executive Summary:** In this section, you should provide a highly condensed version of the case from inception through current date using language appropriate for high-level supervisory review. Be sure to:
 - A. Accurately summarize how far the transfer agency got in the investigation before it was referred. What agency referred the case and what evidence and leads have they collected? Is there any additional information provided that would help the task force? Based on the referred information, how imminent is the threat?
 - B. Assess whether there is sufficient **evidence** to proceed against the suspect based on relevant criminal codes, counter-terrorism treaties, and acts. What crimes may have been committed? Are all the components of the crime present to move forward with charges? Be sure to justify your assessment with information from the referred intelligence, citing appropriate laws, treaties, or acts.
 - C. **Clear communication** is key in justifying activities and securing approval. Remember that the executive summary should present information in chronological order from the initiation date to the present. Ensure your analysis in this section is condensed, complete, and accurate based on the referring agency's intelligence data.

- II. **Operational Plan.** In this section, you should lay out your proposed next steps in detail, including activities to be carried out, tools to be used, resources needed, cooperation with outside agencies, and any legal considerations needing prior approval. Be sure to address:
 - A. **Actions and timeframe.** Based on your assessment of the existing information, briefly summarize your proposed next steps in addressing the threat. Specifically, you should:
 1. Specify any **intelligence** gathering activities needed. For example, are we sure the adversary is working alone? Could there be multiple attacks on different targets? What critical information is missing? List each activity separately and specify how long it will last. Justify your proposed activities using the provided intelligence.
 2. Specify any **other** relevant counterterrorist activities needed. For example, what if anything needs to be done to protect public safety at the targeted venue? Assuming we have sufficient evidence, when and how will the target be apprehended? What activities should the task force take to counter the threat? Be sure to list each activity separately and specify how long it will last. Justify your proposals using the provided intelligence information.
 - B. **Tools.** Select the administrative and tactical tools needed to complete the counterterrorism activities you propose above. You may select from any of the tools discussed during the course (for example, financial tools, covert and overt intelligence, deterrence, misinformation, Social Identity Theory, etc.) or other counterterrorism tools you may have researched. Justify your selection using the intelligence provided and the pros and cons of each tool suggested for this case.
 - C. **Resources.** Provide a preliminary estimate of the resources needed for the operation. You should prepare a basic spreadsheet or table showing the type and quantity of resources needed for each activity and for the operation as a whole.
 - D. **Collaboration.** Counterterrorism activities almost always involve some form of cross-agency collaboration. Specify what activities the task force should undertake in order to incorporate assistance from outside agencies within the scope of the operation. In particular, you should:
 1. Analyze the **type** of assistance the task force needs from outside agencies for this operation. For example, does the operation require emergency support—such as an evacuation plan in the event a weapon is deployed? Tactical support in locating or apprehending

- suspect(s)? Intelligence support in observing suspect(s) or sharing information? Additional manpower or a loan of equipment? Note that these examples are only illustrative, and the actual collaboration needed will depend on the activities you proposed.
2. Compare and contrast the roles and **responsibilities** of different counterterrorism agencies in responding to this particular case. Based on your analysis, which agencies are best situated to provide the type of assistance needed?
 3. Will any **special agreements** be needed to clarify the roles and responsibilities of the task force and outside agencies? For example, will memoranda of understanding be needed to work with multi-agency groups like the joint terrorism task force or to secure foreign cooperation? Will agreements be needed with local law enforcement? Who will be responsible for securing these agreements and how?
- E. **Legal** considerations. In this section, lay out any legal issues relevant to the proposed activities:
1. Because at least some information in the case may have come or may eventually come from a **confidential informant**, assess the legal and procedural issues surrounding the use of these sources and how these affect the parameters of the operation. What procedures are required to protect confidential informants' identity during the operation and in legal proceedings? What factors impact the reliability of their information (for example, false data, non-compliance, etc.)? How might these factors affect the prosecution of the case? Support your answer citing appropriate laws and research.
 2. Assess the legal parameters surrounding any other **tools and activities** proposed. How do these affect the proposed parameters of the operation? Support your answer by citing the appropriate laws and legal research and explaining how they apply. For example, if activities involve undercover agents, what procedures are required to protect their identity and utilize the information they collect? Do any activities require special warrants, a judge's approval, or other legal sign off? Are activities constrained by whether or not the suspect is a United States citizen? Note that these examples are only illustrative, and the actual legal parameters you discuss will depend on the activities you proposed.

Milestones

Milestone One: Draft of Executive Summary (Part I, Section I)

In **Module Two**, you will submit a two- to three-page draft of an executive summary of the referred case data. Using language appropriate for high-level supervisory review, summarize the investigation to date based on the data from the referring agency. Determine how imminent the threat is and whether action is warranted at this time based on your assessment of the evidence from the referring agency, relevant criminal codes, and counterterrorism treaties. **This milestone is graded with the Milestone One Rubric.**

Milestone Two: Draft of Operational Plan (Part I, Section II)

In **Module Three**, you will submit a three- to four-page proposal for investigative activities, including a balance sheet for required resources for consideration by your superiors. Use the executive summary, referred case data, and additional research to determine the next step in addressing the threat. Specify any intelligence gathering activities that need to be carried out before proceeding. You should prepare a basic spreadsheet or table showing the type and quantity of resources needed for each activity and for the operation as a whole. In addition, explain any legal and procedural issues that may have an impact on the activities you propose. Cite appropriate laws and research. **This milestone is graded with the Milestone Two Rubric.**

Milestone Three: Draft Proposal for Cross-Agency Collaboration

In **Module Four**, you will submit a two- to three-page proposal for cross-agency collaboration. Based on the investigative activities proposed, determine what type of assistance the task force will require from outside agencies for this operation. Compare and contrast roles and responsibilities of different counterterrorism and law enforcement agencies in responding to this particular case. Based on your analysis, which agencies are best situated to provide the type of assistance required and why? Explain what type of agreement will be needed to clarify the roles and responsibilities of the task force and the outside agencies selected. **This milestone is graded with the Milestone Three Rubric.**

Final Project Part I Submission: Proposal for Investigative Activities and Outreach

In **Module Six**, you will submit a proposal for investigative activities and outreach. It should be a complete, polished artifact containing **all** of the critical elements for Part I of the final project. It should reflect the incorporation of feedback gained in the supporting milestones. **This will be graded using the Final Project Part I Rubric.**

Final Project Part II Submission: Visual Presentation with Audio or Supporting Transcript

In **Module Seven**, you will submit a visual presentation that describes your task force’s responsibilities and solicits cooperation from another law enforcement agency with respect to the referred case data. Use your proposal for investigative activities and outreach (Part I) and **all** of the critical elements for Part II to create your visual presentation with audio or supporting transcript. The effectiveness of collaborative activities and the eventual success of the mission will depend in part upon your ability to communicate clearly with the outside agency who has little experience with counterterrorism activities. Provide the audience with a summarized background of the investigation to date including existing intelligence and how you intend to proceed. Include key points of the operation and specific roles and responsibilities of the agencies involved in carrying out the activities without going into as much detail as your proposal. **This will be graded using the Final Project Part II Rubric.**

Deliverables

Milestone	Deliverable	Module Due	Grading
1	Draft of Executive Summary (Part I, Section I)	Two	Graded separately; Milestone One Rubric
2	Draft of Operational Plan (Part I, Section II)	Three	Graded separately; Milestone Two Rubric
3	Draft Proposal for Cross-Agency Collaboration (Section II D)	Four	Graded separately; Milestone Three Rubric
	Final Project Part I Submission: Proposal for Investigative Activities and Outreach	Six	Graded separately; Final Project Part I Rubric
	Final Project Part II Submission: Visual Presentation With Audio or Supporting Transcript	Seven	Graded separately; Final Project Part II Rubric

Final Project Part I Rubric

Guidelines for Submission: Your proposal must be approximately seven to nine pages in length (plus a cover page and references) and must be written in APA format. Use double spacing, 12-point Times New Roman font, and one-inch margins. Begin your proposal with a fictitious header that includes the name of the agency you are imagining you work for, the name(s) of the suspect(s), assigned agency case number, dates of investigation so far, date of the report, and your name as the agent making the proposal. You should also attach a copy of the referred case data as an appendix to your proposal. Although as a task force member you already have access to the report (and this is not a graded component of the assessment), including it in the appendix provides assistant special agent in charge (ASAC) or supervisory special agent (SSA) with important supporting documentation for the proposal. Include at least five references cited in APA format.

Critical Elements	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
Executive Summary: Investigation	Meets “Proficient” criteria and summary models real world language and style	Accurately summarizes how far the transfer agency got in the investigation before it was referred, including evidence, leads, additional information that might help the task force, and imminence of threat	Summarizes how far the transfer agency got in the investigation, but summary is inaccurate or missing key details	Does not summarize how far the transfer agency got in the investigation before it was referred	6
Executive Summary: Evidence	Meets “Proficient” criteria and justification explicitly addresses the suspect’s or suspects’ intent, means, and capability	Assesses whether there is sufficient evidence to proceed against the suspect(s) based on relevant criminal codes, counterterrorism treaties, and acts and justifies assessment with information from the referred intelligence, citing appropriate law(s) or act(s)	Assesses whether there is sufficient evidence to proceed against the suspect(s), but does not justify assessment with information from the referred intelligence, citing appropriate laws, treaties, or acts	Does not assess whether there is sufficient evidence to proceed against the suspect(s)	8
Executive Summary: Clear Communication	Meets “Proficient” criteria and executive summary expertly balances necessary detail with brevity	Presents information based on referring agency’s intelligence data in chronological order starting with date of inception and analysis is complete, accurate, and clear	Presents information based on the referring agency’s intelligence data, but summary is not in chronological order or is incomplete, inaccurate, or unclear	Does not present information based on the referring agency’s intelligence data	8
Operational Plan: Actions and Timeframe: Intelligence	Meets “Proficient” criteria and intelligence activities suggested are particularly well aligned with specific needs of the scenario and real world constraints	Specifies intelligence gathering activities needed, listing each activity and how long it will last and justifies the proposed activities using the provided intelligence information	Specifies intelligence gathering activities needed, but does not justify the proposed activities using provided intelligence	Does not specify intelligence gathering activities needed	8

Southern New Hampshire University

Operational Plan: Actions and Timeframe: Other	Meets “Proficient” criteria and other activities suggested are particularly well aligned with specific needs of the scenario and real world constraints	Specifies other relevant counterterrorist activities needed, listing each activity and how long it will last, and justifies the proposed activities using the provided intelligence information	Specifies other relevant counterterrorist activities needed, but does not justify the proposed activities using provided intelligence	Does not specify other relevant counterterrorist activities needed, listing each activity and how long it will last	8
Operational Plan: Tools	Meets “Proficient” criteria and tools suggested are particularly well aligned with the specific activities proposed and real world constraints	Selects the administrative and tactical tools needed to complete the counterterrorism activities proposed, and justifies the selections using provided intelligence and the pros and cons of each tool	Selects the administrative and tactical tools needed, but does not justify the selections using provided intelligence and the pros and cons of tools	Does not select the administrative and tactical tools needed to complete the counterterrorism activities proposed	8
Operational Plan: Resources	Meets “Proficient” criteria and estimate is particularly detailed and well aligned with the activities proposed	Prepares a preliminary estimate of type and quantity of resources needed for each activity and the operation as a whole, using a table or spreadsheet	Prepares a preliminary estimate of the type and quantity of resources needed, using a table or spreadsheet, but does not break these down by activity	Does not prepare a preliminary estimate of the type and quantity of resources needed, using a table or spreadsheet	8
Operational Plan: Collaboration: Type	Meets “Proficient” criteria and analysis addresses a broad spectrum of tactical, support, and intelligence needs	Analyzes the type of assistance the task force needs from outside agencies for this operation	Analyzes the type of assistance needed from outside agencies, but analysis is not relevant to the needs of this operation	Does not analyze the type of assistance needed from outside agencies	8
Operational Plan: Collaboration: Responsibilities	Meets “Proficient” criteria and response encompasses the wide variety of organizations involved in counterterrorism activities and the complexity of their interactions	Analyzes the roles and responsibilities of different counterterrorism agencies in responding to this particular case and determines which agencies are best situated to provide the type of assistance needed	Analyzes the roles and responsibilities of different counterterrorism agencies in responding to this case, but does not determine which agencies are best situated to provide assistance	Does not analyze the roles and responsibilities of different counterterrorism agencies in responding to this case	8
Operational Plan: Collaboration: Special Agreements	Meets “Proficient” criteria and response demonstrates keen insight into the procedural requirements for cooperation among multiple agencies	Determines whether any special agreements are needed to clarify the roles and responsibilities of the task force and outside agencies and specifies who will be responsible for securing these agreements and how	Determines whether special agreements are needed to clarify the roles and responsibilities, but does not specify who will be responsible for securing agreements and how	Does not determine whether special agreements are needed to clarify roles and responsibilities	8

Southern New Hampshire University

Operational Plan: Legal: Confidential Informant	Meets "Proficient" criteria and assessment is detailed and clear	Accurately assesses the legal and procedural issues surrounding the use of confidential informants and how they affect the parameters of the operation, citing appropriate laws and research	Accurately assesses legal and procedural issues surrounding use of confidential informants, but does not discuss how they affect the parameters of the operation or cite appropriate laws and research	Does not accurately assess the legal and procedural issues surrounding the use of confidential informants	8
Operational Plan: Legal: Tools and Activities	Meets "Proficient" criteria and analysis encompasses relevant nuances in the laws or acts cited	Assesses the legal parameters surrounding the tools and activities proposed and supports answer citing the appropriate laws and legal research and explaining how they apply	Examines legal considerations surrounding tools and activities proposed, but does not support by citing appropriate laws and legal research and explaining how they apply	Does not examine legal considerations surrounding tools and activities proposed	8
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy to read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	6
Earned Total					100%

Final Project Part II Prompt: Visual Presentation With Audio or Supporting Transcript for Outside Agency

For Part II of the assessment, assume the proposal for investigative activities and outreach that you submitted to the assistant special agent in charge (ASAC) or supervisory special agent (SSA) for review in Part I of the assessment was approved. Your task now is to create a presentation with audio or a supporting transcript that describes your task force's responsibilities and solicits cooperation from another law enforcement agency with respect to the referred case data provided below and your proposed activities in Part I. (Note that the referred case data is the same as what was provided in Part I.)

Referred Case Data

Transferring Agency: Bureau of Explosives and Weapons (State Agency)

Date of Transfer: 08/15/2014

Background Information:

The suspect has the necessary materials to construct a weapon of mass destruction (WMD) and through intelligence gathering, we know the suspect has constructed a WMD, and intends on using it within his apartment complex, which is located in downtown Minneapolis, MN. It is believed that the suspect has approximately ten 55-gallon drums of ammonium nitrate and diesel fuel oil (ANFO) in his residence, capable of releasing enough energy to destroy ten city blocks. The suspect has the means to detonate the WMD.

Technical Data:

Starting on 01/15/2014, the suspect was observed purchasing explosive materials via CCTV footage and confirmed eyewitness interviews from a local hardware store, over the course of three months. Beginning on or about 02/16/2014 and over the course of four months, the suspect has also acquired chemicals from ABC chemical plant, where the suspect is employed.

Starting on 04/15/2014, the suspect has been observed moving 55-gallon drums into his residence between the hours of 0100 and 0300 for over five months by undercover field operatives.

For your presentation, you should imagine your audience is the leadership of a collaborating law enforcement agency. The agency has minimal experience with counterterrorism issues but will be a critical support piece in your operation. The goal of the presentation is to provide the collaborating agency with a synopsis of the work to be completed and to set clear expectations for the roles of the task force and collaborating agency to alleviate any potential confusion. Your presentation should provide an operational overview and not a detailed tactical presentation of when the operation is going to start, how many people are going to be on the teams, the kinds of weapons being used, and so on. Because clear communication is important in interagency collaboration designed to combat terrorism, you will need to narrate your presentation (with audio or a supporting transcript), as well as prepare visual slides.

Specifically, your visual presentation with audio or supporting transcript should address the following **critical elements**:

- I. **Background.** This section should provide the audience with a snapshot of the investigation to this point. The snapshot should:
 - A. Accurately summarize the main points of the **investigation** to date based on the data from the referring agency provided above. Be sure to include how the investigation started, what agency referred it, and what evidence has been collected. Remember, information should be presented in chronological order from inception to most recent.
 - B. Synthesize existing **intelligence** to identify the suspect(s), their apparent motivation, imminence of the threat, and evidence of criminal activity. Why is action warranted at this time? Support your answer with information from the referring agency's intelligence and any relevant laws, treaties, or acts.
- II. **Justification.** The presentation in this section should explain why cooperation from the outside agency is being requested. What do you hope to achieve and how can the outside organization help with that mission? Your answer should address the importance of interagency collaboration in responding to terrorist activities and how different agencies' roles contribute to success.
- III. **General Overview of Operation.** This section of the presentation should briefly explain the principal activities to be carried out. The goal is to provide a broad non-technical overview, ensuring that the audience is familiar with key points of the operation, without the more detailed look given in your proposal from Part I. Be sure to clearly distinguish the roles and responsibilities of the agencies involved (i.e., your task force and the outside agency) in carrying out the activities.
- IV. **Potential Operational Complications.** Anticipate areas of potential operational complication between the two groups and propose ways to mitigate them. For example, what happens if the suspect decides to put his/her plan in motion early? What if, during efforts to apprehend the subject(s), they barricade themselves in, take hostages, or flee to an area that is not covered or the team cannot traverse? What if suspect has an accomplice that interjects his or herself into the operation?
- V. **Questions and Answers.** Your presentation should leave space for questions and answers with the outside agency's leadership. Although you will not be giving your presentation to a live audience during the assessment, you should anticipate likely questions and suggest ideas for improving collaboration, processes, and information sharing. If you wish, you may have a friend or classmate pretend to be a member of the audience and pose your "anticipated questions" in the audio, or you may simply start off a discussion by posing leading questions designed to address strategies for collaboration and information-sharing.
- VI. **Communication.** The effectiveness of future information sharing and collaborative activities, and the eventual success of the mission, will depend in part upon your ability to communicate clearly with the outside agency. Consequently, throughout your visual presentation you should:
 - A. Consistently **tailor** visual elements, such as slides and messages to the target audience for this presentation, using appropriate language and terms. Remember that your audience has little experience with counterterrorism activities, so jargon and extensive use of acronyms are likely to hinder understanding.
 - B. Whether you use **audio or a supporting transcript**, be sure to narrate your presentation using clear, appropriate language. Keep in mind that the most effective presenters use slides as a prompt rather than simply reading from them.

Final Project Part II Rubric

Guidelines for Submission: The visual presentation with audio or supporting transcript should be 8 to 10 minutes long. You should include an introductory visual element with the operation name, your name, the task force or agency you are imagining you work for, and the date. Your submission should include the visual display and audio of you giving the presentation or a supporting transcript.

Critical Elements	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
Background: Investigation	Meets "Proficient" criteria and summary expertly balances necessary detail with brevity and clarity	Accurately summarizes main points of the investigation to date in chronological order from inception to present based on the data from the referring agency, including how the investigation started, what agency referred it, and what evidence has been collected	Summarizes main points of the investigation to date, but summary is out of order, inaccurate, or incomplete	Does not summarize main points of the investigation to date	4.5
Background: Intelligence	Meets "Proficient" criteria and summary expertly balances necessary detail with brevity and clarity	Synthesizes existing intelligence to identify the suspect(s), their apparent motivation, imminence of the threat, and evidence of criminal activity, supporting synthesis with information from the referring agency's intelligence and relevant laws, treaties, or acts	Synthesizes existing intelligence, but does not identify suspects, motive, imminence of threat, or evidence of criminal activity supported with information from the referring agency's intelligence and relevant laws, treaties, or acts	Does not synthesize existing intelligence to identify the suspect(s), their apparent motivation, and the imminence of the threat	13
Justification	Meets "Proficient" criteria and reasons are particularly appropriate for building a collaborative environment	Explains reason for requesting cooperation from the outside agency, addressing the importance of interagency collaboration in responding to terrorist activities and how different agencies' roles contribute to success	Explains reason for requesting cooperation, but does not address importance of interagency collaboration and how different agencies' roles contribute to success	Does not explain reason for requesting cooperation	13
General Overview of Operation	Meets "Proficient" criteria and overview of activities and roles expertly balances necessary detail with brevity and clarity	Provides a broad, non-technical overview of activities to be carried out, and clearly distinguishes the roles and responsibilities of the agencies involved	Provides a broad, non-technical overview of activities to be carried out, but does not clearly distinguish the roles and responsibilities of the agencies involved	Does not provide a broad, non-technical overview of activities to be carried out	13

Southern New Hampshire University

Potential Operational Complications	Meets “Proficient” criteria and anticipation of potential complications and suggestions for mitigating them are realistic given the scenario or intelligence data being considered	Anticipates areas of potential operational complications between the two groups and proposes ways to mitigate them	Anticipates areas of potential operational complications between the two groups, but does not propose ways to mitigate them	Does not anticipate areas of potential operational complications between the two groups	13
Questions and Answers	Meets “Proficient” criteria and suggestions for improving collaboration are particularly realistic and well aligned to the needs of the operation	Anticipates likely questions related to the proposed collaboration and suggests ideas for improving collaboration, processes, and information sharing	Anticipates likely questions, but does not suggest ideas for improving collaboration, processes, and information sharing	Does not anticipate likely questions	13
Communication: Tailor	Meets “Proficient” criteria and visual elements and messages model real world language and style	Tailors visual elements and messages to the target audience for the presentation using appropriate language and terms	Tailors visual elements and messages to target audience, but language and terms used are inappropriate to the audience	Does not tailor visual elements and messages to target audience	13
Communication: Audio or A Supporting Transcript	Meets “Proficient” criteria and uses visual presentation materials as a prompt in delivering a fluid presentation	Narrates presentation through audio or supporting transcript, using clear and appropriate language	Narrates presentation through audio or supporting transcript, but does not use clear, appropriate language	Does not narrate presentation through audio or supporting transcript	13
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy to read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	4.5
Earned Total					100%