

ACTIVE ASSAILANT SHOOTER



RESPONSE CHECKLIST

COMPLEX COORDINATED TERRORIST COMPLEX COORDINATED ATTACK

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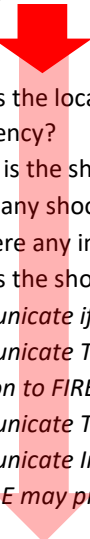
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Active Assailant/Active Shooter

Complex Coordinated Terrorist Attack/Complex Coordinated Attack *Response Checklist*

RESPONSE CHECKLIST

START *(Seconds count)*



DISPATCH

- What is the location of your emergency?
 - Where is the shooter?
 - How many shooters are there?
 - Are there any injuries? How many?
 - What is the shooter wearing?
 - *Communicate if shots heard to LE*
 - *Communicate Tactical Coordination Location to FIRE**
 - *Communicate TAC Channel to FIRE**
 - *Communicate Injuries to FIRE**
- *ONS LE may provide also*

LE FIRST ARRIVING

- Size-up
- Confirm Location
- *What is reported by civilians?*
- *Are shots heard?*
- *Are there victims?*
- Contact Team Entry Location

INITIAL ARRIVING LE UNITS

- Contact Teams
- Rescue Teams (If injuries)

LE TACTICAL SUPERVISOR

- Confirm Size-up
- Designate Tactical Coordination Lead and Location
- LE Staging Location
- Designate Hot Zone
- Designate CCP Location
- Rescue Corridor (Entry Point to CCP)

OTHER LE MISSIONS

(DO NOT SELF-DISPATCH)

- Perimeter
- Rescue Task Forces

FIRE FIRST ARRIVING

- Stage at a safe location
- Identify LE link (Dispatch or ONS LE)
- Develop Situational Awareness
- Give Size-up
- Provide response route instructions
- Designate FIRE Staging
- Designate AMB Staging (if needed)
- Request additional resources (stage)
- Identify Tactical Coordination Location**
- Identify CCP Location**

FIRE ALS FIRST ARRIVING

- Open Medical Communications

FIRE CHIEF OFFICER FIRST ARRIVING

- Develop Situational Awareness
- Confirm Size-up
- Request additional resources
- Identify or Establish UCP
- Assign Rescue Group Supervisor
- Confirm Hot Zone**

FIRE RESCUE GROUP SUPERVISOR

- Collocate with LE (TCL)
- Identify if and number of injuries
- Location of injuries
- Request needed resources
- Form Rescue Task Forces (RTFs)
- Designate treatment location

OTHER FIRE MISSIONS

- Medical Group or Branch
- Transport Group
- Fire Group
- FAC Group

***Info from Dispatch or ONS LE*

UNIFIED COMMAND

- Confirm safe location (Cold Zone)
- Develop Situational Awareness
- Develop Unified Incident Objectives
- Develop Incident Organization
- Confirm/Designate Incident Locations (Hot Zone, Tactical Coordination Location, Staging, CCP, Treatment Area, Perimeter [Warm Zone], Landing Zone, FAC)
- Establish/Designate Public Messaging
- Establish a JIC

Significant Incident Command Operations

- Activate EOC & DOC
- Identify Fixed UCP Location
- Designate Operational Periods
- Request IMT or other incident staff
- Crisis Incident Response Staff

CCTA/CCA Indicators

- Multiple shooters
- Shooter in a fortified location
- Active gunfire after arrival
- Explosion or Fire
- Multiple Tactics
- Multiple Incidents

Explosive Standoff Distances

| IED | Size | Min./Best |
|-----------------|-----------|------------|
| Pipe Bomb | 5 lbs. | 70'/1200' |
| Suicide Bombers | 20 lbs. | 110'/1700' |
| Briefcase | 50 lbs. | 150'/1850' |
| Vehicle | 1000 lbs. | 400'/2400' |

INTRODUCTION

Active Assailant and Active Shooter incidents occur with disturbing frequency in today's world. The motivations vary, but the consequences are frequently the same – multiple victims killed or seriously injured in acts of senseless violence that leave loved ones and communities wondering – *Why?*

Complex Coordinated Terrorist Attacks (CCTAs) and Complex Coordinated Attacks (CCAs) are alarming trends. The Department of Homeland Security defines a CCTA as an evolving and dynamic terrorist threat, shifting from symbolic, highly planned attacks to attacks that can occur anywhere, at any time, with the potential for mass casualties and infrastructure damage. Examples include the terrorist attacks in Barcelona in August 2017, San Bernardino in December 2015, Paris in November 2015, and the Boston Marathon in April 2013. As these attacks illustrate, multiple attackers or teams to conduct small-arms assaults, deploy homemade explosive devices, or employ other unsophisticated tactics at multiple locations can have a catastrophic impact.

Although CCTAs may have similar characteristics to active shooter incidents (e.g., use of firearms, the potential for large numbers of fatalities, responding organizations and resources), the complexities of CCTAs (e.g., multiple teams, attack locations, and weapon types) would present significant challenges to most jurisdictions. CCAs are essentially the same, but without a terrorism nexus. The October 2017 Las Vegas Route 91 mass shooting is an example of a CCA.

Active assailant/shooter incidents and CCTA/CCAs require a high level of interagency coordination and preparedness to deliver an effective response that prevents preventable death and heightens the safety of responders. The Los Angeles/Orange County CCTA Program has had the goal of improving coordination among responder disciplines and levels of government. An important element of the CCTA Program is the development of this document – the **Active Assailant/Active Shooter, Complex Coordinated Terrorist Attack/Complex Coordinated Attack Response Checklist**, hereafter known as the Response Checklist.

The Response Checklist provides concise recommendations for an effective interagency response based on known best practices and observations made during exercise activity of the CCTA Program. This document will continue to be updated based on observations and lessons learned.

RESPONSE

Dispatch

The 911 dispatch center is a crucial part of an effective response that is sometimes overlooked. The 911 dispatch center is typically the first location to become aware of an unfolding active assailant/shooter incident or CCTA/CCA. It is crucial to incorporate 911 dispatchers into preparedness and training activities.

The top priority for any emergency is obtaining the location. If the dispatcher answers with, “911, What are you reporting?” and the line goes dead after receiving a response, it will be impossible to dispatch units unless the call was made from a landline that associates the phone number with the address. The seconds or minutes lost trying to identify the location is crucial time that could cost lives. As such, many 911 dispatchers answer incoming calls with, “**911, What is the location of your emergency?**”

Policies may dictate how questions are asked, but it can be lifesaving to streamline dispatcher questions to obtain the most critical information first and limit room for lengthy responses. If a shooting is being reported, it will be important to ascertain the following.

- What is the location of the emergency?
- Where is the shooter? If the shooter has fled, is it known how (on foot, in a vehicle)?
- How many shooters are there?
- Are there any injuries? How many?
- What is the shooter wearing?

Once this information is obtained, additional questions can be asked or guidance provided to assist the caller.

IMPORTANT: In some cases, shootings are reported when no actual shots have been fired. In many other cases, the shooter has fled the scene. If the 911 dispatcher hears audible gunfire, this is an important detail to provide to responding officers. If responding officers are informed about audible gunshots, they will have reason to exercise extreme caution upon arriving and entering the location.

If multiple gunshots or rapid gunfire are heard, passing this detail to responding officers can increase their safety.

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LE First Arriving

Circumstances can be so varied when responding to a reported shooting that it is difficult to provide specific guidance to the first arriving officers. If the response is to a reported active assailant/shooter, it will be important to do the following.

- Provide a size-up (what is the location, what is seen, actions being taken)
- If there are civilians at the location, they may be able to provide important information. Simple questions can include:
 - What is going on?
 - Did you hear gunfire?
 - Is the shooter still inside?
 - Are there any victims?

Audible gunfire, reports of ongoing shooting, or other violence (knife-attack, etc.) should prompt the immediate formation of Contact Teams and entry into the location to locate the assailant, confine them, and take other appropriate action.

IMPORTANT: Upon entering the location, it is vital to communicate to dispatch and responding units the location from which entry is being made. This can prevent additional units from entering from other locations, possibly resulting in a blue-on-blue or friendly fire incident.

Initial Arriving LE Units

Additional arriving units will initially need to form more Contact Teams and enter the location until the first Contact Team reports that the assailant has been located and no longer presents a threat or confirms that the assailant has fled the location. Circumstances will dictate the number of Contact Teams, but it is vital that these teams communicate regarding their actions and location.

If the threat still exists and injured civilians are located that cannot evacuate on their own, additional arriving units will need to form Rescue Teams to aid them or carry them to safety.

Among the many priorities, establishing a perimeter will be a high priority for arriving units. This may prevent the assailant from escaping.

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LE Tactical Supervisor

The effective management of an active assailant/shooter incident or CCTA/CCA will be aided greatly by the early designation of a Tactical Supervisor. This person will be responsible for coordinating activities in the Hot Zone. These activities will include the following.

- Develop Situational Awareness
- Designate a Tactical Coordination Location
- Designate a Staging Location for responding LE units
- Communicate with and coordinate Contact Teams and Rescue Teams
- Reconcile communications among Contact Teams and Rescue Teams
- Designate the Hot Zone
- Designate a Casualty Collection Point (CCP) or treatment area
- Designate a Rescue Corridor (Entry Point to CCP)
- Coordinate with a Fire Rescue Group Supervisor, if designated
- Identify the recommended incident perimeter, which will constitute the Warm Zone

The Tactical Supervisor may not initially be a supervisor but may be replaced with a supervisor or other qualified member when appropriate. An additional LE unit may need to assist the Tactical Supervisor when available.

The Tactical Supervisor will be the principal point of contact for the Unified Command Post regarding incident activities, operational zones (Hot and Warm), and additional resources that may be needed.

If a Fire Rescue Group Supervisor is designated, this person should collocate with the Tactical Supervisor. This will enable the two officers to coordinate important EMS activities, such as the formation and assignment of Rescue Task Forces if needed to treat within the Warm Zone.

Tactical Coordination Location

The Tactical Coordination Location must allow the Tactical Supervisor to safely direct activities within the Hot Zone, such as Contact Team and Rescue Teams operations. It will likely be well within the Warm Zone and able to maintain Hot Zone situational awareness.

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Additional Arriving LE Units

The circumstances for each active assailant/shooter incident or CCTA/CCA will greatly differ. The goal of this document is not to detail all the possible assignments that may be needed. **But it is vital that unassigned LE units from the primary agency or LE officers from other agencies not self-deploy.** This has proven to be problematic time and time again.

Other priorities will include the following.

- **Perimeter** – Active assailant/shooter incidents or CCTA/CCAs, particularly when the assailant’s location is unknown, may create the need to establish a large perimeter. Additional responding units may be assigned to assist with this task.
- **Rescue Task Forces** – Fire and EMS personnel that enter the Hot or Warm Zones should be accompanied by law enforcement officers. Teams of fire personnel and law enforcement officers that must enter to render care are known as Rescue Task Forces.
- **Force Protection** – It may be necessary to assign officers to provide force protection for the Command Post, Staging Area, and Treatment Area. When fire personnel is assigned to any missions within the Warm Zone, they will need to operate with Force Protection.

Other LE Missions

The tasks assigned to LE responders will be driven by the incident needs but may also include the following.

- **Explosive Ordinance Disposal (EOD)** – Active assailant/shooter incidents or CCTA/CCAs have often involved the presence of explosive devices or facsimile devices. When explosives are believed to be present, the immediate vicinity should immediately be evacuated, and Bomb Technicians should be requested to render safe any potential explosives.

When the assailant/shooter’s vehicle is located, it will be necessary for Bomb Technicians to clear it for the presence of explosives. It may also be necessary to clear the assailant/shooter’s residence before investigators enter.

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- **Crisis Negotiation** – On numerous occasions, active assailants/shooters have been isolated to a given location and refuse to surrender. Under such circumstances, Crisis Negotiators will be needed. When an active assailant/shooter is known to still be alive at an incident, crisis negotiators should respond and prepare to conduct crisis negotiation if the assailant/shooter is isolated with or without hostages and refuses to surrender.
- **Wide-Area Search** – A wide-area search may need to be performed when the assailant(s) have escaped and are believed to be within a designated area. This will require many law enforcement officers and will require careful coordination.
- **Evacuation** – Civilians may be sheltered in place, or areas may need to be evacuated during a search. A large number of officers may be needed to conduct a safe and orderly evacuation.
- **Witness Interviews** – A large number of civilians may have witnessed the attack. It may be vital to identify all witnesses and conduct initial interviews in such instances. This activity will assist investigators in identifying key witnesses that may be needed for prosecutorial purposes.

Key lessons must be factored in when training and planning for active assailant/shooter incidents or CCTA/CCAs. Experience with these incidents has shown the following.

- Pre-planning is critical.
- Interagency training is critical.
- The delayed designation of a Tactical Supervisor can severely complicate the response.
- Overconvergence of law enforcement officers routinely complicates the response.
- The actions of first-arriving units have a drastic effect on the progress of the incident.
- Immediate interagency cooperation and unified command are essential.
- Clear and frequent communications are necessary for effective operations.
- Helicopters or Unmanned Aircraft Systems (UAS) for overhead assessments are a plus.
- All key agencies and supporting entities such as the Operational Area, emergency management, fusion center, and hospitals should be notified as quickly as possible.
- A large and immediate media response should be expected.
- Any CCTA/CCA indicators should be immediately shared. These include the following.
 - Multiple simultaneous incidents
 - Multiple attackers/shooters
 - The use of explosives or fire
 - Multiple tactics

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First Arriving Fire Unit

When fire units respond to a reported active assailant/shooter, all members should don the appropriate personal protective equipment (PPE), which usually consists of ballistic protection. It is then important to develop situational awareness. Consider the following.

- Monitor LE Tactical frequency
- Request updated information from fire dispatch or police dispatch if communications are available and within policy
- Develop a LE link (Dispatch or ONS LE)

A cautious approach is extremely important until the circumstances can be determined. Consider staging a few blocks away from the incident until accurate information is obtained. The most important information will include the following:

- Has a shooting or other attack taken place?
- Is the shooter or assailant still present? Is their location known? Are they in custody or deceased?
- Is there a safe location for fire to stage?
- Are there any injuries? If so, how many and where are they located?

With this initial information, provide a size-up, request additional units if needed, and designate a staging location. It may be necessary to stage fire units and ambulances separately.

Most reported active shooter incidents are resolved within minutes or do not involve an actual active shooter. **When there is no evidence of an ongoing threat, fire personnel should prepare to quickly enter the location and render care that may be needed as soon as LE escorts are provided or when the threat is confirmed to no longer exist. Unnecessary delays in rendering care can cost lives.**

Communications will need to be established with the Medical Alert Center as soon as possible. This enables area hospitals and trauma centers to begin preparing for the patient care demands that the incident may produce.

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First Arriving Chief Officer

The first arriving Fire Chief Officer can be crucial to the effective management of an active assailant/shooter incident or CCTA/CCA. Fire Chief Officers are generally adept at incident command procedures and may be able to lay the foundation for a Unified Command once joined by a LE Command Officer.

The first arriving Fire Chief Officer should do the following.

- Develop Situational Awareness
- Confirm the Size-up
- Request additional resources, if needed
- Identify or establish a Unified Command Post, which should be in the Cold Zone
- Assign a Rescue Group Supervisor to collocate with the LE Tactical Supervisor as soon as possible. This Chief Officer must have appropriate PPE (ballistic protection) and communications with LE.
- Work with LE to establish a staging area that will facilitate rapid access to the incident site but not be inside the Hot or Warm Zone.

Note: The specific boundaries of the Zones may take time to designate.

Other priorities are discussed under Unified Command.

Before establishing a Command Post, it will be vital to ensure that an Incident Command Post has not already been established by responding law enforcement officers. **Under no circumstances should more than one command post be established.**

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Rescue Group Supervisor

Note that a law enforcement officer can fill this position if that is the decision of the Unified Commanders. However, there are advantages to a Fire Chief Officer filling this role.

The Rescue Group Supervisor will configure and coordinate the operations of Rescue Task Forces (RTFs) that will be deployed into the Warm Zone. It is vital that the person occupying this position be located proximate to where RTFs will be deployed. If a Tactical Supervisor is assigned, the Rescue Group Supervisor should deploy to their position. That officer will likely have real-time information regarding the incident and the current actions and locations of deployed Contact and Rescue Teams.

When assigned, the Rescue Group Supervisor should do the following.

- Develop Situational Awareness
 - Is the shooter or assailant still present? Is their location known? Are they in custody or deceased?
 - Determine if there are any injuries? If so, how many and where are they located?
- Identify the most effective location from which to operate.
- If possible, collocate with the Tactical Supervisor if one is assigned.
- Configure and coordinate the operations of Rescue Task Forces (RTFs)
- Give the Mission Brief to RTFs before their deployment
- Consider an Assistant RGS to assist with the tracking of RTFs and other activities
- Confirm or designate the corridor to be used for ingress and egress of RTFs
- Confirm or designate the location of the CCP and treatment area
- Request additional resources if needed to transport casualties from a CCP to a treatment area
- Coordinate with the Medical Group Supervisor if one is assigned

Time is of the essence. The above activities may need to be performed as expeditiously as is consistent with safety.

When assigning RTFs, the Rescue Group Supervisor should consider a numbering convention that will allow tracking RTFs according to the geographical region or division that they may be assigned to (i.e., RTF 1-9, RTF 10-19, etc.).

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Rescue Task Force

A Rescue Task Force (RTF) is a team deployed to provide point-of-wound care to victims where there is an ongoing threat. RTFs treat, stabilize, and remove the injured while wearing appropriate PPF (ballistic protection) and under the protection of law enforcement officers. An RTF may be deployed to work in an active assailant/shooter or CCTA/CCA incident. An RTF should include at least one advanced life support (ALS) provider.

Each RTF member should be equipped with a Kevlar helmet, body armor, flashlight, radio, and Individual First Aid Kits (IFAKs). Remote microphones with earpieces are advisable for communications with the RTF leader and Rescue Group Supervisor.

When assigned, RTFs should be prepared to do the following.

- Assemble team and equipment
- Report to and receive an assignment from the Rescue Group Supervisor
- If not done, establish Casualty Collection Point(s)
- Rapidly assess casualties
- Report injuries and actions to the Rescue Group Supervisor
- Coordinate casualty evacuation

Rescue Task Force Equipment Cache

Medical equipment is limited to that carried into the field by RTF personnel and typically includes tourniquets, pressure dressings, hemostatic agents, occlusive chest seals, and adjunct airways.

The following equipment is appropriate for RTFs.

- Individual First Aid Kits (IFAKs) on individuals, TECC appropriate equipment only
- Multi-patient TEMS Bag (Both IFAK and TEMS bags should address MARCH Treatment Priorities or Extraction of the injured)
- Handheld forceable entry tools may be needed (for use by specialty companies or Contact Teams as LE may not have sufficient supplies)

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Rescue Task Force Mission Brief

The Rescue Group Supervisor will need to provide a Mission Brief to RTFs before deploying them. The objective of the Mission Brief is as follows.

- Provide Situational Awareness
- Detail the mission (render lifesaving treatment and rapid extraction)
- Quickly review LCES reminders
 - **L** – Lookouts - LE
 - **C** – Comms Plan (PACE)
 - P – Primary Tac - FD Tac
 - A – Alternate Tac - PD Tac
 - C – Contingent - Cell Phone (Cell Phone for RGS), Silence cell phones
 - E – Emergent - Emergency Trigger
 - **E** – Escape Routes – The RTF leader shall brief back the ingress and egress routes
 - **S** – Safety Zones – Identify on map reconnaissance or as needed in the incident. These locations are appropriate for Casualty Collection Points (CCPs) as they should provide cover and concealment and be defensible
 - Temporary Refuge Area (TRA) – Safety Zone within Warm Zone

Tactical Emergency Casualty Care (TECC)

The Tactical Emergency Casualty Care (TECC) guidelines are the civilian counterpart to the U.S. military's Tactical Combat Casualty Care (TCCC) guidelines. The TCCC guidelines were developed for military personnel providing medical care during combat operations. These guidelines have proven extraordinarily effective in saving lives on the battlefield and thus provide the foundation for TECC. The TECC considers the specific nuances of civilian first responders.

TECC provides a framework to prioritize medical care while accounting for ongoing high-risk operations and focuses primarily on the intrinsic tactical variables of ballistic and penetrating trauma compounded by prolonged evacuation times. The principal mandate of TECC is the critical execution of the right interventions at the right time.

TECC is applied in three phases — direct threat, indirect threat, and evacuation care — as defined by the dynamic relationship between the provider and the threat. Indirect threat care is rendered once the casualty is no longer under a direct and immediate threat (i.e., Warm Zone).

Other Fire Missions

The tasks assigned to fire responders will be driven by the incident needs but may include the following:

- **Medical Group or Branch** – Reports to Operations and manages triage, treatment, and transport of the injured. A Medical Branch may be needed for large-scale incidents involving patients at different locations.
- **Transport Group** – Reports to Operations or the Medical Branch if established and handles the movement of the injured from a Casualty Collection Point (CCP) to the treatment area. This function could require the support of force protection if the CCP is located within a Warm Zone.
- **Fire Group** – Reports to Operations and develops a plan to extinguish or contain a fire should one start. For fires within a Hot or Warm Zone, this activity will require careful coordination with the Tactical Supervisor and may require adaptations to normal operating procedures to ensure the safety of fire personnel.
- **Staging Manager** – Reports to Operations and tracks units that have arrived at Staging. For incidents that require or involve the response of multiple fire or EMS units, a Staging Manager should be designated to organize the parking and flow of these units. It may be necessary to stage responding ambulances separate from fire units since they may need to move quickly to the treatment area to transport the injured.
- **Hazmat Group** – Reports to Operations and is designated when any hazardous materials are believed to be present, either as a part of the attack tactics or at the attack location.
- **Urban Search and Rescue (USAR) Group** – Reports to Operations and is designated when any structural compromise is suspected, such as in the aftermath of an explosion.
- **Family Assistance Center (FAC) Group** – An incident that produces multiple casualties will require that compassionate attention be given to next-of-kin or survivors of the incident in its immediate aftermath. These individuals will need a location separated from the immediate incident location and have a degree of privacy for possible crisis intervention, interviews with investigators, and reunification with family members. The FAC can satisfy this need. Fire responders may be called upon to establish and staff a FAC or assist. A FAC Group may be designated to handle this function.

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Unified Command

During an active assailant/shooter incident or CCTA/CCA, the key responder agencies need to coordinate the many objectives that must be managed in a unified manner. Locating the assailant(s) and neutralizing the threat is one of the top priorities, but it does not subordinate treating the injured. Both objectives need to be addressed as high priorities. Other needs may not be as critical as stopping the killing or rendering care to the injured, but they may still be high priorities. The most effective approach to managing the many objectives of a complex incident is to establish a Unified Command. Unified Command enables the unified commanders to manage an incident by jointly establishing and approving incident objectives.

Initial Unified Command objectives and considerations include the following.

- Designate a Unified Command Post location of adequate size and in the Cold Zone
- Designate the Unified Commanders
- Designate initial Unified Objectives – This is a quickly developed list to be used when building the initial organization and built upon in the Incident Action Plan
- Staff key Incident Command positions according to incident needs
- Ensure that appropriate notifications have been made and provide updates as needed
- Ensure that public warning messages have been made and continue as needed
- Establish a Joint Information System (JIS)
- Develop and maintain Situation Status (situational awareness)
- Develop and maintain Resource Status
- Identify Operational Zones (Hot, Warm, and Cold Zones)
- Identify or establish the Tactical Coordination Location (terminology may differ) if other than the Command Post
- Develop and maintain security for the Command Post
- Establish and staff a Family Assistance Center (FAC)
- Establish Operational Periods
- Prepare for the transition to a fixed Command Post location if multiple Operational Periods are anticipated
- Consider Incident Management Team support
- Determine the appropriate interaction with EOC

In incidents that affect multiple locations, scarce resources may need to be strategically allocated according to the need. An Area Command (discussed below) may need to be established to coordinate the activities of multiple Unified Commands.

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Incident Action Plan

Complex incidents will need an Incident Action Plan (IAP). The IAP documents incident goals (known as control objectives), operational period objectives, and the response strategies defined by the unified commanders. It contains general tactics to achieve goals and objectives within the overall strategy. The IAP provides information about the status of response resources. Because complex incidents evolve quickly, the IAP must be revised on an ongoing basis and at least once per operational period to maintain consistent, up-to-date guidance.

The IAP is an important document and may require appropriately trained staff to develop effectively. IAP elements are incident-driven and can include the following.

- Incident goals - Desired end state of the response
- Incident map (i.e., map of the incident scene and key locations)
- Operational period objectives
- Response strategies (priorities and the general approach to accomplish the objectives)
- Response tactics (methods developed by Operations to achieve the objectives)
- Organization list with ICS chart showing primary roles
- Assignment list with specific tasks
- Critical situation updates and assessments
- Resource status updates
- Safety plan
- Communications plan
- Logistics plan
- Medical plan (providing direction for care to responders)
- Additional component plans, as indicated by the incident

CCTA CONSIDERATIONS

Characteristics of CCTAs include the use of multiple attack tactics and possibly the occurrence of attacks at multiple locations simultaneously or in quick succession. The occurrence of a CCTA will have immediate region-wide consequences and should prompt the immediate activation of support centers within the impacted jurisdictions.

In the initial phase of a CCTA, the extent of the planned attack cannot be known. As such, broad notifications should immediately be initiated. Notifications will need to reach public safety agencies and the community. It may also be necessary to activate command and support centers to meet the needs of the incident(s) and responders.

Department Operations Center (DOC)

Department Operations Centers (DOC) are established and activated by departments to coordinate and control actions specific to that department during an emergency. DOCs perform several important functions during a large-scale emergency, such as the following.

- Ensure that Incident Commanders and Area Commanders have clear policy direction.
- Plan for anticipated resource, service, and supply demands; relief coordination; and demobilization through a system of advance planning, specific to the department.
- Ensure that maximum commitment levels are not exceeded; augment resource levels in accordance with Department policy and established mutual aid agreements.
- Establish or communicate limitations on the number of companies or specialized resources each Incident Commander receives to ensure adequate coverage for all incidents.

When an Area Command is activated, DOCs coordinate closely and serve as the primary point of contact with the department representative within the Area Command for resource requests from that agency.

Emergency Operations Center (EOC)

Emergency Operations Centers (EOCs) coordinate the jurisdiction- or region-wide response and management of an emergency or event. EOCs do not exist to serve the needs of a specific agency or department. They are designed to provide for the effective coordination between the

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various agencies that are committed to managing the emergency or event. EOCs provide a central point of information aggregation and dissemination regarding the overall situation and provisioning of resources and equipment. During a CCTA, EOC priorities would include the following.

- Activate at the indicated level.
- Initiate Incident Support and Coordination activities, including the EOC Planning Process.
- Make Notifications.
- Establish a Joint Information Center (JIC).
- Facilitate the establishment of a MAC Group, if indicated.
- Declare a State of Emergency in coordination with jurisdiction leadership, if indicated.
- Initiate outreach to other impacted cities and the Regional EOC.

Area Command

An Area Command oversees the management of multiple incidents handled individually by separate ICS organizations or the management of a large or evolving incident, such as a CCTA. An agency head or other official with jurisdictional responsibility for the incident usually decides to establish an Area Command. An Area Command is activated if necessary, depending on the complexity of the incident and incident management span-of-control considerations. An Area Command oversees management coordination of the incident(s), whereas EOCs and MAC Groups coordinate incident support.

Due to the scope of incidents involving Area Commands and the likelihood of cross-jurisdictional operations, Area Commands are frequently established as Unified Area Commands, working under the same principles as a Unified Command.

Responsibilities of an Area Command include the following.

- Develop broad objectives for the impacted area(s).
- Coordinate the development of individual incident objectives and strategies.
- Allocate or reallocate resources as the established priorities change.
- Ensure that IC/UCs effectively manage incidents.
- Ensure effective communications and data coordination.
- Ensure that incident management objectives are met and do not conflict with each other or with agency policies.

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- Identify critical resource needs and report them to the Agency Administrators directly, DOC, or EOC, depending on the type of resource needed.
- Ensure that short-term recovery is coordinated with the EOC to assist in transitioning to long-term recovery operations.

Mutual Aid

A CCTA will require most impacted jurisdictions to request some level of mutual aid. As soon as the OA is aware of the developing situation, they will begin planning to provide mutual aid from the region.

Joint Information Systems (JIS)

Accurate and rapid public information is a high priority during a CCTA. A Joint Information System (JIS) will be essential in satisfying this need. The speed at which information travels puts government agencies at a disadvantage when trying to provide accurate information about a rapidly evolving incident. A JIS can ensure the rapid delivery of important public information while at the same time respecting core principles of transparent and accurate communications, which are essential to maintaining public trust.

A JIS is an information network of PIOs working together to deliver accurate and timely information to the public. The JIS provides a structure and system for developing and delivering coordinated interagency messages and developing, recommending, and executing public information plans and strategies. The JIS also advises concerning public affairs issues that could affect a response effort and endeavors to identify and manage rumors and inaccurate information that could undermine public confidence in the emergency response effort.

The individual leading the JIS should be able to see the big picture during a CCTA, understanding priority issues and life-critical messaging. This individual should be able to do the following.

- Have the authority to speak officially on behalf of their agency.
- React calmly and efficiently under stress.
- Clearly explain incident operations and priorities without compromising sensitive tactics.
- Understand incident command and other support functions that may be in place.
- Effectively lead and collaborate with others, recognizing when to defer questions to other JIS personnel.

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Joint Information Center (JIC)

A Joint Information Center (JIC) should be established as soon as possible during a CCTA. A JIC is a physical location with staff and tools to enhance the flow of public information. A JIC reduces the time needed for information release, enhances information coordination and analysis, reduces misinformation, maximizes resources, and ensures that priority messages are disseminated.

As is discussed below, it may be necessary to establish a virtual JIC in the initial phases of a CCTA. This will enable agencies to quickly establish situational awareness and agree to the initial operating guidelines and priority messages.

Area Joint Information Center

An area JIC supports multiple incident command structures spread over a wide geographic area. During a CCTA, it is conceivable that several JICs could be established at EOCs that are activated at impacted cities. Under such a situation, it could be advantageous for an Area JIC to be established at the regional level.

Coordinating JIC activities will allow for coordinated and accurate messaging and enable deconflicting rumors and inaccurate information. An Area JIC would be well-positioned to coordinate messaging across the region, participating in coordination calls with local JICs to develop a common operating picture of the overall situation and establish boundaries that may need to be factored into messaging efforts. It is conceivable that County and State officials could have a presence at a Regional EOC, and City officials would likely be present at local EOCs. During a CCTA, media representatives would likely respond to several EOCs and the incident sites.

Investigation Coordination

A CCTA will result in an extensive and detailed investigation, which could commence while the attack is still underway. Because the investigation of a terrorist attack is the responsibility of the FBI, the FBI would take the lead. But the FBI is accustomed to working with local law enforcement agencies and fusion centers to organize the effort and provide proper oversight and coordination.

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RECOVERY

Recovery efforts begin during incident response and may occur simultaneously with law enforcement and first responder activities, depending on the security and safety at the individual attack locations. Recovery activities may include providing continued medical (including behavioral health) response, conducting family reunification efforts, conducting follow-on investigative and intelligence operations, and initiating whole community recovery and mitigation actions.

