

*Public safety resources in the Washoe County Region must respond in a cohesive manner when faced with an active assailant incident.*

# Regional Active Assailant Response Protocols

Washoe County Regional Task Force

2014

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# Executive Summary

Active Assailant events are an ever-present threat to our communities. Law Enforcement leadership from the Northern Nevada region has recognized the need for a coordinated plan of action in responding to these spontaneous, dynamic, and chaotic events. The goal of this plan is not to dictate tactics, rather to facilitate an organized manner in which to manage the incident.

This plan is divided into four phases, which reflect the dynamic development of the incident and management stages. The four phases are;

Initial Response: dealing with the immediate tactical response and rescue.

Scene Stabilization: establishing primary incident and resource management.

Sustained Operations: addressing the development of incident management.

Recovery: transitioning from the crime scene and return to organizational operations.

Moving forward, it is crucial that all officers are familiar with this plan and supervisors are trained and exercised in managing these incidents. Regional and agency-specific training plans will begin upon acceptance of this plan. Following training, it is expected that one or more exercises will be conducted in the region, beginning in 2015.

# Acknowledgements

The Washoe County Regional Task Force for this project was made up of a diverse group of individuals representing the many stakeholders, service providers, business organizations, and public safety service agencies who may be impacted should an Active Assailant Incident occur within our community. We want to thank all of the individuals involved. Without their time, commitment, experience, and knowledge this undertaking would not have been possible.

Bureau of Alcohol, Tobacco, Firearms, and Explosives (Reno Field Office)  
Circus-Circus Hotel Casino  
City of Reno Emergency Communications  
City of Reno Fire Department  
City of Reno Police Department  
City of Sparks Fire Department  
City of Sparks Police Department  
Federal Bureau of Investigation (Reno Field Office)  
Nevada Department of Public Safety – Division of Emergency Management  
Nevada Department of Public Safety - Highway Patrol (Northern Command)  
Northern Nevada Security Chief's Association  
Regional Emergency Medical Services Authority (REMSA)  
Reno-Sparks Indian Colony Tribal Police  
Reno-Tahoe Airport Authority Police Department  
Truckee Meadows Community College Police Department  
Truckee Meadows Fire Protection District  
U.S. Department of Veterans Affairs Police Department  
University of Nevada Reno Police Department  
Victim Advocates  
Washoe County Dispatch  
Washoe County Emergency Management Services  
Washoe County Health District  
Washoe County School District Police  
Washoe County Sheriff's Office

# Abbreviations

**AAI – Active Assailant Incident**

**EMS – Emergency Medical Services**

**EOC – Emergency Operations Center**

**IAP – Incident Action Plan**

**IC – Incident Commander**

**ICP – Incident Command Post or Command Post (CP)**

**ICS – Incident Command System**

**ME – Medical Examiner**

**PIO – Public Information Officer**

**SCP – Strategic Command Post (Also known as a Joint Operations Center)**

**TC – Tactical Commander**

**TEMS – Tactical Emergency Medical Support**

# Introduction

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*“The business of setting up command and control should never be permitted to produce a degraded or sluggish tactical response”*

*Theodore Moody 2010 – Filling the Gap between NIM/ICS and the Law Enforcement Initial Response...*

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The Washoe County Regional Active Assailant Protocols were developed in response to national, regional, and local, tragic events. The protocol is designed to enhance preparedness through a “whole community” approach by providing common language, concepts and procedures.

An active assailant is a person actively engaged in killing or attempting to kill people with a weapon. In most cases, there is no pattern or method to their selection of victims. These situations are dynamic and evolve rapidly, demanding immediate deployment of law enforcement resources to stop the attack and mitigate harm to innocent victims.

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## **Tactics**

It is the understanding of all agencies within the region that there are variations and differences in tactics and training. While a moderate degree of consistency exists amongst tactics utilized by the agencies within the region, it is the responsibility of each agency to train its officers in basic Active Assailant Response Tactics. It is important that each agency discuss and train their personnel on the concepts of and risks involved in solo entries and team entries, and active assailant incidents inside structure as well as open or outdoor areas.

Diagram 1 – Incident and Task Development Pyramid



Phase	Location	Reports to	Estimated Time
One	Hot Zone	Tactical Command	0-30 Minutes
Two	Tactical Staging	Incident Command	15-90 Minutes
Three	Outer Perimeter	Unified Command	1 Hour To Multiple Days
Four	Secondary Staging	Unified Command	1-14 Days

# Phase One – Initial Response

- Life Safety
- Notification and Response
- Communications
- Take control and organize contact team(s)
- Tactical Emergency Medical Support (TEMS)
- Initiating Tactical Incident Command (IC)
- Establish scene security (inner perimeter)

## Immediate Actions

- Stop the Threat
- Establish Command
- Avoid Blue on Blue
- Scene Security

## Life Safety

In any critical incident response, life safety is the top priority; stop the further loss of life or injury, **STOP THE THREAT**. While risks are high in any active assailant situation, sound tactics and strategies to prevent the further loss of life or injuries should always be implemented. While stopping the threat is a widely understood first objective in any active assailant incident, locating and rescuing the wounded cannot be overlooked, minutes matter to save lives; doing so in a manner that prevents injury to the first responders is the next highest priority.

## Notification and Response

Recognize that when initial notifications of such events are made the initial information received may be very limited and inaccurate. It is important that a primary channel be cleared for further updates and scene information be reported to responding resources.

***The key to an effective initial response will be communications.*** Multiple agencies responding to a scene will have difficulty coordinating a response until a sound communication plan is in effect. The first arriving officers should get information out to responding units on a common channel as the tactical situation develops. This will help avoid “blue on blue” incidents and assist in organizing an effective response.

## Communications - Separate the Radio Channels

***Responding public safety members will notify their agency dispatch of their response to the incident on their primary agency channel.*** The agency primary dispatcher will know which units from their jurisdiction will be involved in the incident.

***Responders will then monitor radio channel PSLE 1 during their response to the incident to receive real time intelligence.*** This channel will ultimately serve as the primary channel for the tactical groups that will form the initial contact teams conducting operations in the “hot zone”. Therefore responding units will not use this channel for marking enroute status, arrival status, or

pre-arrival chatter. ***Moving to this channel should only occur when units arrive on scene and are moving to initial contact or are assigned to a contact team.*** The channel must remain for tactical use and updates at the scene allowing them to communicate with command personnel.

***ALL Responders “not” immediately involved in tactical operations should utilize the second radio channel, PSLE 2.*** This channel will serve as

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*“When an assault event occurs, the Department will immediately switch from our community policing patrol-ready mind set to a rapid response ready capability in a matter of minutes”.*

*Chief William Bratton*

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the coordinating channel for operations outside the “hot zone” or tactical area of the incident. This channel will be utilized by Incident Command as a channel to coordinate incoming resources such as additional police, fire, & EMS units as they arrive on scene or at the staging area. If assigned to the “hot zone” resources will change to PSLE 1 and be placed under the command of the tactical group. More channels may be added at the request of the Incident Commander as the incident develops. ***These radio procedures must be strictly enforced by all agencies.***

### **Take Control and Organize Contact Team(s)**

***It is the priority of the first officer(s) on scene to make contact with, and stop, the assailant(s).***

Tactical command will be assumed by the first senior officer or operator on scene, or the first line level supervisor on scene once two to three resources have arrived.

***Tactical Command coordinates the contact team(s) working in the “hot zone” and is supported by Incident Command as the situation expands.*** Tactical Command should not transition unless extraordinary circumstances are present. Ultimately, command of the incident will default to the agency that has jurisdiction over the active assailant location. It is understood that during the period of the initial response, leadership, command and control will fluctuate, change, and evolve as the incident unfolds.

### **Tactical Emergency Medical Support (TEMS)**

***Tactical Emergency Medical Support assets shall be immediately directed to Hot Zone/Tactical Staging to initiate Direct Threat Care/Tactical Emergency Casualty Care as appropriate under their protocols.*** Upon arrival to the incident, TEMS personnel shall contact the Tactical Commander on PSLE 1 to coordinate response to the incident. The need for rescue teams to save lives needs to be evaluated quickly. Law enforcement personnel shall provide support in evacuating severely injured persons and facilitate access to life saving care. As the incident permits, the Tactical Commander will coordinate with the Incident Commander, the use of additional Fire & REMSA personnel as evacuation and rescue teams to triage/evacuate patients from the “warm zone”. Unarmed personnel should not enter the “hot zone” without force protection and without being requested to do so by the Tactical Commander.

## Establish Scene Security

*Tactical Command will request an inner perimeter and identify access points.* Once Tactical Command has been established at the site location and the officer or supervisor in command in the “hot zone” feels he or she has enough resources inside the structure or at the site, they will notify the Incident Commander to establish an inner perimeter on the structure or site to secure the access points.

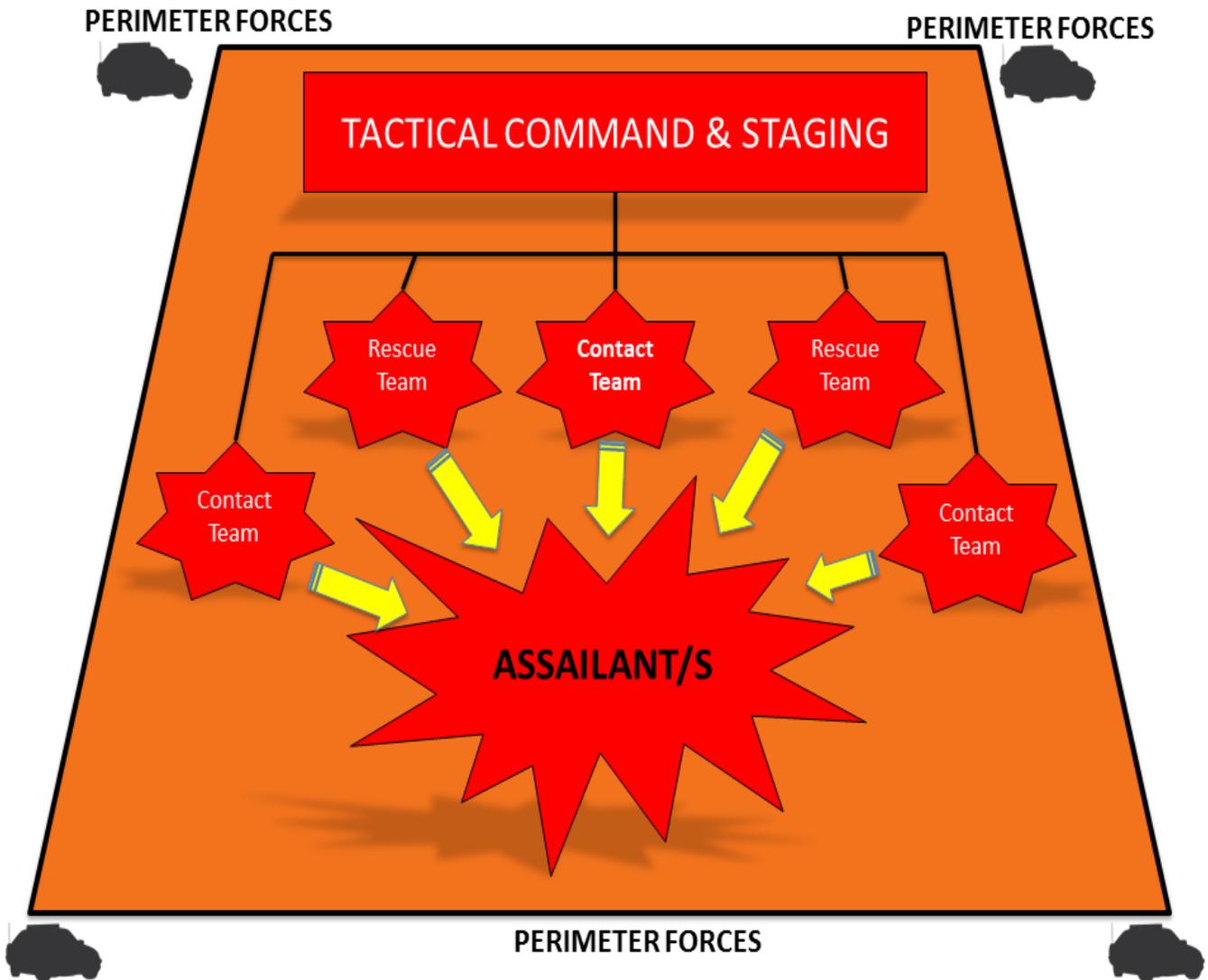
## Initial Incident Command is Tactical

Under Incident Command System principles the very first responder on scene has technically taken command however this oversimplifies a very complex situation. **In an Active Assailant Incident the situation is fluid and the emphasis here is immediately placed on tactical operations, getting a job done without delay.** Once a sufficient number of resources have arrived there will be a need to organize single resources into an effective team(s) and cohesive tactical group coordinating their actions. The leadership is still focused tactically but should begin to get information and instructions out to incoming resources. At some point a sufficient number of resources will have developed and evolved near the “hot zone” and the tactical commander will need to transition any operational functions at this point to another person further away from the “hot zone” that can see the bigger operational picture and support the tactical commander’s requests and needs for support. This is a crucial transition point. Here is where a tactical group leader gains situation awareness during the reactionary response and starts to make critical decisions on how best to accomplish the goal of “stopping the threat”.

## Transition

Upon establishment of Tactical Command with Incident Command in place, the incident effectively moves into the Second Phase, “Scene Stabilization”. This process allows Tactical Command to effectively focus on threat elimination and initial trauma intervention. Ongoing resource allocation and operational stabilization are the responsibility of the Incident Commander moving forward.

DIAGRAM 2 – PHASE 1 TACTICAL STRUCTURE CHART



# Phase Two – Incident Stabilization

- **Initiating Incident Command**
- **Designate Staging Areas & Management**
- **Resource Management and Tasking**
- **Control Over-Convergence**
- **Warm Zone Ops (Fire & EMS)**
- **Establish a Communications Plan**
- **Organization and Span of Control**
- **Additional Incident Facilities (strategically located)**
- **Unified Command**
- **Transfer of Command**

## *Immediate Actions*

*-Incident Command*

*-Warm Zone Ops*

*-Staging*

*-Resource Management*

*-Organization*

## Initiating Incident Command

*The Incident Commander will ideally be the first Watch Commander on scene from the agency who has jurisdiction over the incident, but may be another officer or supervisor with command experience and knowledge.* The primary and immediate responsibility is to support Tactical Command and manage inbound resources. The initial Incident Command Post will likely be at a vehicle or mobile until a secure area outside the “hot zone” can be determined. The Incident Commander will direct resources to the incident; establish Tactical and Strategic Staging areas, media areas, an outer perimeter, etc. The Incident Commander will monitor both PSLE 1 and PSLE 2 to maintain situational awareness and also have the ability to coordinate with responding resources. It will also be the responsibility of the Incident Commander to provide initial briefs, updates, and assume overall control of the incident outside of the inner perimeter. As resources arrive, the Incident Commander will direct deployment of assets and determine how best to organize command by establishing objectives and tasks related to the incident as a whole.

It is important that one person be established as the focal point for decisions during this phase. This is not a rank-based position, although it would be expected that a supervisor, sergeant or lieutenant would take on this responsibility. Due to the chaotic nature of these incidents, the position is not jurisdictionally based; competency in incident management is essential to run the initial operations. Ideally, this person will be a supervisor from the incident jurisdiction, but expedient circumstances may dictate otherwise.

In an Active Assailant incident, the Incident Commander will build the Incident Command System (ICS) from the “bottom-up” and add additional structure as needs arise. These incidents typically move past critical incident stage very quickly and transition to an investigation/recovery stage for an extended period of time. Following Scene Stabilization, the process and structure will follow a more traditional ICS structure.

## Designate Staging Areas

Staging areas are established for ALL further responding resources. A Staging Area Manager is also designated. *Incident Commander will establish an outer perimeter and shift inbound first response resources (i.e. responding officers, EMS personnel, fire) to a designated Strategic Staging area within the outer perimeter.* Staging is segmented into two principal areas at this phase of the incident; Tactical Staging immediately adjacent to the incident for only those tactical units necessary to effectively organize into contact and rescue teams; and Strategic Staging located inside the outer perimeter but away from the Tactical Command to assemble additional law enforcement, EMS, Fire, and other resources that may be needed to stabilize the incident.

The staging areas serve the purpose of controlling the flow of vehicles and resources into the incident area, allowing ingress and egress routes for operationally needed resources, and medical evacuations. It also serves the secondary purpose of deterring self-dispatched resources from flooding the Operational Area without need or purpose. Additionally, resources from the staging area may be quickly organized to respond to other areas outside the incident if the need arises (for example if multiple active violence incidents are initiated).

When feasible, Fire Department leadership should be called upon to assume the Strategic Staging Area Manager role if operationally possible. Their experience in resource management will greatly assist this branch to operate in an efficient manner. An experienced supervisory law enforcement officer should work closely with the Staging Area Manager to support law enforcement specific needs.

It is critically important that every resource reports to the Staging Area first, unless specifically directed elsewhere by the Incident Commander. This includes SWAT, EOD, and other specialized units that may respond. **Additional responding resources (non-public safety support groups) will be directed to an additional staging area, external to the outer perimeter by the Staging Manager who will assign an additional Staging Area Manager for that external location.**

## Resource Management and Tasking

**Recognition that sufficient resources have entered the tactical incident area in the Initial Response and Tactical Command has been established.** At such time as sufficient tactical personnel are deployed to Tactical Command, the Incident Commander shall direct all additional law enforcement assets deploy to the Staging Area for assignment. Establishment of scene perimeters and ingress of TEMS/REMSA shall be an immediate priority. It is imperative that the Incident Commander maintains a strategic view of the incident and anticipates what resources will be required as the incident unfolds.

## Control Over-Convergence

**Over-convergence describes the concentrated massing of personnel at the scene.** The potential of “Blue on Blue” incidents expands as off-duty, plainclothes, and undercover officers arrive on the scene with uniformed officers from many agencies. Multiple agency personnel with differing tactics further compound the issue. Ideally, after the first 2-3 contact teams are with the Tactical Command, additional units will form perimeters, form rescue teams, and secure the crime

scene. As these incidents are often quickly ended, the scene stabilization is critical for the initial 1-2 hours of most events.

It is incumbent on field supervisors and commanders to recognize that when an active assailant incident occurs there is a very real danger that self-dispatching will result in a loss of day to day services to their respective communities and the possibility of a second attack elsewhere in the community, i.e. the community at large can become vulnerable to events which are unrelated to the active assailant incident. Each department needs to consider policies and procedures needed to prevent this type of vulnerability and maintain a minimum level of service to their respective communities.

### **Warm Zone Operations and Casualty Collection Point (Fire/EMS)**

Fire/EMS may move into Warm Zones under the security of Law Enforcement personnel. If movement of patients out of Warm Zones is unsafe, a Casualty Collection Point (CCP) will need to be established. Law Enforcement will provide security for the CCP. CCPs should be in an area deemed safe by Law Enforcement, nearest a point of egress. The outside of buildings or schools are not necessarily the safest place to treat patients. CCP locations should be communicated through dispatch or Incident Command. Preparation for receiving multiple patients should be made. Medical supplies and triage ribbons and/or tags should be in place. IMMEDIATE (Red), DELAYED (Yellow), DEAD (Black), and WALKING WOUNDED (Green) patients. The number of patients in the CCP, and the number transported should be constantly updated and communicated to the Medical Branch Director to ensure accuracy of patient counts. Supplies and personnel (Fire/EMS) needed should be requested through the Medical Branch Director. Every effort should be made to move patients off scene. Casualty Collection Points are primarily used for treatment of life threats and when it is unsafe to move patients to definitive transport. Treatment Zones may be designated within, or outside of the location. Number of patients, severity of injuries, and safety will dictate the facilitation of treatment zones. Ensure treatment zones are in a safe area close enough to expedite the movement of patients into them. MCI positions may include Medical Branch Director, Medical Group Supervisor, Transport Group Supervisor, Triage Unit Leader, Treatment Unit Leader and Staging Area Manager.

### **Establish a Communications Plan**

**Clearing communications for those involved in the tactical response is critical. To limit radio traffic overload, only Tactical Command resources at the incident scene will communicate on PSLE 1. All additional units shall remain on PSLE 2 and follow the instructions of the Incident Commander for deployment. The Incident Commander shall designate an assistant to stay with them and monitor the Tactical Response frequency so any need for additional resources can be immediately addressed. Additional radio channels may be assigned as branches, groups, and divisions are assigned.**

Following this communications protocol will limit radio traffic overload and facilitate orderly deployment of responding resources. Failure to follow the radio communications protocol significantly increases officer safety risks at the incident.

## Organization and Span of Control

As resources pour into the area there will be a need to organize those resources effectively. The Incident Commander assesses the need for additional branches that will/may be needed (Law Enforcement, Medical, Fire, Public Works, etc.) and delegates management responsibility to other responding supervisors. Medical and Law Enforcement are branches that will need to be established in almost all incidents of this type. The Law Enforcement branch is responsible for any LE activity NOT involved in the Tactical Response (traffic control, perimeter, victim/witness, staging, etc.). Other branches may be established as needed depending on the incident.

The important concept to take from this section is for the Incident Commander to delegate the management to others that are operationally competent to organize the response. The Incident Commander must retain a broad perspective of the incident to adapt to changing operational needs.

## Additional Incident Facilities

First responding Command Officers establish a location for the Strategic Command Post sufficiently removed from the incident as to not interfere with Operational Command. The Regional Command Officers DO NOT respond to the Incident Command Post but to a Strategic Command Post (SCP). Command Officers will greatly improve the efficiency and organization of the incident by establishing a Strategic Command Post. Agency Officials, and Elected Officials should be directed to gather at this location. The Media Staging Area should be located in the vicinity to facilitate press briefings. By preemptively establishing an SCP, Command Officers provide a clear operational environment for the Incident Commander. This follows with the bottom-up ICS model. The ICP may be mobile initially but should be established as soon as the IC for the operational period is established. The ICP should be established away from the “hot zone” with adequate security to deter attracting unnecessary personnel who may interfere with operations. The Incident Commander may choose to establish a fixed ICP after establishing some form of incident stability. Delaying the establishment of the ICP avoids having the ICP located too close to the on-going operations, which can have a negative effect on both the operation and tactical response.

## Unified Command

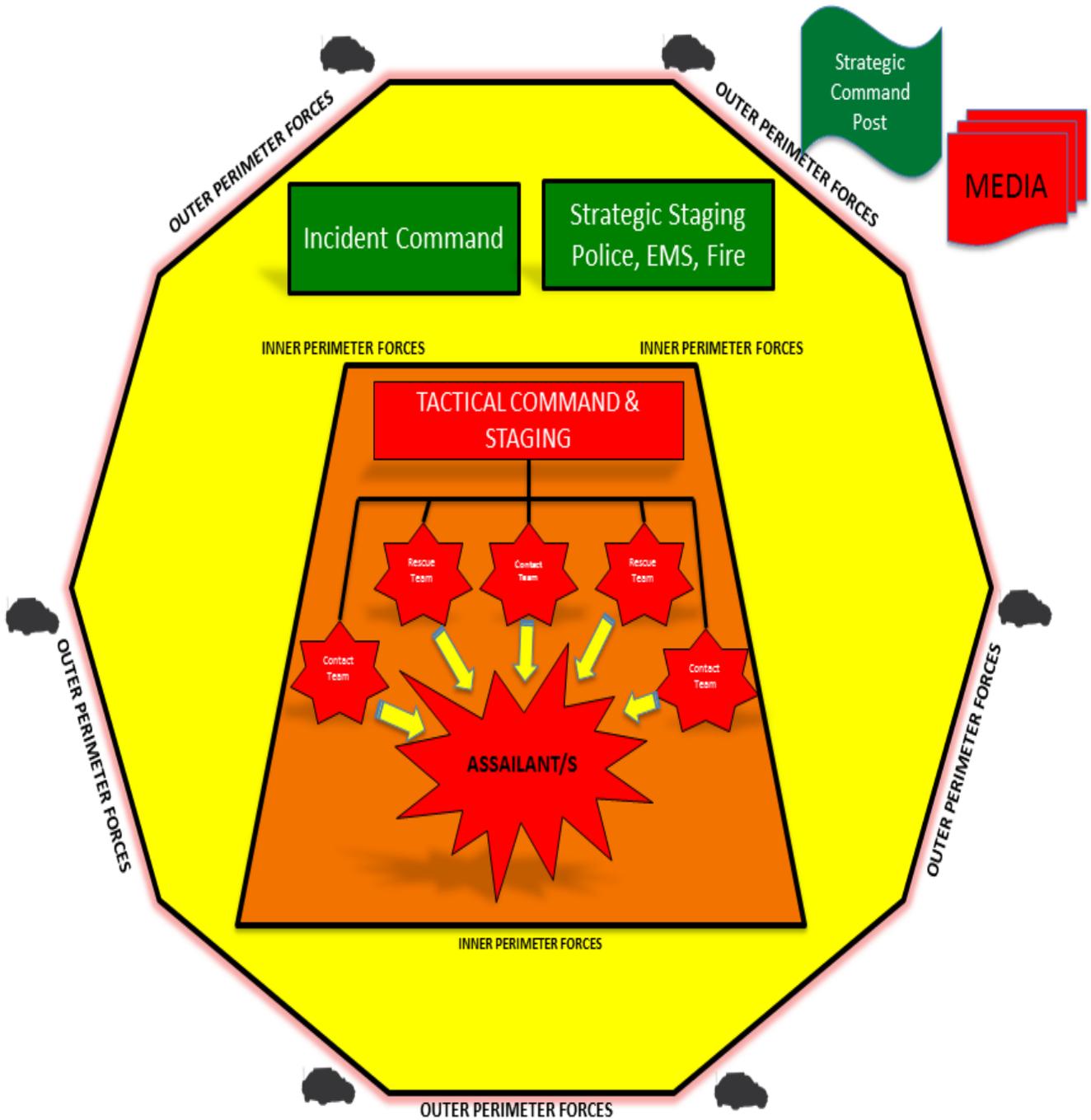
Command Officers begin establishing the Unified Command if needed. One liaison Command Officer should meet with the Incident Commander to determine what is already established and to assist with the planning for the transition to Sustained Operations under the ICS system. As the situation expands and gains complexity forming a Unified Command structure may be needed to more effectively manage the incident. The Strategic Command Post will

need information to help them plan for the transition to Unified Command if one is requested. Only one Liaison Officer should meet with the Incident Commander and receive a brief of current operations so as to not overwhelm the Incident Commander. This Liaison Officer should also relay any immediate concerns that the Incident Commander may have overlooked if those concerns need to be addressed prior to the transition to Unified Command.

### **Transfer of Command**

**Once Unified Command is established, the Incident Commander reports to the Strategic Command Post to transfer Incident Command. That individual will normally transition to the Operations Section within the Sustained Operations under ICS.** Assuming there is sufficient operational lull, the Incident Commander will go to the Strategic Command Post for a full brief and transition out of the Incident Command position. That individual should be assigned to the Operations Section if possible due to their detailed knowledge of the incident to date. The Operations Section is located at the incident scene. .

# DIAGRAM 3- PHASE 2- INCIDENT CHART



## *Phase Three – Sustained Operations*

- **Jurisdictional Authority & Unified Command**
- **Crime Scene Investigation**
- **Expanding the ICS Structure**
- **Policy Group Coordination**
- **Mobilize Additional Resources**
- **Prepare to Transition to Recovery Operations.**

Upon establishing Scene Stability, the process moves to Phase Three, Sustained Operations. This phase rapidly escalates in complexity and resource requirements with simultaneous activities. Scene security and information collection must be performed at the most stringent standards with the coordination and cooperation of multiple agencies. Ongoing demands for continuing police operations within the region are likely to press resources to the maximum.

Leadership must be prepared to operate simultaneously with victim advocate organizations continuing critical operations during the crime scene investigations. Conversely, at a school incident, the demands for parent-child reunification may significantly impact the ability to obtain witness information. Establishing a reunification facility early and identifying victims will assist in overcoming this challenge. Additionally, demands for information from the media and officials will require a robust public information plan and partnerships.

### **Jurisdictional Authority & Unified Command**

Only agency representatives having the necessary legal authority and responsibility to coordinate and manage an incident should participate in a Unified Command. Ensure primary Operational Command is within the incident jurisdictional authority and Unified Command. The purpose of forming a Unified Command is to facilitate cooperation and coordination amongst senior leadership as effort is given to provide support to operations and manage Policy Group requirements.

### **Crime Scene Investigation**

Crime Scene Investigation(s): This process should be separated from ICS Operations into a separate Investigation Branch, led by the primary jurisdiction as authorized.

The IC should review and implement crime scene management and investigative responsibilities, enact Officer Involved Shooting Protocol as needed, maintain scene inner and outer perimeter security in addition to specific crime scenes. The initial response and security of secondary scenes will be handled by primary jurisdiction as a component of the overall investigation. The

*-Unified Command*  
*-Stabilizing/Secure the Scene*  
*-Initiate Criminal Investigation*  
*-Coverage across the Region*  
*-Initiate Recovery*  
*-Media*  
*-Evolving Incident Command*  
*-Policy Group Coordination*

Investigations Branch Director should request and manage outside agency resources and/or determination to transfer of investigative responsibilities. Investigators should consider the use of bi-lingual investigators and consider emotional trauma support staff support the investigation.

### Expanding the ICS Structure

**Begin to Expand the ICS structure to include meet the long term needs of the incident to include: Plans, PIO/Media, and Logistics.** As soon as key ICS positions have been filled a briefing should take place to give a common operational picture. A clear Incident Action Plan (IAP) should be developed including a detailed sustained operations plan. Establish operational critical needs assessment. Identify, secure and maintain staging, triage, Policy Group, and re-unification areas ideally within the outer perimeter and away from Media/PIO staging. Once jurisdictional command has been implemented and established, ensure re-unification process begins without delay. Identify and mobilize outside agency resources (federal, state, and local).

### Policy Group

**Agency Officials and Elected Representatives are to assemble away from Incident Command.** It is essential that law enforcement senior command staff contact and gather senior officials away from the Incident Command in order to allow operations to continue without needless disruption. This is the purpose of the Strategic Command Post. Senior command staff should provide operational briefing and direct elected officials to confer with PIO for media contacts.

### Mobilize Additional Resources

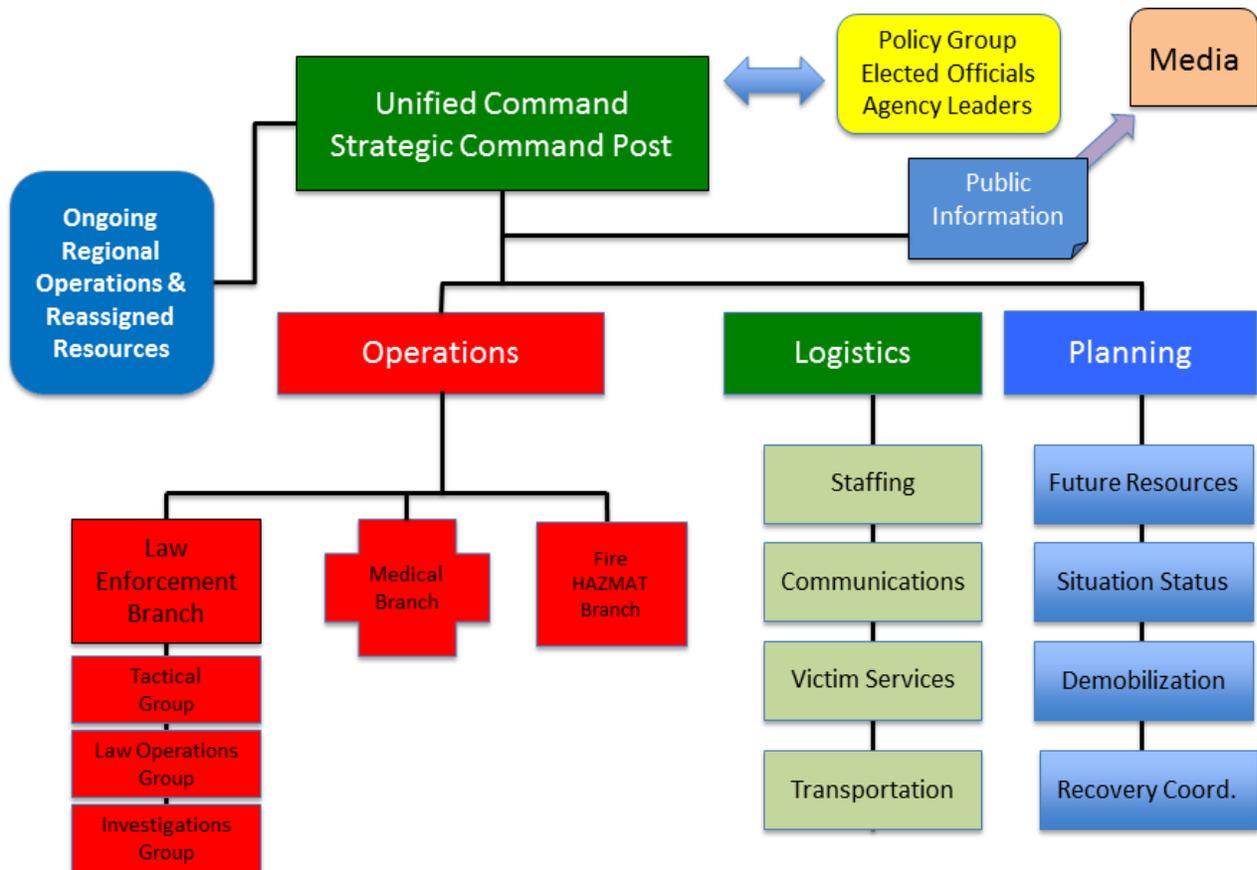
Unified Command staff may need to address regional coverage of additional calls for service. Depending on resource drain for the incident, there may be a need to establish an **additional Law Enforcement Branch** to specifically address ongoing normal operations, to include:

- Priority Calls for Service
- Establish communication between primary and secondary jurisdiction dispatch centers.
- Identify jurisdictional coverage needs: Assign units/agencies for jurisdictional coverage
- Identify agency assistance needs and resources.

### Prepare to Transition to Recovery Operations

Coordinate resources to initiate demobilization, devolution and recovery including the release of resources. During the transition phase to “Recovery Operations” a series of demobilizations will occur with regard to initial responders while identifying civilian resources that will continue or mobilize for the sustained operations and recovery.

**DIAGRAM 4 – PHASE 3 INCIDENT COMMAND ORGANIZATIONAL CHART**



## *Phase Four – Recovery*

- Handover of Site and Command
- Determine Extent of Human Impact
- Public Information
- Recovery During Investigation
- Business Continuity & Restoration of Services
- Help to Victims and Community
- Debriefing, Demobilization, and Reporting

*-Handover of Scene*  
*-Long term community issues*  
*-Clean-up of Area*  
*-After Action Review*

### Handover of Site and Command

Once the active threats at an active assailant scene have ceased, recovery operations should be in the planning stages and early decision-making should give consideration to the **ultimate recovery goals**. To ensure a smooth transition from the response phase to the recovery phase, operations that commenced during initial response should be gradually devolved and further actions taken are implemented with the ultimate goal of the rehabilitation of the site and restoration of services.

The management of the recovery phase of the operations should include priorities such as media and information management, impact assessment, rehabilitation of the built environment and restoring community confidence.

Recovery should start as part of the planning process early on and decisions made early will affect recovery later. The Planning Section Chief should consider assigning someone as the Recovery Coordinator early in the process to identify and advise on decisions key to recovery. This person may also lead a “Recovery Work Group” made up of stake holders who can best carry out the recovery tasks and functions.

IC and Unified Command Staff need to shift attention from tactical response to supporting entities involved – schools, businesses, neighborhood, church, primary organizations, etc.

### Determine Human Impact

Because incidents such as active assailants/shooters often involve multiple fatalities and/or injuries, and are human caused, among disasters they are especially devastating to those who experience them first hand. There is a need to **determine the extent to which human life has been impacted** before understanding the full scope of recovery procedures and the length of time that public response agencies need to stay fully engaged. Don't exit the stage too soon!

Ensure demobilization protocols are followed and all active participants are identified and receive a Critical Incident Stress Debriefing (CISD) prior to returning to regular duties. It is important to understand that not all individuals handle stress in the same manner and understanding how active participants have been impacted by an event is important to recovery.

### Public information

Media or public information activities must support operational policies and actions. To achieve this, public messaging should be developed in coordination with the relevant operational and media/public relations managers. **Information should be provided regularly to keep the public informed and should only be restricted in the interests of safety and/or operational security.** Information issues relating to consequence management, such as providing assistance to victims, should be clearly identified as separate from the actual incident or security issue.

### Recovery during the Investigation

While recovery and restoration operations should not interfere with the investigation they can be conducted concurrently. There will be numerous opportunities for site administrators and public safety personnel to collaborate and assist one another. **All stake holders need to be brought to the table for a successful recovery to occur.**

Recovery or business continuity plans already in place should identify suitable representatives from the stake holder side that can work with Law Enforcement and Fire Services to help facilitate requests and identify areas that can be rehabilitated while maintaining security over areas that are under scrutiny during the investigation.

### Business Continuity and Restoration of Services

Many public and private organizations have developed action plans for recovering from a disaster. How quickly and painlessly owners and operators can return to business-as-usual following an active assailant incident depends on how effectively they can implement their own action plans to restore services. Public Safety Personnel need to assist site administrators and organizational leaders with their recovery plan.

When a business owner or site administrator does not have an operational recovery plan, Law Enforcement and Fire Services can assist in devising a plan with the organizations' management to smooth the transition to normal operations. Through their contact with the Incident Commander, the selected liaison officer will be able to discuss schedules and tasks necessary for restoration of services such as the likely duration of the scene examination, scene security and hazard mitigation as well as rehabilitation of physical structures.

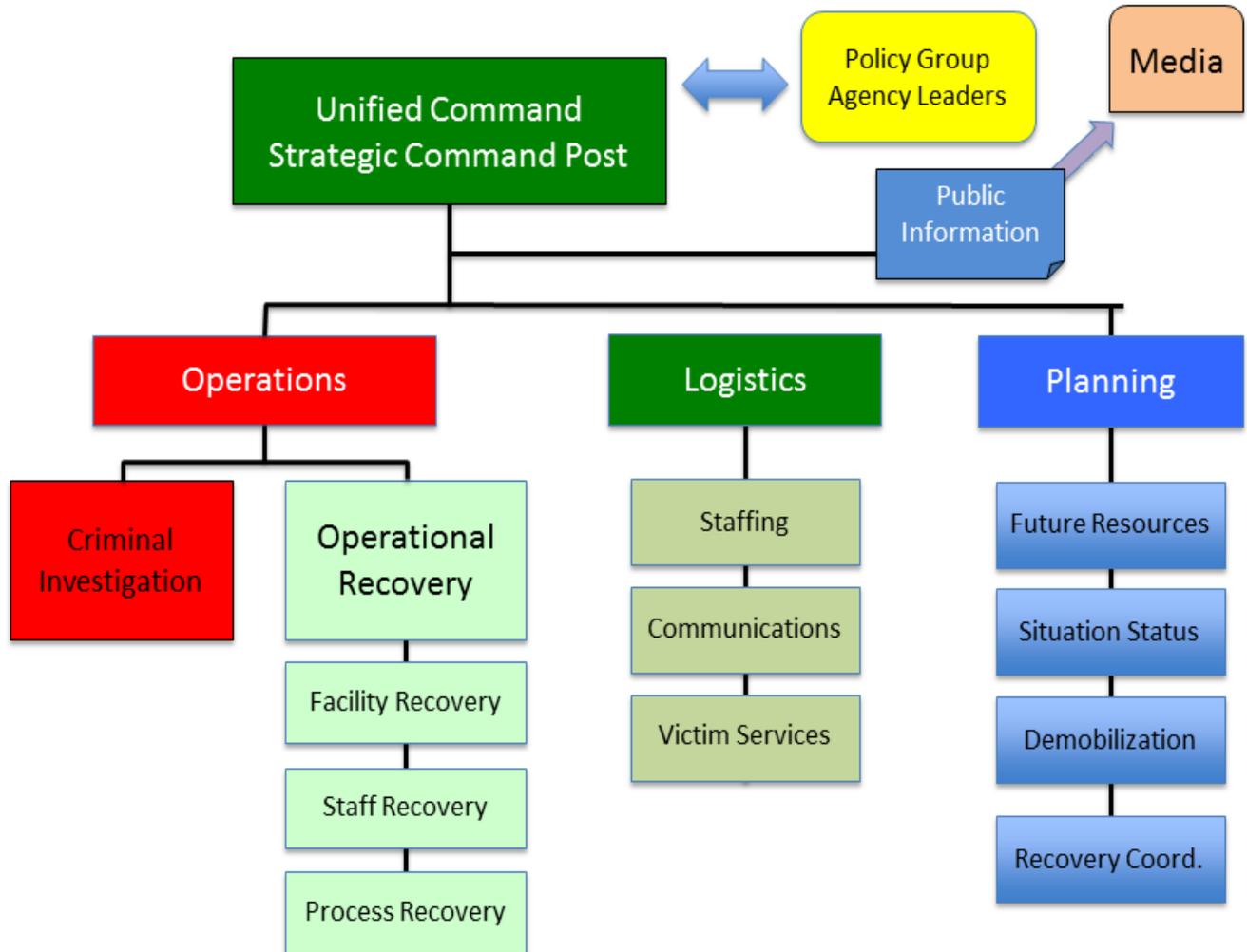
## **Help to Victims and Community**

Victim services professionals from regional law enforcement organizations or volunteer-based groups may be deployed to assist the victims and/or family members of the incident. These advocates would not self-deploy, rather be requested by their individual organizations to assist. The advocates would deploy initially to the strategic staging area for assignment. The role of victim services professionals is to work with victims of crime(s) providing crisis intervention and assessing their immediate needs. The victim service professional will then work with partnering agencies such as medical and community-based, as well as other disciplines of the criminal justice system to provide a plan for after-care and follow-up. The victims and witnesses are also provided information on the subsequent steps of the incident, to include investigation and adjudication.

## **Demobilization and Reporting**

The final stage of incident management involves debriefing, demobilization/release of resources, reporting, and release of the scene to the owners. The efficient release of resources is essential to smoothly transitioning the scene to the facility owner. Debriefing of all responders and support personnel is necessary to insure the capture of incident information. Documentation capturing critical incident management information is essential for evaluating effectiveness, critiques, and corrective actions (After-Action Review). Additional documentation identifying resources expended, extraordinary expenses, personnel time, and other charges associated with the incident should be collected.

**DIAGRAM 5 – PHASE 4 RECOVERY OPERATIONS CHART**



## *Glossary of Terms*

**Active Assailant Incident** – A violent incident, not limited to a threat involving a firearm, wherein an armed assailant(s) has remained on or near the scene and continues to present a threat to the safety of citizens that requires rapid deployment as opposed to containment and negotiation.

**Contact Team** – A team of two to five officers that responds to an active shooter incident and, as a team, enters the location or area of the incident and begins an active search to locate, isolate, secure, or if necessary kill the assailant(s).

**Cooperating Agency** – This is an agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Hot Zone** – This is the area where a direct and immediate threat exists. A direct and immediate threat is very dynamic and is determined by complexity and circumstances of the incident. Examples of direct and immediate threat are an active shooter, a barricaded suspect, a hostage situation, a high-risk warrant service and possible terrorist acts. This area could also be classified as the “Inner Perimeter” by law enforcement, an area within the range of active gunfire or secondary devices Immediately Dangerous to Life and Health (IDLH). Law enforcement should also consider the area to be Immediately Dangerous to Life and Health if they can visualize the shooter or determine a threat.

**Incident Commander** – The on-site Law Enforcement Officer in overall command of the incident who is responsible for the deployment of resources, development of strategies, and incident operations; and the implementation of the Regional Active Assailant Response Protocols.

**Incident Command Post** – A secure location where the Incident Commander directs the operation, the Command Post may be mobile for the first phase of the operation until a suitable location can be identified that is away from the “hot zone”.

**Incident Objectives** – Statements of guidance and direction necessary for the selection of appropriate strategy or strategies, and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**Inner Perimeter** – The area which contains the “hot zone” or area of immediate threat as well as the general area of the crime scene and which should be secured to allow effective command and control of the incident as well as allow the immediate ingress and egress of emergency personnel and vehicles safely. The area inside the inner perimeter should have access limited to only those personnel who are needed to carry out a specific incident function and access will be documented once the scene is stabilized and allows for formal investigation procedures to take place. This area will be secured with crime scene tape, indicating that a crime scene is present and access is restricted.

**Jurisdiction** – A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Jurisdictional Agency** – The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

**Media Staging Area** – An area designated for the media to assemble and receive information concerning the incident. Must be located outside the outer perimeter and ideally in proximity to the Strategic Command Post to facilitate timely media briefings & press conferences.

**Outer Perimeter** – A peripheral control area surrounding the inner perimeter and the general incident area that is restricted to personnel assisting at the scene. The area between the inner perimeter and outer perimeter should define a safe zone for access to the inner perimeter as well as defining the limit of access by unauthorized persons.

**Operations Section** – The Section responsible for all tactical operations at the incident and includes Branches, Divisions and/or Groups, Task Forces, Strike (Contact) Teams, Single Resources, and Staging Areas.

**Recovery** – The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Staging Area** – A secure location where all responding units will report for briefing, assignment, and equipment. The manager, whose primary function is to provide intelligence and direction to the responding units, is designated by the Incident Commander.

**Staging Area Manager** – Supervisor assigned to manage the assembly of resources responding to an incident. They establish a check-in procedure, maintain a status board to determine what resources are immediately available and relay this info to the Incident Commander for resource deployment.

**Strategic Command Post** – A location determined by jurisdictional Command Staff outside the outer perimeter, as the primary gathering place for all responding agencies' senior command to support the Incident Commander. This will be the gathering place for Elected Officials, Agency Heads, and other senior leadership associated with the incident.

**Strategy** – The general direction selected to accomplish incident objectives set by the Incident Commander.

**Support Zone or Secure Area** – This is an area where no significant danger or threat can be reasonably anticipated. This could be achieved by distance, geographic location or inaccessible areas from the incident. The support zone is the location for staging of resources, ICP, treatment and transportation of patients. The area outside of and adjacent to the support zone would be the “Outer Perimeter” area.

**Tactical Commander** – This is the law enforcement officer who assumes responsibility and authority for actions taken in furtherance of tactical objectives at the scene and command and control of the contact teams and personnel working within the inner perimeter.

**Tactical Emergency Medical Support** – This is the concept of an out-of-hospital system of care that supports law enforcement missions and maximizes the clinical outcome for casualties in what is often a resource-poor, prolonged-transport environment while minimizing the threat to the provider. Providers may be specially trained EMS personnel who work with law enforcement teams or it may be law enforcement personnel specially trained to provide emergency medical aid during a law enforcement mission.

**Tactical Emergency Casualty Care** – this refers to how law enforcement personnel and tactical EMS personnel approach the care of the injured and wounded in an environment where there is an ongoing threat.

**Triage Area** – A secure location established where emergency medical personnel will evaluate victims and offer initial treatment.

**Unified Command:** The ICS concept of Unified Command is applied when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

**Unity of Command-** The principle of each individual reporting to only one supervisor.

**Victim Area** – A secure location near the incident site where victims can be transported.

**Warm Zone** – The area where a potential threat exists, but the threat is not direct or immediate. An example of this is an unknown location of suspects in a given area already cleared. TEMS and/or fire department resources may be requested to enter into warm zones, but should only be done with Force Protection, cover and concealment, or in accordance with your local fire department policies. These instances could be utilized for rapid extraction of multiple victims or officers down who need immediate assistance. Prior to entering into a warm zone “Risk versus Gain” must be part of the decision making process. Law enforcement may also refer to the warm zone as part of the inner perimeter near the “hot zone”.

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