

PRIORITY CONCERNS

TOP TIER

- Countersurveillance; secondary threat
- IED/WMD/HAZMAT Threat
- Calls for Mutual Aid – Including local FBI
- Perimeter Control – Ingress/egress for Fire/EMS; limit scene access

SECONDARY TIER

- Determine the Lead Investigative Agency
- Communications/Dispatch – FBI 800 number?
- Media Management – Use media to inform and calm public concerns; include government officials and affected entity in decision-making
- Care of Survivors and Affected Families – Provide timely information, leverage free DOJ/FBI resources and personnel
- Evidence Collection
- Long-term Manpower and Resource Plan

Assign person to remain by your side to assist and control your mobile devices



Courtesy: Active Shooter Initiative



INITIAL ON-SCENE COMMAND CONSIDERATIONS

PRIORITY STAGING AREAS:

- Unified Command – Remain together; must have decision-making authority
- Casualty Collection
- Unassigned and Self-Reporting LEO
- Tactical Response Teams
- Witness Interviews
- Air Landing Pad
- Family Assistance Center – To coordinate needs for survivors/victims/families
- Logistics/Resources – Including federal, state, and local mutual aid assets

IDENTIFY COMMANDER FOR EACH LOCATION

Local FBI office #:



Law Enforcement Commander's (LEC) Pocket Guide

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Extensive and reasonable care was exercised in the preparation of this Pocket Guide. It is designed to function only as a guide to law enforcement personnel. This Pocket Guide does not provide legal direction, nor does it supersede applicable legal authorities and constraints. Foreword must always comply with applicable statutes, case law, regulations, and policies.

IMMEDIATE RESPONSE CHECKLIST

- ☐ Review the Crisis Response Plan (CRP) and determine if it has an annex, contingency plan, or Standard Operating Procedure (SOP) for this situation
- ☐ If appropriate, advise personnel to respond to a designated staging area for initial briefing assessment and assignment
- ☐ Alert Command Post (CP) personnel to respond and activate CP operations at designated location
- ☐ CP Manager or Crisis Management Coordinator should ensure the following case management and situational awareness tools are used (as needed):
 - o CP event log
 - o Situational awareness tools – electronic, paper
 - o Lead management tools – electronic, paper

AFTER ACTION CHECKLIST

- ☐ Coordinate with other law enforcement agencies that had concurrent jurisdiction and/or responsibilities at the crime scene/incident site
- ☐ When the site is secure, allow for a deliberate transition of control between the tactical team and evidence collection technicians
- ☐ Ensure the tactical team(s) have adequate time to perform a review of their actions before departing the site
- ☐ If appropriate, conduct walk-through inspection of crisis site with tactical team leader
- ☐ Conduct a "hot wash" with subordinate commanders immediately following the resolution of the critical incident
- ☐ Review written records generated by the CP
- ☐ Resolve conflicting data
- ☐ Document actions
- ☐ Schedule and conduct an after action debrief and supervise the development of an AAR and share it with appropriate entities

ACTIVE SHOOTER CHECKLIST

Duties of the LEC:

- ☐ Establish a perimeter
- ☐ Remain on the perimeter and assign officers upon their arrival
- ☐ Advise Dispatch/Communications Center to redirect all radio traffic not relevant to the active incident if the responding officer has not already done so
- ☐ Establish an area and method to deal with large numbers of people fleeing the scene
- ☐ As necessary, coordinate a Casualty Collection Point (CCP) and inform medical personnel of its location
- ☐ Notify Fire and Rescue to dispatch an advanced life support unit and fire apparatus to respond and stand by at or near the location of the incident scene
- ☐ Notify local hospitals of a possible mass casualty incident
- ☐ Direct officers to attempt to find witnesses among the citizens that have fled
- ☐ Coordinate the activities of engaged contact teams with any additional units responding to ensure officer safety
- ☐ Follow the emergency notifications procedures for command staff and the Public Information Officer
- ☐ Consider Temporary Flight Restrictions (TFR) and coordinate requests through law enforcement command channels
- ☐ Be aware that plan clothes/off duty officers may arrive at the scene
- ☐ Ensure that all responding officers are wearing clothing and equipment that clearly and readily identify them as a LEO
- ☐ Attempt to locate a contact person, such as a school administrator, facility/building manager, or the school resource officer to obtain as much information as possible about the incident
- ☐ If the LEC determines the situation has changed into that of a hostage situation or a barricaded subject, the tactical situation and response to the threat will change accordingly
- ☐ Coordinate and integrate responding officers from other agencies
- ☐ Keep the chain of command informed of the situation as it develops
- ☐ Establish rescue teams to bring victims out and turn them over to the officers for escort to the CCP
- ☐ Provide tactical security for EMS personnel to enter the scene and provide medical treatment to critically injured victims
- ☐ If the "active shooter(s)" has access to any type of hazardous materials, notify HAZMAT and/or EOD teams

- ☐ Establish a CP briefing schedule by the Intelligence and Investigation Units to ensure all units are informed of current situation
- ☐ Engage with the media:
 - o Develop a comprehensive and coordinated media strategy
 - o Coordinate media strategy with all agencies involved in the crisis
 - o Identify a primary media spokesperson (this should not be the LEC)
 - o Identify a media staging area/briefing location and establish a briefing schedule
 - o Determine if behavioral analysis input adds value to the public message to open dialogue with the subjects and/or their family, friends, or associates

- ☐ Establish a badging/identification system for CP security
- ☐ Document all activities (logs, files, investigative reports, photographs, video)
- ☐ Maintain a presence in the CP. When the LEC departs the CP, ensure authority is delegated to a deputy and the change is announced to all personnel in the CP
- ☐ The LEC is responsible for strategic level issues. The operations and operations support component coordinators are responsible for operational and tactical level implementation of the LEC's strategy, goals, and objectives.

RESOLUTION CHECKLIST

- ☐ Avoid the "Action Imperative"
 - o Is it necessary
 - o Is it necessary now
 - o Is risk effectively mitigated
 - o Is it legal and ethical
- ☐ Have all reasonable alternatives been exhausted
- ☐ Document efforts to implement resolution
- ☐ Obtain authorization for assault
- ☐ Are the hostage holding areas and prisoner processing facilities ready to commence operations
- ☐ Are evidence technicians prepared for crime scene exploitation
- ☐ Conduct liaison with appropriate agencies/offices
 - o Law Enforcement
 - o Fire and Emergency Medical Service
 - o Prosecutor
 - o Medical facilities
 - o Public Works
 - o Elected Officials
 - o Media Representatives
 - o Federal agencies
- ☐ Ensure latest intelligence or change in circumstances are conveyed to appropriate personnel
- ☐ Make final coordination with subordinate commanders
- ☐ Transition operational control to tactical leader and advise personnel
- ☐ Recall tactical team if situation changes and can be resolved without an assault
- ☐ Coordinate and authorize an evacuation plan with tactical team leader for the following categories:
 - o hostages
 - o wounded
 - o subject(s)
 - o tactical team

- ☐ Determine if crisis involves potential or actual WMD (chemical, biological, radiological, nuclear or high explosive) or Hazardous Materials (HAZMAT)
- ☐ If crisis involves WMD, ensure a risk assessment is completed prior to deploying assets to the scene
 - o Ensure proper Personal Protective Equipment (PPE) is donned before deploying to the scene
 - o Contact appropriate WMD personnel
- ☐ Brief and deploy investigative and field response teams from the pre-designated staging area

STABILIZE THE SCENE

- ☐ Coordinate with other local, state, and federal law enforcement officials as well as Fire, Rescue, and EMS on scene
- ☐ The first priority of first responders is "Life Safety Operations" including:
 - o Mitigate the threat
 - o Identify hazardous material contamination
 - o Rescue survivors
 - o Provide emergency medical services
 - o Extinguish fires
- ☐ Do not make untimely demands of those engaged in immediate life safety operations at the scene until crisis site is stabilized
- ☐ Coordinate medical assistance for response personnel as required
- ☐ Develop a perimeter plan:
 - o Determine how many perimeters are required for ongoing operations
 - o Include a turnover plan from current inner perimeter personnel to others
 - o Develop specific instructions on how to isolate and contain the crisis site and who will staff the perimeters
 - o Include contingency plans for perimeter security to address:
 - Media
 - Crowd control
 - Victim assistance
 - Sympathizers trying to reach crisis site
 - Retouted traffic
- ☐ Develop and implement a communications plan
- ☐ Ensure all personnel are briefed on the Rule of Engagement and Deadly Force Policy when appropriate
- ☐ Establish a staffing schedule
- ☐ Identify security/control access measures to implement
- ☐ Notify other agencies as necessary (local, state, and federal law enforcement, elected and appointed public officials, non law enforcement responders, emergency managers)
- ☐ Based on an initial assessment:
 - o Who has primary jurisdiction
 - o Will another agency assume control at a future point
 - o Will a CP be activated
 - o Where will the CP be located
 - o If necessary, where will the Unified Command or Area Command be located
 - o If WMD is a factor, ensure the CP and other staging areas are outside of the danger zone
- ☐ Identify and deploy appropriate Liaison Officers (LNO) to the other CP (s), or Emergency Operations Centers (EOC) if they are established
- ☐ As permanent CP personnel arrive, brief and integrate them into their respective units

- ☐ Conduct a site survey of crisis/incident area if safe and practicable
- ☐ Display crisis site maps, diagrams, photos, satellite images and other visual products in the CP
- ☐ Ensure specialty teams (SWAT, Bomb Technicians, Evidence Collection and Technical) and crisis management personnel coordinate with their other agency counterparts already on scene
- ☐ If appropriate in a hostage situation, develop an Emergency Assault Plan (EAP). The EAP should be available as soon as practical after the arrival at the crisis site. The EAP must:
 - o Reflect the overall strategy of the LEC
 - o Ensure a risk assessment is conducted and mitigation strategy is implemented
 - o Brief Rules of Engagement for all personnel
 - o Contain adequate command and control measures
 - o Be absolute in resolving the crisis
 - o Be legally and ethically acceptable
 - o Begin planning for reasonable and expected contingencies
 - o Provide adequate firefighting and emergency medical services if needed
 - o Be briefed to all participants and rehearsed

- ☐ Develop a negotiations plan
 - o Technical measures
 - o Food deliveries
 - o Hostage releases
- ☐ Develop a Surrender Plan
- ☐ Is a Negotiations Operations Center (NOC) required
- ☐ Is a Tactical Operations Center (TOC) required
- ☐ Have the TOC and NOC exchanged liaisons and are they in communication with each other
- ☐ Is the CP in communication with the TOC and NOC
- ☐ The LEC should move to the CP as soon as it is operational for access to investigation, intelligence, field deployed specialty units, databases, communications, and other resources
- ☐ Is there management oversight at the forward command post
- ☐ If another agency will assume primary jurisdiction of the incident, coordinate and develop a transition plan
 - o Implement the Transition Plan (if appropriate)
 - o Document details of transition of control in CP event log
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- ☐ Update CP crisis site imagery to reflect changes in posture or deployment of resources
- ☐ Coordinate intelligence, investigative, and other units for the debriefing of witnesses, victims, confidential human sources, first responders, and others
- ☐ Identify intelligence requirements
- ☐ Evaluate the immediate response posture to ensure the following have been established:
 - o An inner perimeter
 - o An outer perimeter to control access and permit unrestricted operations within the inner perimeter
 - o CP is established and operational
 - o Operational security and access control for CP
 - o TOC and NOC are established (liaisons exchanged)
 - o Security for CP, TOC, NOC, and staging areas
 - o An Emergency Medical Plan
 - o An Emergency Assault Plan
 - o SWAT team in position with sniper/observer elements deployed (as required)
 - o Explosive device/suspicious package contingency

DELIBERATE PLANNING CHECKLIST

- ☐ Define and prioritize your crisis resolution goals. Analyze the following:
 - o Nature of violation.
 - o Background of subject(s)
 - o Threat to officer(s), victim(s), third parties, and environment
 - o Negotiation potential, if applicable
 - o Existing policy
 - o Risk effectiveness of available options
 - o Acceptability of available options
- ☐ Consult with commanders
- ☐ Brief the appropriate personnel of the LEC's strategy and intent
- ☐ Seek input from component coordinators
- ☐ Determine risk and acceptability
- ☐ Develop a resolution strategy wherein options and courses of action are identified
- ☐ Identify personnel and logistics requirements to achieve the commander's goals
- ☐ Evaluate existing assets and identify shortfalls over the short and long term
- ☐ Ensure all intelligence gathering entities are operational
- ☐ Coordinate with component leaders and establish Essential Elements of Information (EEI) requirements
- ☐ Advise the Intelligence and Investigative Units of EEI priorities
- ☐ Update maps, sketches, ground and aerial photos of crisis site
- ☐ Confirm perimeter data, evaluate and adjust boundaries, if necessary
- ☐ Define CP Information Flow process and provide this information to CP personnel
- ☐ Develop a Deliberate Assault Plan (DAP) and ensure the following:
 - o Rules of Engagement are included in the Operations Order
 - o Rules of Engagement are briefed to appropriate personnel and documented in the Operations Order
- ☐ Document this information in subsequent Operations Order for the incident
- ☐ Do not assume the crisis will be of limited duration. Plan for extended operations from the onset.
 - o Implement steps to handle a protracted situation:
 - o Maintain a roster of all deployed personnel in the CP
 - o Design shifts with procedures to overlap key personnel for briefings and continuity
 - o Establish a personnel tracking system for emergency circumstances
 - o Coordinate for sanitation, food, lodging and transportation services
 - o Establish leadership rotational schedule
 - o Coordinate with regional assets to provide additional personnel as needed
 - o If the crisis involves potential or actual WMD, plan for personnel safety and begin coordination with consequence management response and recovery agencies
- ☐ Ensure adequate emergency and sick call medical coverage for personnel