



POLICY/PROCEDURE NUMBER: 05-S.O.-006

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SUBJECT: ACTIVE SHOOTER RESPONSE

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IACLEA STANDARD: 9.1.6, 17.1.2, 17.2.1

CSU POLICE SYSTEMWIDE POLICY – NO

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I. PURPOSE

The purpose of these guidelines is to provide a comprehensive response plan for active shooter or other active homicidal aggressor situations that is compatible with a multi-agency response. The deployment techniques and tactics described herein should be interpreted as options, not as required actions that must be taken in every case. There may be alternatives other than those described in these guidelines. Each situation is unique, and the police response will depend on the information known about the situation and threat(s), the structure or area involved, the availability of additional resources, and other factors.

II. BACKGROUND

Nationally, acts of mass murder by determined, sometimes suicidal individuals have prompted a constant review of traditional police responses and tactics. New deployment options are being developed to maximize the effectiveness of patrol personnel who will be first on the scene of an active shooter or other active homicidal aggressor. The primary objective of the new deployment options is to save as many lives as possible by stopping the aggressor as soon as possible.

III. DEFINITIONS

- A. Active Shooter or Active Homicidal Aggressor: One or more suspect(s) who, as police respond to the scene, are actively killing and/or causing serious, life-threatening bodily injury to multiple victims. The overriding objective of the suspect(s) appears to be that of mass murder, rather than other criminal conducts such as robbery or hostage taking.
- B. Barricaded Suspect: Suspect is in a position of advantage, usually barricaded in a room or building. Suspect is armed and refuses to surrender to police.

- C. Deployment Team: Deployment of a small team of officers to move towards and contact the active shooter/active homicidal aggressor, or to rescue trapped and injured persons, or to search and clear dangerous areas.
- D. Incident Transition: That point during the incident where it becomes clear that the active shooter/active homicidal aggressor has become inactive and has ceased their violent, assaultive behavior.
- E. Inner Perimeter: Deployment of officers behind cover and concealment around the area of the suspect, with the primary goal of containing the suspect and preventing escape.
- F. Tactical Rifle: A semi-automatic firearm with detachable magazine, firing an intermediate power cartridge capable of accurate shots at ranges of 0-300 yards.
- G.

IV. INITIAL LAW ENFORCEMENT MISSION

To save as many lives as possible, as quickly as possible, with consideration to the safety of those responding.

V. OUTLINE OF PRIMARY POINTS OF OPERATION

A. Safety Priorities:

1. Hostages
2. Innocent Persons
3. Police and Emergency Personnel
4. Suspect

B. Reasonable Chance of Success:

1. Incident Commander must realistically assess the situation and the threat(s) involved (e.g., number of suspects and their organization, types of weapons, etc.)
2. Any deployment of officers into a dangerous situation must be for a clear and obtainable objective, and not be reckless or irresponsible
3. The officers' numbers, equipment, experience, and training must provide for a reasonable chance of success
4. Officers are not expected to operate alone or embark on suicide missions
5. Officers are not expected to enter buildings that are actively on fire

C. Operational Goals (not necessarily in order):

1. Containment
2. Apprehension of suspect(s)
3. Neutralization of threat(s)
4. Evacuation of persons at risk
5. Transition to SWAT or tactical team (whenever possible)
6. Rendering scene safe
7. Preservation of crime scene
8. Collection of evidence

D. Use of Force Policy:

1. Deployed officers should operate within the guidelines of the California State University, Northridge Department of Police Services as detailed in the policies and directive as to the use of force.
2. Any incident-specific orders related to use of force issues must come from the on-scene Incident Commander

VI. JURISDICTION, ORGANIZATION, AND COMMUNICATIONS

During any large emergency, the effectiveness of a multi-agency response usually depends on knowing who is in charge, and having a workable organizational structure with reliable communications. The following points are important considerations for active shooter/active homicidal aggressor planning, training, and response:

- A. A CSUN police officer will generally serve as Incident Commander (IC) unless the situation dictates another option.
1. If the situation appears to be an “active shooter/active homicidal aggressor,” the IC shall advise communications and provide whatever details are available.
 2. The IC should plan a response, request necessary assistance/resource needs, and provide instructions as to where assisting personnel should respond and what they should do. Initial deployment options include: Evacuation, Inner Perimeter, Tactical Rifle, and Deployment Teams.
 3. Generally, the IC should not be part of a Deployment Team.
 4. If available, SWAT or tactical teams should relieve patrol officers originally deployed as part of the initial response.
- B. The Incident Command System (ICS) should be used to organize, manage, and deploy resources. Specialized teams and units for active shooter/active homicidal aggressor response and management may be established within the ICS (refer to appendix B).
1. The IC should establish the incident command post (and placement of a green flag) as soon as possible and serve as Incident Commander until relieved by a command level officer; continuing to build out a formal command post and a formal chain of command for responding personnel following standard Incident Command System (ICS) protocols. For specific ICS protocols in activating the command, operations, planning, logistics, and finance/administration functions associated with such an incident, see Department policy #08-S.O.-019 (Unusual Occurrence: All Hazard Plan).
 2. The IC should also establish and broadcast the location of a staging area for responding agencies, and identify a person to serve as the Logistics Coordinator for the staging area.
 3. Executives, managers, and supervisors from other agencies will be needed at the Command Post to fill Section supervisory positions within the ICS, and to support the Incident Commander in evaluating information and making decisions.
 4. If possible, a “scribe” should be assigned to shadow the IC and create a chronological log of important decisions, events, and police actions.
 5. The IC should use the Law Enforcement Incident Command System (LEICS) to manage the organization and deployment of resources, and should rely on other

supervisors, managers, and executives, to assume key roles within the LEICS team.

6. The IC should ensure that fire and medical personnel are on-scene and incorporated into the LEICS team.
7. The IC should designate specific police personnel (such as detectives) to assume investigative responsibilities for the incident, under "Planning and Intelligence." These officers' responsibilities will include intelligence gathering, compiling a comprehensive list of involved persons, and completion of preliminary and investigative reports. The entire area or structure containing the incident should be considered a crime scene until assigned investigators determine otherwise.

- C. A Staging Area and a Command Post should be established and staffed.

Whenever possible and appropriate, the mobile command trailer will be deployed for this type of situation and will serve as the Command Post for the ICS operation. Only a member of the Command Staff or Chief of Police may authorize deployment of the Mobile Command Trailer.

- D. Communications will make emergency notifications within the agency, to other law enforcement agencies, and to fire and medical agencies.
1. Early in the response, a dedicated tactical radio frequency and dispatcher should be established for the officers in the Inner Perimeter, Tactical Rifle officers, and Deployment Teams.
 2. If radio communications control is shifted to the L.A.P.D. Tactical Operations Channel, the CSUN Department of Police Services Dispatcher should continue to record all information in RIMs. Additional personnel may be assigned to dispatch to assist in handling calls, allowing the primary dispatcher to record the incident without interruption.
- E. The IC should refer to the Active Shooter Response Checklist (Appendix A) during an active shooter/active homicidal aggressor incident.

VII. INITIAL DEPLOYMENT OPTIONS

- A. General: The reality of an in-progress active shooter/active homicidal aggressor situation is that there are many more urgent tasks to be accomplished than there are personnel available and organized to accomplish those tasks. The dynamics of the incident may require the change of emphasis from one deployment option to another, and it is likely that several options will be used before the incident is resolved. Rarely, a local SWAT or tactical team may be immediately available to fill the role of a deployment option. More likely, multiple officers from different agencies will have to work together as part of an ad-hoc team. The four initial deployment options are: Evacuation, Inner Perimeter, Tactical Rifle, and Deployment Teams.
- B. Evacuation: Officers may discover that there are large numbers of assembled people who are trapped or in significant danger. To save the maximum number of lives, it may be appropriate for officers to initiate evacuation to on-site leaders and authorities whenever possible.

- C. Inner Perimeter: In nearly every situation, it is critically important to quickly establish a perimeter of inward-facing officers, behind cover/concealment around the structure or area in which the active shooter/active homicidal aggressor incident is taking place. The primary purpose of this inner perimeter is to keep the active shooter/active homicidal aggressor contained, and prevent the suspect from moving to an area with more potential victims. Secondary missions of inner perimeter officers include directing escaping persons to safe assembly points and collecting intelligence about the suspect's location.
- D. Tactical Rifle: A tactical rifle should generally be deployed as soon as possible, because handguns and shotguns have limited effectiveness at the ranges involved in the early phases of an active shooter/active homicidal aggressor response. Semi-automatic tactical rifles are appropriate weapons for inner perimeter officers, and for deployment teams. A tactical rifle may be the only deployment option that can immediately defend innocent lives in the event the active shooter/active homicidal aggressor has taken a position of advantage over an area with many potential victims (i.e. A suspect acting as a sniper from windows or a roof of a building, or in a parking lot or open area where officers cannot set an inner perimeter).
- E. Deployment Teams: In some situations, the only option with a reasonable chance of success may be to send an organized team of officers directly into the structure or area where the active shooter/active homicidal aggressor incident is taking place. Factors that may justify the use of deployment teams include:
1. The active shooter/active homicidal aggressor is continuing to display aggressive, deadly behavior, and where there are more lives believed to be at risk;
 2. The active shooter/active homicidal aggressor is moving within a complex enclosed structure or large area, and the suspect's location is not known;
 3. Innocent persons are believed to be hiding or trapped within the structure or area and are at risk;
 4. Gravely injured victims are believed to be trapped within the structure or area and must be aided and/or evacuated immediately to prevent death;
 5. Other deployment options are not available, practical, timely, or likely to succeed.

VIII. DEPLOYMENT TEAMS

- A. General: A deployment team generally consists of three to five officers arranged in a diamond formation, with firearms pointed outward so as to provide 360-degree security for the team. Whenever possible, the team leader should be a CSUN police officer, and should be positioned in the middle of the team so as to be able to communicate effectively and control the team's movements. A semi-automatic tactical rifle is the appropriate weapon to have at the front of the team. The circumstances of the incident may dictate some modification of these tactics.

Prior to deployment, the team should take a moment to rehearse, and to ensure that all members know their role within the team's mission. There are three different missions for deployment teams: Contact with the suspect, Rescue of injured, or trapped persons, and Final Clearing of an area for hidden persons or dangerous conditions. A deployment team can have only one mission at a time.

B. Contact Team: The mission is to enter the structure or area where the active shooter/active homicidal aggressor suspect is believed to be and to locate and stop the threat. This may include arrest, containment, or the use of deadly force. Guidelines for deployment of a Contact Team include:

1. Entering from an inconspicuous side door or window whenever possible;
2. Moving directly towards the threat;
3. Bypassing open doors, injured persons and explosive devices;
4. Clearing rooms using dynamic entry of two or more officers; and
5. Transmitting route, current situation and conditions via radio.

C. Rescue Team: The mission of a Rescue Team is to locate and evacuate injured victims and trapped persons. This may include escorting or carrying people out, or calling in additional help to take over the evacuation. Guidelines for deployment of a Rescue Team include:

1. Following the route of the Contact Team;
2. Stopping at all doors and rooms within a structure and systematically conducting searches using dynamic room entries of two or more officers;
3. Transmitting route, current situation, and conditions via radio; and
4. Provide first aid to victims using the department-issued Active Shooter Trauma Kit.

Responding officers need to understand that the mission is not to provide extensive first-aid, but rather to remove the victim as soon as possible from the hot zone to an area in which the victim(s) may be treated by medical personnel. Responders should take a mindset of “grab and go” and first-aid should only be applied to stop life-threatening bleeding.

The Rescue Team must be prepared to encounter a (second) suspect, at which time the Rescue Team will assume the role and mission of a Contact Team.

D. Final Clearing Team: The mission of a Final Clearing Team is to methodically search the structure or area of an active shooter/active homicidal aggressor to ensure that the scene is safe and that all hidden and/or injured persons have been evacuated. Guidelines for deployment of a Final Clearing Team include:

1. Use of “fresh” personnel other than those involved in original Contact and Rescue Teams;
2. Following the route of the Contact and Rescue Teams;
3. Conducting slow, methodical searches for secondary suspects, hidden persons, booby traps, and dangerous conditions;
4. Transmitting route, situation, and conditions via radio;
5. Marking “safe” on the entrance door to any area that has been searched and deemed safe by the Final Clearing Team; and
6. Utilizing the CSUN K-9 Explosives Detection Unit or Los Angeles Police Department Bomb Detail personnel when appropriate.

IX. INCIDENT TRANSITION

At any point within an active shooter/active homicidal aggressor incident, if the suspect becomes inactive and ceases his or her deadly behavior, the deployed officers shall notify the Incident Commander. The suspect should be contained within a tight perimeter, and should be treated as a barricaded suspect. Injured victims and innocent persons should be evacuated. Additional deployment options would include, but are not limited to, establishing an outer perimeter, initiating crisis negotiations, use of chemical agents, and deployment of police precision rifle teams.

X. TRAINING

Regular training using these guidelines is vital to successful application in a real incident. Such training will include:

- A. Being consistent with the basic techniques and tactics outlined in these guidelines;
- B. Emphasize the multiple agency organization, teamwork, and communication aspects of active shooter/active homicidal aggressor response under the Incident Command System (ICS) structure, to include the responsibilities of the command and general staff positions;
- C. Include management and communications personnel as well as patrol officers;
- D. Involve role-playing scenarios to add realism to the training, including deployment of the Mobile Command trailer; and
- E. The training coordinator is responsible for working with the Deputy Chief and coordinating all aspects of these guidelines into the annual training calendar, as approved by the Chief of Police. Training is to include practical exercises, classroom instruction, table top exercises, and/or other applicable training methods as approved by the Chief of Police for the given year.
- F. Upon completion of the department's annual active shooter/active homicidal aggressor training agenda, the training coordinator will complete an after-action report within 10 business days of the last training event. This end-of-training/after-action report will be distributed to the Chief of Police who in turn will forward a copy to the university President as required per CSU Technical Letter PS2010-01, effective July 26, 2010. Should an area of importance or deficiency present itself during the course of any active shooter/active homicidal aggressor training session, the training coordinator shall complete an after-action report immediately to the Chief of Police via the Deputy Chief citing the situation(s) warranting an immediate after-action report and command staff response.

XI. APPENDICES

- A. Active Shooter Response Checklist
- B. Active Shooter Law Enforcement Incident Command System Organization Chart

California State University, Northridge
Department of Police Services

Appendix "A"

ACTIVE SHOOTER RESPONSE CHECKLIST

	PROCEDURE	DATE / TIME	OFFICER & I.D. NO.
1.	Assess the situation - Determine if situation is an "Active Shooter"		
2.	Notify dispatch with available details		
3.	Establish Incident Commander and Command Post		
4.	Broadcast location of staging area for responding personnel		
5.	Request assistance as necessary from outside agencies (LAPD, Fire, Medical, etc.)		
6.	Request deployment of Mobile Command trailer if appropriate and authorized		
7.	Establish suitable tactical radio frequency		
8.	Establish Law Enforcement Incident Command System (Appendix II)		
9.	Determine evacuation and/or triage location		
10.	Plan a response – Initial options include:	Evacuation	
		Inner Perimeter	
		Tactical Rifle	
		Deployment Teams	
11.	Determine appropriate type of Deployment Team (must have reasonable chance of success):	Contact Team	
		Rescue Team	
		Final Clearing Team - Utilize CSUN K-9 and/or LAPD Bomb Detail if appropriate	
12.	Incident Transition – Tactical considerations if situation changes from active shooter to barricaded suspect:	Evacuate injured and innocent persons	
		Contain suspect in tight inner perimeter	
		Establish outer perimeter	
		Crisis negotiations	
		Chemical agents	
		Deployment of police rifle teams	
13.	Ensure preservation of crime scene and collection of evidence		

APPENDIX II

Active Shooter Law Enforcement Incident Command System

