



Active Shooter Incident Management (ASIM)

Course Design Document

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National Center for Integrated Emergency Response





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Active Shooter Incident Management (ASIM)

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The Illinois Fire Service Institute (IFSI) University of Illinois at Urbana-Champaign is a licensed **Authorized Training Center (ATC)** of the National Center for Integrated Emergency Response® and is authorized to deliver the **Active Shooter Incident Management (ASIM)** training course as defined in this book in accordance with the curriculum standards.



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Course Description

The Active Shooter Incident Management (ASIM) course is a 16-hour, or 24-hour performance level direct delivery course designed to improve incident management and integration of law enforcement, fire, and EMS responders to active shooter events. The course provides a model framework for use by law enforcement, fire, and EMS to manage active shooter event response to improve time to threat neutralization, medical intervention, and survivability of victims. The framework utilizes the Active Shooter Incident Management Checklist™, a validated active shooter event response checklist integrating best practices guided by principles of the National Incident Management System (NIMS), Tactical Emergency Casualty Care (TECC), and Advanced Law Enforcement Rapid Response Training (ALERRT).

Scope

The Active Shooter Incident Management (ASIM) course provides participants:

- The statistical profile of a typical Active Shooter Event (ASE)
- A model Active Shooter Event integrated response process
- The Active Shooter Incident Management Checklist™
- Organizational building blocks for an integrated response including Contact Team, Rescue Task Force, Tactical, Perimeter, Triage, Transport, Intelligence, and Reunification
- Progressively challenging full length Active Shooter Event functional exercise scenarios
- Hands-on experience in multiple response roles
- Introduction to Complex Coordinated Attacks (CCA)
- Experience applying and working within the NIMS Incident Command System
- (24-Hour Course) Improvised Explosive Device and Static/Barricade scenarios
- (24-Hour Course) CCA Case Studies and capstone exercise scenario

While the ASIM course focuses on incident management and response integration of active shooter events, skills learned by participants are directly transferable to incident management of any multi-discipline response. ASIM supports the National Preparedness Goal under the mission areas of Prevention, Protection, Mitigation, and Response.

The course is designed for thirty (30) Law Enforcement, twenty (20) Fire/EMS personnel, five (5) emergency telecommunicators (e.g., dispatchers), two (2) Public Information Officers (PIOs), two (2) Emergency Managers, and one (1) Law Enforcement Helicopter Pilot to attend the course and train together. The course will consist of instructor-led classroom instruction and discussion as well as instructor-led practical exercises. Participants are evaluated via pre and post course testing, instructor observation, and performance measures during scenario-based training to determine mastery of course goals and objectives.



Target Audience

The Active Shooter Incident Management (ASIM) course audience is a mixed-discipline class of 60 participants training together in the following combination:

- 30 Law Enforcement personnel (all ranks)
- 20 Fire and EMS personnel (all ranks)
- 5 Telecommunicators (all ranks)
- 2 Public Information Officers (PIOs)
- 2 Emergency Managers
- 1 Law Enforcement Helicopter Pilot (if applicable)

Prerequisites

FEMA IS-100 and IS-200 are required for certified law enforcement, fire, and EMS participants and recommended for Telecommunicators, Public Information Officers and Emergency Managers (but not required). A mixed-discipline instructor cadre is trained to coach participants to success regardless of rank and experience level.

Course Length

Intermediate (2 Days / 16 Hours / 4 Modules / 7 Scenarios)

Advanced (3 Days / 24 Hours / 6 Modules / 11 Scenarios)

Instructor-to-Participant Ratio

1:12

Required Materials/Facilities

The following equipment and materials are required to support instruction in this course.

Materials Provided by C3 Pathways, Inc.:

- CADi™ Registration Management and Computer Aided Dispatch software
- NIMSPro™ 3D First-Person POV Simulation software
- NIMSPro™ Server Software
- 40-45 Laptops and server (NIMSPro4™ preloaded), and stand-alone network infrastructure
- 60+ Active Shooter Incident Management Checklist™ (full color 2-sided cardstock)
- Up to 60 Participant Manuals
- Active Shooter Incident Management Checklist™ Help Guide
- 60+ Feedback Forms (paper back-up)
- 60+ Pre and Post Test with answer keys (paper back up)



- PowerPoint Presentation(s)
- Presentation projector and teleprompter monitor with integrated sound system, wireless microphones (2 stick and 2 lavaliers)
- Projection screen
- 90+ Portable radios (with minimum of four (4+) channels) with batteries and chargers
- ICS Vests
- Five (5) White dry erase boards, with stands, markers and two (2) monitors (for Command and Tactical/Triage/Transport positions)
- PBX phone system simulator
- Custom flight simulator(s) for medevac, surveillance, and air support operations
- Counterstrike Professional Training System™ Map Boards and identification, location, and intelligence accessories

Materials/Facilities Provided by Host Agency:

- Classroom facilities
 - One (1) training/meeting room, minimum 5000 square feet of open space
 - Folding or movable tables arrangeable by instructors to seat up to 80 participants
 - Seating / chairs for 120 (classroom seating and simulation lab seating)
 - Classroom seating to accommodate up to 66 participants (sixty students, six instructors)
- Instructor access the day prior to the course start for classroom setup

Testing/Certification

Following DHS standards, participants will be evaluated based upon Pre- and Post-Course Tests. To pass the course, participants must attend 80% of the course hours and pass the Post- Test with a score of 70% or higher.

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Evaluation Strategy

Each course is concluded with a survey of individual participants using the DHS/FEMA/NTED Kirkpatrick Level I evaluation form which utilizes a 5-point Likert-type scale to evaluate the course, instructor performance, and course benefit. Kirkpatrick Level II evaluations are conducted through the administration of Pre- and Post-Course Tests. Level III evaluations will be conducted by email surveys approximately 90 days following the conclusion of the course.



Course Structure/Content Outline

Module 0: Course Information

- Complete Pre-Test as a baseline assessment of knowledge
- Course description, goal and requirements
- Administrative notes
- National Domestic Preparedness Consortium

Module 1: Introduction to Active Shooter Incident Management

- Active Shooter Event Outcomes, Shooter Profile, Casualties, and Duration
- Introduction and usage of the Active Shooter Incident Management Checklist™
 - Incident Command System, Responder Adjustments, Priorities
 - 5th Man, Tactical Group
 - Staging
 - Law Enforcement Supervisor roles, Command, Law Enforcement Branch
 - Fire/EMS Supervisor roles, Medical Branch, Triage Group, Transport Group
 - Direct Threat Care, Indirect Threat Care
 - Casualty Collection Point(s), Ambulance Exchange Point(s)
- Practical application of integrated response to basic complexity Active Shooter Events

Module 2: Integrated Response Building Blocks

- Communications
- Integrated Staging
- Tactical Management in an Active Shooter Event
- Triage in an Active Shooter Event
- Transport in an Active Shooter Event
- Practical application of integrated response to basic complexity Active Shooter Events

Module 3: Basic to Moderate Complexity Active Shooter Events

- Intelligence
- Reunification
- Public Information Officer and Joint Information Center
- Practical application of integrated response to basic and moderate complexity Active Shooter Events



Module 4: Complex Coordinated Attack

- Area Command for CCA response
- Practical application of integrated response to Complex Coordinated Attacks
- (PER-352 / 2-Day ASIM Course) Post-Course Test and Evaluation

Module 5: IED and Static/Barricade Incidents

- Improvised Explosive Device (IED) Operational Considerations
- Static, Barricade, and Hostage Operational Considerations
- Practical application of integrated response to Moderate Complexity Active Shooter Event and Complex Coordinated Attacks

Module 6: Case Studies and Capstone Exercises

- Multi-modal CCA Case Studies
- Practical application of integrated response to a multi-modal Complex Coordinated Attack
- (PER-353 / 3-Day ASIM Course) Post-Course Test and Evaluation

Module	Title	Hours
Module 0	Course Information	0.5 hours
Module 1	Introduction to Active Shooter Incident Management	3.5 hours
Module 2	Integrated Response Building Blocks	4.0 hours
Module 3	Basic to Moderate Complexity Active Shooter Events	4.0 hours
Module 4	Complex Coordinated Attack	4.0 hours
Module 5 (PER-353 Only)	IED and Static/Barricade Incidents	4.0 hours
Module 6 (PER-353 Only)	Case Studies and Capstone Exercise	4.0 hours



Course Design Matrix

Module 0: Course Information

Scope Statement: The purpose of this module is to provide an overview of course topics, administration, and the requirements for course completion credit.

Terminal Learning Objective (TLO): Upon successful completion of this module, participants will be able to state the course goal and objectives and what is required to receive credit for participating in this course.

Enabling Learning Objectives (ELO):

1. State the course goal.
2. Complete the Pre-Test as a baseline assessment of knowledge.

Lesson Topics:

1. Course description, goal and requirements
2. Administrative notes
3. Overview of National Domestic Preparedness Consortium

Instructional Strategy: This module is delivered through facilitated lecture.

Assessment Strategy: The Pre-Test establishes a baseline of participant knowledge of course materials. There is no passing score.

Practical Exercise (PE) Statement: A Pre-Test is administered.

Module 1: Introduction to Active Shooter Incident Management

Scope Statement: This module addresses the Incident Management process for achieving an integrated response to an Active Shooter Event.

Terminal Learning Objective (TLO): Upon successful completion of this module, participants will be able to describe the profile of a typical Active Shooter Event and practice the model response process using the Active Shooter Incident Management Checklist™.

Enabling Learning Objectives (ELO):

1. Identify the profile and outcomes of a typical Active Shooter Event.
2. Identify Active Shooter Event response priorities.
3. Identify components and the use of the Active Shooter Incident Management Checklist™.
4. Demonstrate and operate the scenario simulator.
5. Practice the initial scenario using the Active Shooter Incident Management Checklist™ model response process.



Lesson Topics:

1. Active Shooter Event Outcomes, Shooter Profile, Casualties, and Duration
2. Introduction and usage of the Active Shooter Incident Management Checklist™
 - a. Incident Command System, Responder Adjustments, Priorities
 - b. 5th Man, Tactical Group
 - c. Staging
 - d. Law Enforcement Supervisor roles, Command, Law Enforcement Branch
 - e. Fire/EMS Supervisor roles, Medical Branch, Triage Group, Transport Group
 - f. Direct Threat Care, Indirect Threat Care
 - g. Casualty Collection Point(s), Ambulance Exchange Point(s)
3. Practical application of integrated response to basic complexity Active Shooter Events

Instructional Strategy: This module is delivered through facilitated lecture and discussions. Key concepts are reinforced through appropriate examples and current events as well as directed discussions. This module is delivered through instructor directed activity.

Assessment Strategy: The Pre-Test establishes a baseline of participant knowledge of course materials. There is no passing score. The instructor will observe participant contributions during the discussions. Instructors will observe participants' real-time communication, decisions, actions, performance benchmarks, and feedback. Instructor-facilitated small-group and large-group hot washes will follow each activity to discuss application of key learning points and focused areas for improvement.

Practical Exercise (PE) Statement: A Pre-Test is administered. Using the NIMSPRO™ simulation system, participants will participate in instructor directed role-play of response to simulated basic complexity Active Shooter Events.



Module 2: Integrated Response Building Blocks

Scope Statement: This module addresses and demonstrates key organizational building blocks to achieve an integrated Active Shooter Event (ASE) response.

Terminal Learning Objective (TLO): Participants will be able to apply key leadership roles and functions within an Active Shooter Event (ASE) response.

Enabling Learning Objectives (ELO):

1. Apply the specific tasks and responsibilities of the Dispatch role in a Basic Complexity ASE integrated response.
2. Apply the specific tasks and responsibilities of the Staging role in a Basic Complexity ASE integrated response.
3. Apply the specific tasks and responsibilities of the Tactical role in a Basic Complexity ASE integrated response.
4. Apply the specific tasks and responsibilities of the Triage role in a Basic Complexity ASE integrated response.
5. Apply the specific tasks and responsibilities of the Transport role in a Basic Complexity ASE integrated response.
6. Combine previous module's Operational Coordination knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
7. Combine previous module's Operational Communication knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.

Lesson Topics:

1. Communications
2. Integrated Staging
3. Tactical Management in an Active Shooter Event
 - a. Direct Threat Care
4. Triage in an Active Shooter Event
 - a. Indirect Threat Care
 - b. Casualty Collection Point(s), Ambulance Exchange Point(s)
5. Transport in an Active Shooter Event
6. Practical application of integrated response to basic complexity Active Shooter Events.

Instructional Strategy: This module is delivered through facilitated lecture, instructor role-play demonstrations, and discussions. Key concepts are reinforced through appropriate examples and current events as well as the directed activity.

Assessment Strategy: The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activity.

Practical Exercise (PE) Statement: Using the NIMSPRO™ simulation system, participants will role-play response to simulated basic complexity Active Shooter Events.



Module 3: Basic to Moderate Complexity Active Shooter Events

Scope Statement: The purpose of this activity is to improve participant skills, abilities, and performance through repetitive practice responding to basic and moderate complexity Active Shooter Events.

Terminal Learning Objective (TLO): Participants will be able to demonstrate response and management of Basic Complexity and Moderate Complexity Active Shooter Events in simulation-based practical exercises.

Enabling Learning Objectives (ELO):

1. Apply the specific tasks and responsibilities of the Intelligence, Reunification and Public Information Officer / Joint Information Center functions in a Moderate Complexity ASE integrated response.
2. Combine previous modules' Operational Coordination knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
3. Combine previous modules' Operational Communication knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
4. Combine previous modules' Law Enforcement knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
5. Combine previous modules' Emergency Medical Services knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.

Lesson Topics:

1. Intelligence
2. Reunification
3. Public Information Officer and Joint Information Center
4. Practical application of integrated response to basic to moderate complexity Active Shooter Events.

Instructional Strategy: This module is delivered through facilitated lecture and instructor directed activity.

Assessment Strategy: Instructors will observe participants' real-time communication, decisions, actions, performance benchmarks, and feedback. Instructor-facilitated small-group and large-group hot washes will follow each activity to discuss application of key learning points and focused areas of improvement.

Practical Exercise (PE) Statement: Using the NIMSPRO™ simulation system, participants will role-play response to simulated basic and moderate complexity Active Shooter Events.



Module 4: Complex Coordinated Attack (CCA)

Scope Statement: The purpose of this activity is to improve participant skills, abilities, and performance through repetitive practice responding to Complex Coordinated Attacks.

Terminal Learning Objective (TLO): Participants will be able to demonstrate response and management of Complex Coordinated Attacks (CCA) in simulation-based practical exercises.

Enabling Learning Objectives (ELO):

1. Initiate Area Command and apply the specific tasks and responsibilities of Area Command functions in an integrated response to a Complex Coordinated Attack (CCA).
2. Initiate communication between each incident and Area Command in an integrated response to a Complex Coordinated Attack (CCA).
3. Combine previous modules' Operational Coordination knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
4. Combine previous modules' Operational Communication knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
5. Combine previous modules' Law Enforcement knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
6. Combine previous modules' Emergency Medical Services knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
7. Combine previous modules' Intelligence/Investigations and Information Sharing knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.

Lesson Topics:

1. Area Command for CCA response.
2. Practical application of integrated response to Complex Coordinated Attacks.
3. (2-Day ASIM Course) Post-Test and Evaluation.

Instructional Strategy: This module is delivered through facilitated lecture and instructor directed activity.

Assessment Strategy: Instructors will observe participants' real-time communication, decisions, actions, performance benchmarks, and feedback. Instructor-facilitated small-group and large-group hot washes will follow each activity to discuss application of key learning points and focused areas for improvement.

A Post-Course test is administered at the conclusion of the module for the PER-352 / 2- Day ASIM Course.

Practical Exercise (PE) Statement: Using the NIMSPRO™ simulation system, participants will role-play response to simulated Complex Coordinated Attacks.



Module 5: IED and Static/Barricade Incidents

Scope Statement: This module addresses management of moderate complexity Active Shooter Events and Complex Coordinated Attacks involving Improvised Explosive Devices (IED's) and incidents where the Attacker(s) becomes static, barricades, or takes hostages.

Terminal Learning Objective (TLO): Participants will be able to demonstrate response and management of Moderate Complexity ASE that includes IED and/or an Attacker who becomes static, barricades, or takes hostages in simulation-based practical exercises.

Enabling Learning Objectives (ELO):

1. Demonstrate and apply the ability to continue life-saving operations in the presence of suspected Improvised Explosive Device (IED).
2. Demonstrate the ability to recognize the transition from an ASE to a hostage situation and adjust the response.
3. Combine previous modules' Operational Coordination knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
4. Combine previous modules' Operational Communication knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
5. Combine previous modules' Law Enforcement knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
6. Combine previous modules' Emergency Medical Services knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
7. Combine previous modules' Intelligence/Investigations and Information Sharing knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.

Lesson Topics:

1. IED Operational Considerations.
2. Static, Barricade, and Hostage Operational Considerations.
3. Practical application of integrated response to Moderate Complexity ASE and Complex Coordinated Attacks.

Instructional Strategy: This module is delivered through facilitated lecture and instructor directed activity.

Assessment Strategy: Instructors will observe participants' real-time communication, decisions, actions, performance benchmarks, and feedback. Instructor-facilitated small-group and large-group hot washes will follow each activity to discuss application of key learning points and focused areas for improvement.

Practical Exercise (PE) Statement: Using the NIMSPRO™ simulation system, participants will role-play response to simulated Complex Coordinated Attacks.



Module 6: Case Studies and Capstone Exercises

Scope Statement: The purpose of this module is to discuss case studies of complex incidents involving the topics addressed in the course and to provide a capstone activity enabling participant to apply skills, abilities, and performance to a multi-site, multi-weapon, and multi-tactic Complex Coordinated Attack.

Terminal Learning Objective (TLO): Participants will be able to discuss case studies of multi-modal Complex Coordinated Attacks (CCA) and demonstrate response and management of a multi-modal CCA in simulation-based practical exercises.

Enabling Learning Objectives (ELO):

1. Recognize key elements of from Complex Coordinated Attack case studies.
2. Apply resource allocation to a Complex Coordinated Attack tabletop scenario.
3. Combine previous modules' Operational Coordination knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
4. Combine previous modules' Operational Communication knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
5. Combine previous modules' Law Enforcement knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
6. Combine previous modules' Emergency Medical Services knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.
7. Combine previous modules' Intelligence/Investigations and Information Sharing knowledge, skills, and abilities and apply to increasingly difficult scenarios in an integrated response.

Lesson Topics:

1. Multi-modal CCA Case Studies.
2. Practical application of integrated response to a multi-modal Complex Coordinated Attack.
3. Post-Test and Evaluation for PER-353 / 3-Day ASIM Course.

Instructional Strategy: This module is delivered through facilitated lecture and instructor directed activity.

Assessment Strategy: Instructors will observe participants' real-time communication, decisions, actions, performance benchmarks, and feedback. Instructor-facilitated small-group and large-group hot washes will follow each activity to discuss application of key learning points and focused areas for improvement. A Post-Test is administered at the conclusion of the module for PER-353 / 3-Day ASIM Course.

Practical Exercise (PE) Statement: Using the NIMSPRO™ simulation system, participants will role-play response to a simulated multi-modal Complex Coordinated Attacks.



Course Agenda

Course PER-352 is two days and includes only Modules 0-4. Course PER-353 is three days and includes all Modules.

Time	Day 1	Day 2	Day 3 (PER-353 Only)
0800 - 0830	Module 0	Module 3	Module 5
0830 - 0900	Module 1	Module 3	Module 5
0900 - 0930	Module 1	Scenario 4	Scenario 8
0930 - 1000	Module 1	Scenario 4	Scenario 8
1000 - 1030	Simulator Orientation	Scenario 4	Scenario 8
1030 - 1100	Simulator Orientation	Scenario 5	Scenario 9
1100 - 1130	Scenario 1	Scenario 5	Scenario 9
1130 - 1200	Scenario 1	Scenario 5	Scenario 9
1200 - 1300	LUNCH	LUNCH	LUNCH
1300 - 1330	Module 2	Module 4	Module 6
1330 - 1400	Module 2	Scenario 6	Module 6
1400 - 1430	Module 2	Scenario 6	Scenario 10
1430 - 1500	Scenario 2	Scenario 6	Scenario 10
1500 - 1530	Scenario 2	Scenario 7	Capstone Scenario 11
1530 - 1600	Scenario 3	Scenario 7	Capstone Scenario 11
1600 - 1630	Scenario 3	Scenario 7	Capstone Scenario 11
1630 - 1700	Wrap-up	Wrap-up	Wrap-up