

Department
of the Treasury



Bureau of
Alcohol, Tobacco
and Firearms

ORDER

3350.10

Subject: NATIONAL RESPONSE PLAN

To: All Law Enforcement Supervisors and Special Agents

1. PURPOSE. This order defines the Bureau of Alcohol, Tobacco and Firearms (ATF) objectives, policies, and deployment procedures for activations in response to incidents of major proportion.
2. DISCUSSION.
 - a. Certain incidents attracting the highest national and international attention have required ATF special agent and support personnel to deploy expeditiously and work under extremely intense conditions in conjunction with other agencies to resolve situations of major proportion. ATF's leadership role and expertise will continue to be appropriate and sought after to address similar situations in the future.
 - b. Critical incident management is the process of identifying, acquiring, and planning the use of resources needed to anticipate, prevent, and/or resolve a critical incident or major ATF operation. ATF's development of a national response plan and its establishment of an activation protocol for critical incident management enables it to effectively respond to an incident of national proportions in a timely fashion and independently of any other law enforcement agency, when necessary. This plan includes the organization of field divisions into six special response team (SRT) sectors to better provide for rapid deployment of the resources necessary to effectively manage a critical incident or major ATF operation (see exhibit 1).
 - (1) A sector is a geographic area consisting of multiple field divisions designated to provide mutual support to each other in the management of critical incidents or major ATF operations by deploying SRTs and other resources within the affected sector. Each sector includes three or

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- d. Notify the Chief, SOD of his/her approval to initiate the activation of multiple SRTs.
 - e. Designate one or more division chiefs to be assigned to the National Command Center (NCC), Communications Branch, in room 7480 at Bureau Headquarters (BHQ) to serve with the Chief, SOD as national coordinator of all incident-related NCC functions.
 - f. In extremely sensitive incidents, the ADLE may elect to designate the DADLE, a Headquarters Division Chief, or other designee to respond to the incident location and assume oversight of ATF's role in the response.
5. RESPONSIBILITIES OF THE CHIEF, SOD. The Chief, SOD will:
- a. Review all requests from field division SACs for activation of an SRT sector and contact the ADLE via the DADLE for approval.
 - b. Upon direction of the ADLE, activate one or more SRT sectors for deployment to critical incidents or major operations.
 - c. Upon approval of the ADLE, notify the respective field division SACs within the activated sector and direct that their SRTs either be detailed to the crisis site staging area or placed on the appropriate alert status. The Chief, SOD will designate a SAC, along with an assistant special agent in charge (ASAC) who has completed SRT training, to respond or be in an appropriate alert status (refer to paragraph 10) to assist the affected field division SAC and ASAC as their deputies. These notifications will constitute an activation order.
 - d. Place another sector on alert, upon approval of the ADLE, whenever one or more sectors are activated in the event that the incident becomes protracted or circumstances dictate the need for additional support. Additional resources can be positioned for rapid deployment should the need arise. The Chief, SOD may activate additional sectors upon approval of the ADLE.
 - e. Consider the geographic area, equipment, training, type and nature of the incident, and SRT operational readiness in determining what sector(s) will support other sectors

aspects of the activation or operation, which will be forwarded along with the SAC/Incident Commander's report to the ADLE.

6. RESPONSIBILITIES OF HEADQUARTERS DIVISION CHIEFS.

- a. Each division chief, as directed by the ADLE-DADLE, will serve as a national coordinator along with the Chief, SOD. In that capacity, he/she will share full national coordinator responsibilities as set forth in paragraph 5 of this order.
- b. Within 60 days of the date of this order, each BHQ division will develop a written operational plan detailing notification, activation, and staffing procedures it will employ upon activation of the NCC. This plan will be reviewed and revised, as needed. It will be forwarded to the Chief, SOD, ATTN: SAC, Tactical Response Branch.
- c. Upon activation of the NCC, each BHQ division will provide a representative to staff the NCC on a 24-hour basis. The BHQ division representative will:
 - (1) Review the situation reports (see paragraph 8.b.(3)) available from the field division SAC to determine the location, nature, type, and extent of the incident and the identification of any involved persons or groups known or suspected of having a connection with the incident or operation.
 - (2) Prepare a staff estimate of the situation for the Chief, SOD. This estimate will include the operational, technical, and logistical resources that his/her division can provide to support the successful resolution of the incident or operation based on four factors, as follows: the nature of the incident or investigation; incident location or area; involved subject(s); and manpower, resources, and specialized equipment available within the BHQ division.

7. RESPONSIBILITIES OF THE NCC.

- a. The NCC will be activated and staffed as an emergency operations center upon direction from the Chief, SOD. The Chief, SOD and designated chief(s) will manage all

(c) Other NCC capabilities and assets available to support BHQ and field division SAC/Incident Commanders involved in managing a critical incident or major operation.

(2) The SAC of the NCC will transmit a copy of the NCC activation plan to the Chief, SOD, ATTN: SAC, Tactical Response Branch, within 90 days of the date of this order.

8. RESPONSIBILITIES OF THE FIELD DIVISION SAC.

- a. All field division SACs whose SRTs are deployed outside their field division or who have SRTs on alert status will make immediate contingency plans within their field division to utilize remaining resources to address potential incidents that would normally require SRT support.
- b. The SAC of the affected field division will serve as the Incident Commander in charge and responsible for operational and administrative control of critical incident management resources, except in certain unusual or major cases involving national or international impact. (As set forth in section 4.e. of this order, the ADLE or his/her designee may assume control of the critical incident or ATF operation.) The SAC/Incident Commander will:
- (1) Determine the overall strategy for responding to and/or resolving a critical incident or operation.
 - (2) Request an SRT sector activation and/or additional ATF resources when faced with managing a significant critical incident or major operation that exceeds the capabilities of his/her field division. This request will be directed to the ADLE through the Chief, SOD. The SAC will request approval from the Chief, SOD to designate an SRT-trained ASAC as the Tactical Coordinator. In addition, the SAC will independently designate a Support Coordinator.
 - (3) In emergency situations, transmit an initial situation report to the NCC emergency operations center as soon as possible. The initial report may be oral, to be followed up in writing. The report will contain the following information:
 - (a) Nature, type, and extent of the incident.

activation and will deploy them to the crisis site or place them on the indicated alert status as directed by the activation order from the Chief, SOD.

- d. Following the activation approval from the ADLE, the SAC/Incident Commander will prepare a plan for managing the critical incident or major ATF operation. This plan should include:
- (1) A description of what is expected of the Bureau during the critical incident.
 - (2) A description of duties and establishment of an operational command structure as set forth in exhibit 3. This will allow delegating the supervision of the various functional operations and resources managed by the SAC/Incident Commander.
 - (3) Establishment of a designated staging or receiving area near the crisis site for incoming ATF and other law enforcement personnel supporting the operation.
 - (4) Plans to establish media relations and a designated media staging location beyond the outer perimeter.
 - (5) Establishment of a support/logistics location that will be used for receiving, inventory control, and issuing of all support equipment, clothing, weapons, and ammunition sent to the SAC/Incident Commander in support of the operation.
- e. The SAC/Incident Commander will immediately make provisions for incoming personnel to have lodging, meals, and other basic needs. In remote areas, this may require DOD support.
- f. Make plans to obtain transportation assets such as government-owned vehicles (GOVs), rental vehicles, motor homes, commercial airlines, ATF aviation support, and DOD aviation support.
- g. Establish tactical control of the crisis site, if it is an ATF static operation, as soon as practicable by deploying personnel in sufficient numbers to contain the suspect(s) until additional manpower and resources can be deployed. This includes establishing an outer perimeter to control the ingress to and egress from the site.

critical incident or major ATF operation occurring in the sector. (Factors listed in paragraphs (8)c.-h. should be considered when preparing sector plans.)

- (1) The sector plan will include the following:
 - (a) Coordinating the development of field division and sector plans to ensure adequate support.
 - (b) Creating primary, alternate, and emergency plans for the deployment, employment, and redeployment of SRT and other ATF personnel within their sectors.
 - (c) Developing maps for each field division in the sector containing concentric circles that will depict the estimated time it will take to transport SRT personnel from a central staging location in their respective field divisions to a crisis site or staging area within the sector by means of:
 - 1 GOV or other motor vehicle.
 - 2 Helicopter.
 - 3 Commercial or military air transport.
 - 4 ATF-leased aircraft.
 - (d) Identifying DOD and National Guard assets within the sector.
 - (e) Developing a previously agreed upon activation protocol for the DOD and National Guard assets.
 - (f) Determining mutual equipment assets and needs.
 - (g) Determining clothing and equipment requirements based on the nature and locations of expected operations within the sector and then acquiring needed clothing and equipment through DOD or other sources.
 - (h) Through the Chief, SOD, deploying or placing on appropriate alert status, as indicated by the sector activation order, each sector's ATF pilot and communications specialist.

- c. Supervise the development of specific tactics and procedures to support the SAC/Incident Commander's strategy for resolving the critical incident or completing the operation. These tactics and procedures will be subject to the SAC/Incident Commander's approval.
 - d. Forward requests received from field division personnel for sector activation to his/her SAC.
 - e. Establish a Tactical Command Post and/or Forward Command Post during a critical incident or operation. The Tactical Command Post will be used to coordinate the operational functions utilized by the SAC/Incident Commander in resolving the situation. In some cases, it may be necessary to establish a Forward Command Post in closer proximity to the crisis area.
 - f. Request support-related resources from the Support Coordinator.
11. SUPPORT COORDINATOR. The Support Coordinator is designated by the SAC/Incident Commander to direct and control all administrative, technical, and logistical support functions during a critical incident or major ATF operation. Ideally, this position will be filled by an ASAC. He/she will:
- a. Direct all other ATF personnel, Federal, State, and local authorities as well as others involved in the support function of any critical incident or major operation.
 - b. Designate individuals to serve in the following capacities:
 - (1) **Administrative Support Coordinator**. The Administrative Support Coordinator will coordinate administrative matters and personnel in support of the ATF operation. He/she will perform functions such as the following:
 - (a) Arrange payment to vendors.
 - (b) Prepare and track acquisition requests.
 - (c) Request and track agent cashier funds.
 - (d) Coordinate clerical support staffing.
 - (e) Obtain administrative supplies and equipment.

- (d) Obtain meals.
 - (e) Assure that sanitary needs are met.
 - (f) Obtain fuel.
 - (g) Obtain lighting.
 - (h) Obtain power.
 - (i) Obtain water.
 - (j) Oversee command post facility (commercial, tents, motor homes, etc.).
 - (k) Perform maintenance duties on equipment.
 - (l) Address special climate needs such as extreme cold weather gear.
- (4) **DOD/National Guard Liaison.** The DOD/National Guard Liaison will coordinate all DOD/National Guard assets such as the following:
- (a) Aviation support.
 - (b) Engineers.
 - (c) Surveillance.
 - (d) Clerical support.
 - (e) Equipment.
 - (f) Transportation.
 - (g) Photo reconnaissance.
 - (h) Other support-related missions in support of the ATF operation. (NOTE: Not to be confused with BHQ DOD Liaison Officer.)
- (5) **Intelligence Coordinator.** The Intelligence Coordinator will coordinate all intelligence matters relating to both the incident and suspects, including:

- e. Direct any requests for additional resources and manpower to his/her ASAC assigned to supervise the SRT.
- f. Upon being placed on an alert status and receiving direction from his/her SAC, the SRT leader will:
 - (1) Prepare his/her team for deployment to a critical incident as directed by a sector activation order by placing the SRT in a condition of operational readiness based upon the following:
 - (a) Alert Status I. Ability of SRT to immediately depart from an initial staging area to a crisis site.
 - (b) Alert Status II. Ability of SRT to depart from an initial staging area for deployment to a crisis site within 6 hours.
 - (c) Alert Status III. Ability of SRT to depart from an initial staging area for deployment to a crisis site within 24 hours.
 - (2) Prohibit SRT members placed upon alert status I, II, or III from taking leave, except under exceptional circumstances. All time-sensitive investigative activity assigned to an SRT member should be reassigned to other special agents.
 - (3) Stage his/her SRT in an appropriate location to ensure that the team can be deployed within the time parameters of the alert status indicated in the activation order.
- g. After a sector activation, the SRT leader will conduct a tactical debriefing of his/her team and prepare an after-action report to be submitted to the Tactical Coordinator within 5 days of the completion of any critical incident or ATF operation involving a sector activation.

Exhibit 1

**ATF FIELD DIVISION
SPECIAL RESPONSE TEAM
SECTOR ASSIGNMENTS**

SECTOR I (64)

Boston	15
New York	19
Washington, DC	14
Philadelphia	16
Baltimore	*

SECTOR II (62)

Detroit	19
Cleveland	15
Louisville	14
Nashville	14

SECTOR III (55)

Miami	17
Birmingham	10
Atlanta	15
Charlotte	13

SECTOR IV (46)

Dallas	16
Houston	18
New Orleans	12

SECTOR V (66)

St. Paul	15
Kansas City	17
St. Louis	13
Chicago	21

SECTOR VI (48)

Seattle	13
San Francisco	15
Los Angeles	20
Phoenix	*

() Indicated total number of SRT Personnel
* Proposed/Future Field Divisions

National Command Center Emergency Operation Center



