



Homeland Security

BOMB THREAT MANAGEMENT STUDENT GUIDE

- ◆ Course Notes
- ◆ Considerations
- ◆ Planning
- ◆ Additional Resources

May, 2012



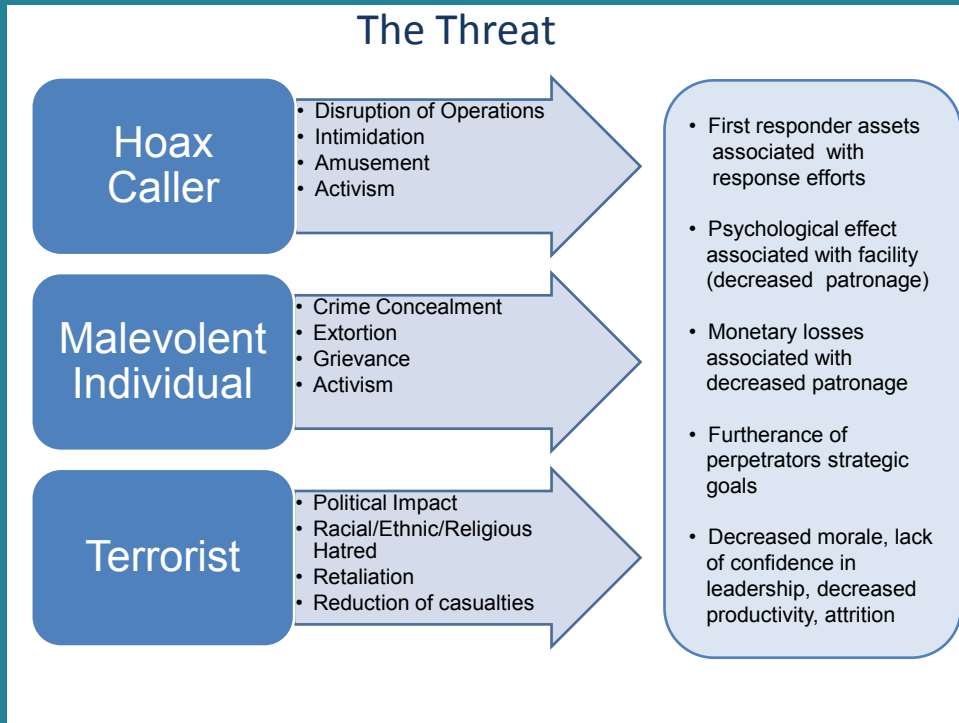
Office for Bombing Prevention



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“An IED incident that involves a device placed or fabricated in an improvised manner incorporating destructive, lethal, noxious, pyro-technic, or incendiary chemicals and designed to destroy, incapacitate, harass, or distract. It may incorporate military stores, but is normally devised from nonmilitary components”

Weapons Technical Intelligence (WTI) Improvised Explosive Device (IED) Lexicon 3rd Edition July 2010 (Unclassified//For Official Use Only)



BE AWARE OF THE THREAT AT ALL TIMES

- IED's or their components can be in plain sight on any type of call
- They may be found during an arrest or while doing a search
- IED's can be placed at your home or workplace
- Take steps to protect people who receive mail or packages for you

You may be the target



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Facility Management Responsibilities:

- Use comprehensive risk management process to:
 - Establish a Risk Management Team
 - Other teams: Security Team, Security Working Group, BTM Response Team, BTM Planning Team, etc.)
 - Identify risk
 - Conduct risk/vulnerability assessment
 - Develop a comprehensive security/emergency management plan
 - Develop Bomb Threat Management Plan
 - Designate a BTM Response Team
 - Implement protective measures
 - Evaluate and assess security measures
 - Exercise BTM plan
- Evaluate threats and monitor, conduct search, evacuate facility
- Communicate to all persons affected by threat
- Ensure accounting of ALL personnel (recall roster)
- Coordination with emergency responders
- Reoccupation of facility (all clear)
- Establish a security working group
 - Consult local first responders and specialized units
 - Include tenant agencies/businesses and neighboring facilities
 - Intel sharing agencies (fusion centers)
 - Link with info-sharing entities (and like facilities)
- Establish a BTM Planning Team
 - Designate individuals to specialize in efficient bomb threat management
 - Include local responders or emergency management personnel
- Document resources used for the final plan

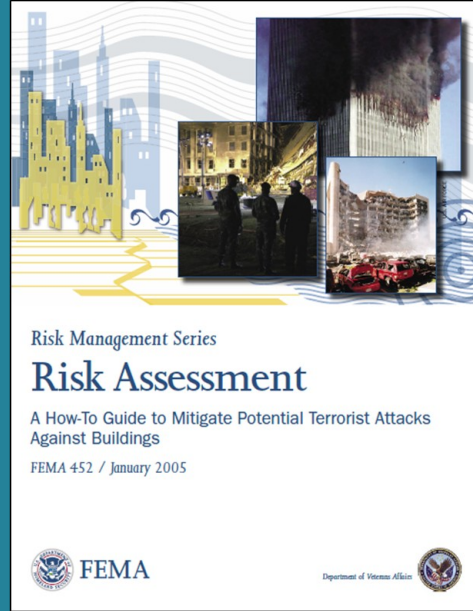
The facility manager is responsible for ensuring that there are viable plans, policies, and procedures in place to protect the facility and its employees. The facility manager accomplishes this by conducting an all-hazards vulnerability assessment and creating a comprehensive security plan that is based on the assessment's findings. The Security Plan should be linked to the COOP and specifically address Bomb Threat Management. The procedures contained within the security plan should then be exercised, evaluated, and revised accordingly.



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Conduct a facility vulnerability assessment

- Identification of critical assets
- Estimation of potential for attack
- Identification of vulnerabilities that can be exploited by an aggressor
- Identification of functions and systems that lack redundancy
- Determination of the criticality and protection of each area



FEMA 452 is just one example of a proven assessment methodology

A good bomb threat addendum to the security plan, properly executed, will enable a facility to respond to an incident (resiliency) Assures that security plans are appropriate, basis to create a security plan that is proportional to existing risk, allows for revisions to include application of new protective measures, determine vulnerability to bombing attack. Working groups: tenant units , similar facilities, what are their threats, plans, procedures?

The facility needs to be assessed so vulnerabilities can be found, critical areas identified and protective measures implemented. This can be as simple as a walk through of the building to find places that an items could be left without notice or using an assessment tool. The tool used can also be as in depth as FEMA 426 or a vetted checklist. The bomb threat plan will ensure that vulnerable areas are addressed during the search.

Accessibility is the common variable in most successful attacks

Use results from the Vulnerability Analysis to develop alternatives (PMs and security plan development)

Use of effective protective measures, aware and proactive employees, and a strong security plan can aid security managers (and incident commanders) with determining the viability of the bomb threat.

How effective are existing security measures in preventing bombs from entering the facility? Facilities with open access to the public may need to search a location much more thoroughly than a site with strong security measures. Conversely, facilities with well developed access control and screening systems may wish to limit searches of secured areas while intensifying search of public locations outside the secured areas.

Once you know your vulnerabilities and critical areas take steps to limit access to them. Add security measures as necessary. CCTV, IDS pad locks, etc should be employed as possible. Tamper tags can be used when locks are not allowed by code or impractical. It Helps identify if access panel/door has been opened or on unused lockers.



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Create the BTM plan

- Define terminology
- Incident Command System procedures
- Identify key personnel (BTM Response Team)
- Clarify roles and responsibilities
- Identify primary/alternate command (IC) and assembly locations
- Safety items-communication restrictions, evacuation distances
- Provide training
- Explosion protocol
- Steps for receiving a threat
- Threat evaluation process
- Search, evacuation, and reoccupation procedures
- Exercise development
- Review and revise

Perhaps the best way to cope with bomb threats and suspicious packages is a well developed threat management program. It should include procedures to follow during an incident. Objectives could include safe management and resolution of the incident, keeping an effective perimeter and being aware of other targets and a impacts on the facility.

NIMS-naming helps integrate into the responders language

Threat Evaluation Section

This section should be used to decide the response.

The following items may be considered:

- Exact wording of the threat
- Prior acts against this or similar facilities
- Current events regarding this or similar facilities
- Individuals or actions at the site
- Accessibility of the site
- Occupants of the site
- Danger in evacuation areas
- Advice of local law enforcement

Search Section

This section should ensure the search is safe and effective

- Roles and tasks to complete during search
- Floor plans, maps
- Critical or vulnerable areas to search
- Areas to search if evacuation is called for
- Basic procedure for a systematic and thorough search
- Tools and equipment needed for searchers
- Items to use for marking or securing cleared areas
- Procedure to use if suspicious item is found
- Additional search resources that may be available offsite

Evacuation Section

This section should provide steps for orderly evacuation

- How evacuation order will be delivered to personnel
- Identify assembly areas/ shelter-in-place locations - Include concerns with neighboring properties
- Areas to avoid during evacuation
- Items evacuees should remove during evacuation
- How evacuees report suspicious items they see while leaving
- Removal of personnel with special needs
- Personnel accountability plan
- Awareness to threats posed while in assembly point



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BTM Response Team:

Incident Commander

- Primarily responsible for determining the outcome and actions taken in response to the threat

Search Team Leader

- Assist IC in search decision, create search plan for the situation, assign search areas and level of search, report search progress to IC

Search Team

- Conduct search as directed by search leader, report progress to search leader

Evacuation Team Leader

- Assist IC in evacuation decision, determine evacuation routes, communicate information to personnel, personnel accountability

Evacuation Team

- Facilitate safe movement of personnel from work areas to evacuation location, conduct accountability at assembly area(s)

Law enforcement liaison

- Communicate information between incident commander and law enforcement personnel, assist/advise with incident management

Runners

- Pass information, transfer equipment, locate team members, record activities

Receipted Party

- This is the first party that becomes aware of the bomb threat or suspicious object.
- Capture the threat and Immediately notify persons responsible for carrying out the bomb threat management response plan
- Preserve threat material

Evacuees

- Enable search team to work more quickly and efficiently (unlock doors, remove personal items, turn off machinery, watch for and report suspicious items etc.)

The plan can have names and duties that fit any emergency plans that are already in place. Floor captain, fire warden, shift supervisor, etc. Existing plans for other types of incidents may have search and evacuation roles. Ensure the plans, terminology, duties, etc, don't conflict or there could be confusion during an event.

The receiving party should be aware of the details of the event and be available and able to recall and articulate specifics to appropriate response personnel. Safety of everyone is dependent on every person's willingness to sound the alarm

The point is to make the plan, positions and responsibilities before you need them.



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BTM Continuum

This is a basic concept of the BTM options for consideration. The IC can implement the options in whatever order that best suits the incident. The IC can initiate searches prior to evacuation, search during evacuation, skip the search and move directly to evacuation. It allows the IC to receive another threat and begin the process again while searching or evacuating is in process.



Receipt of the Threat

The threat may come in the form of a phone call, note, drawing, or through a 3rd party; Internet, social media, or contact with the police or newspaper. The threat may also come in the form of an unattended item that is determined to be suspicious. The receipt of the threat will initiate a reaction.

Steps should be taken to capture the details of the threat, regardless of how it is received. Receipted party should fill out a bomb threat card, print off the email or record a drawing or description of the suspicious item as soon as possible in order to capture as much detail as possible.



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Factors to consider when assessing the threat:

- Current events
- Current political climate
- Current terrorist events
- Current foreign policy
- National Terrorism Advisory System (NTAS) Alerts
- Threat information sharing groups
- Organization's image

Threat is a found item:

Determine if item is "suspicious" or "unattended"

Answer these questions:

- Is the item at or near a vulnerable area or potential terrorist target?
- Have there been any bomb threats or intelligence regarding a bomb threat?
- Has there been any recent suspicious activity?
- Was the item hidden or attempted to be hidden?
- Is it located near a high traffic or queuing area?
- Is the item unusual for its surroundings?

Threat is a call or message

- Characteristics of the caller
 - Age
 - Ethnic grouping
 - Physical and mental condition
 - Repeated deliberate message
 - Background noises
 - Callers location
- Did the threat indicate a valid target?
- Specific of knowledge of target
- Is the device described logical and possible?

It is not possible to produce a definitive statement on how to assess the threat of terrorist attack. But it is quite possible to work out the threats to a particular site or organization, even though the causes that terrorists espouse may seem remote from everyday life.



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Courses of Action:

- Continue to assess/monitor the situation
- Shelter-in-place
- Initiate evacuation
- Initiate search
- Initiate a combination of search and evacuation procedures

The most serious of all decisions to be made by management in the event of a bomb threat is the decision whether or not to evacuate. A carte-blanche decision to evacuate can be costly, and may play directly into the bombers hands by creating economic damage, panic, and publicity for their cause.

In some cases an evacuation-only policy may create undue risks by circumventing security precautions simply by bringing victims to the device.

Any evacuation decision must also take into consideration the hazards presented by other factors such as traffic, health issues, and in the case of large facilities, it may prevent first responders from reaching the scene.

Factors favoring a search before evacuation:

- High incidence of hoax telephone threats
- Effective security arrangements have been established
- Level of threat activity in region/sector is low
- Time until detonation is sufficient
 - Time stated in threat is not always accurate!

Factors favoring a search after evacuation:

- Accessibility
- Precise information/insider knowledge
- Threat vs. risk
- Significance of date
- Current events
- Level of threat activity in region/sector is high
- Recent significant incidents



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Evacuation may be accomplished in several ways:

Total evacuation, partial evacuation (of affected areas), or a phased evacuation (for large or complex facilities).

If an evacuation is ordered, assembly areas and evacuation routes should be searched prior to evacuating personnel, and alternate routes and assembly areas should be available in order to ensure safety.

Search:

A search should be conducted using a well-defined plan, incorporating a systematic pattern ensuring total coverage

Interior Searches should include

- Hazardous areas
- Detailed Room Search
- Evacuation routes

Exterior Searches should cover

- Hazardous areas
- Parking areas
- Evacuation assembly areas

Search Priorities

- Areas to be used as:
 - Shelter-in-place
 - Evacuation routes
 - Evacuation assembly areas
 - Emergency response staging areas
- Hazardous Areas:
 - Targeted areas
 - Service areas
 - Mail Room
 - Loading Dock
 - Sensitive areas
- Secondary disaster zone

Search Safety:

- Minimize the use of wireless communication during the search
- Do not allow searching for longer than 15 minutes without rest
- Minimize the number of people assigned to each zone
- Ensure all searched areas are marked
- NEVER assume only one device is present
- NEVER assume that the time of detonation stated is accurate
- **Thoroughly search all public areas, assembly locations, and exterior evacuation routes before evacuation**



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References

Emergency Management Planning

National Incident Management System (NIMS)

<http://www.fema.gov/emergency/nims/>

FEMA Plan For And Protect Businesses

<http://www.ready.gov/business>

Bombs - Protecting People and Property

<http://www.nationalarchives.gov.uk/erorecords/ho/421/2/oicd/bombs.pdf>

FEMA 452 - Risk Assessment: A How To Guide to Mitigate Potential Terrorist Attacks

<http://www.fema.gov/plan/prevent/rms/rmsp452.shtm>

FEMA 426 - Mitigate Potential Terrorist Attacks Against Buildings

<http://www.fema.gov/pdf/plan/prevent/rms/426/fema426.pdf>

IED Awareness / Recognition

USPS Mail Bombs

<https://postalinspectors.uspis.gov/raddocs/bombs.htm>

http://about.usps.com/publications/pub166/pub166fm_012.htm

<http://about.usps.com/posters/pos84.pdf>

Bomb Making Materials Awareness Program

http://www.dhs.gov/files/programs/gc_1259938444548.shtm

Homemade Explosives (HME) / Bulk Explosive (BE) Recognition Guide

https://www.jieddo.dod.mil/content/docs/HMEGuide_Final_v3_HR_U.pdf

Bomb Threat Call Procedures

http://emilms.fema.gov/is906/assets/ocso-bomb_threat_samepage-brochure.pdf

http://www.nctc.gov/site/pdfs/ct_calendar_2012_162.pdf

Bomb Threat Stand-Off Chart

<https://www.fbiic.gov/public/2009/june/DHS-BombThreatChart-6-5-09.pdf>

Explosive Safety / Awareness and Localization of Explosives Related Threats

<http://www.northeastern.edu/alert/>



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More Info

TRIPwire

http://www.dhs.gov/files/programs/gc_1184339971040.shtm

The Homeland Security Digital Library

<https://www.hsdl.org/>

Business Continuity Plan

<http://www.ready.gov/sites/default/files/documents/files/BusinessContinuityPlan.pdf>

FEMA Security Risk Management Series Publications <http://www.fema.gov/plan/prevent/rms/index.shtm>

System Security Emergency Preparedness Training Course Material (DOT/FTA)

<http://transit-safety.volpe.dot.gov/Security/TrainingTools/documents/SSEP.asp>

Combating Terrorism Technical Support Office – Printed FOUO/LES Publications For Purchase

<http://www.cttso.gov/publications.html>

Bomb Threat Response Planning CD for Schools and Law Enforcement

<http://www.threatplan.org/>

Red Cross - Preparing for the Unexpected- Terrorism (To share with concerned citizens)

<http://www.redcross.org/www-files/Documents/pdf/Preparedness/AreYouReady/Terrorism.pdf>

Contact your local PSA for other resources and programs available from DHS



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