

APPENDIX 13
(SOUTH CAROLINA ACTIVE SHOOTER/HOSTILE ACTION CONSEQUENCE
MANAGEMENT PLAN)
TO THE SOUTH CAROLINA EMERGENCY OPERATIONS PLAN

I. INTRODUCTION

- A. As required by state and federal law, South Carolina’s policy is to be prepared for any emergency or disaster, including active shooter incidents. An active shooter is an individual(s) actively engaged in killing or attempting to continuously harm people. In most cases, active shooters use firearms, and there is generally no pattern or method to the selection of victims. Most active shooter/hostile action situations are over within 10 to 15 minutes.
- B. South Carolina State Regulations 58-1 and 58-101 require contingency plans and implementing procedures for major hazards, such as active shooter incidents, coordinated by the State with counties that have a potential of being impacted.

II. PURPOSE

- A. Define the roles and responsibilities of State Emergency Response Team (SERT) in support of local governments in consequence management response to an active shooter/hostile action incident.
- B. Assign specific support responsibilities to appropriate Emergency Support Functions (ESF), agencies, and non-governmental organizations
- C. Identify key actions in the overall consequence management response to an active shooter/hostile action incident.
- D. Identify potential resources to support local requirements in the consequence management response to an active shooter/hostile action incident.

III. SCOPE

- A. Establishes policies and procedures by which the State will coordinate and assist in the consequence management response to an active shooter/hostile action incident.
- B. Supplements the roles and responsibilities as outlined in the South Carolina Emergency Operations Plan (SCEOP) and supporting Annexes.
- C. Outlines concepts and assigns responsibilities to the appropriate State agencies and organizations to coordinate for and provide resources.
- D. Identifies initial resources and/or capabilities that may be requested following an active shooter/hostile action incident.

IV. FACTS AND ASSUMPTIONS

A. Facts

1. Active shooter/hostile action situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Active shooters will usually continue to harm victims until stopped by law enforcement, suicide, or other intervention.
2. The incident could occur at any facility at any time with little or no warning and may result in mass casualties.
3. Multiple active shooter/hostile action incidents can occur concurrently.

B. Assumptions

1. An active shooter/hostile action incident may have major post-event consequences, which may overwhelm the capabilities of local governments.
2. Local and tribal governments will provide initial emergency response and emergency management services within their jurisdictions and capabilities to an active shooter/hostile action incident.

V. SITUATION

- A. The immediate response to an active shooter/hostile action response is local.
- B. Based on resource availability and training readiness, some municipalities and counties will be better able to respond to an active shooter/hostile action incident.
- C. There will be competing needs in the aftermath of an active shooter/hostile action incident. Law enforcement agencies will be required to protect the crime scene in order to gather evidence while emergency responders need to conduct response operations. Crisis and consequence management teams must establish a joint plan of action that considers the requirements of both groups.

VI. CONCEPT OF OPERATIONS

A. General

1. Local jurisdictions/counties may need a state-level coordinated effort to assist in the management of the consequences of an active shooter/hostile action incident.
2. Coordination among local, state and federal law enforcement, public safety, and emergency management personnel is vital to ensure appropriate readiness actions are taken.

3. The lead agencies for crisis and consequence management should mutually determine when crisis management activities are complete.
4. This framework may be implemented with or without the activation of the SCEOP.

B. Crisis Management vs. Consequence Management.

1. Response to an active shooter/hostile action incident includes two major functions, crisis management and consequence management, which may be carried out consecutively or concurrently.
2. Definitions:
 - a. Crisis Management – Crisis management refers to measures that identify, acquire, and employ resources to anticipate, prevent, and/or mitigate a threat, to include the forensic work to identify the adversary.
 - b. Consequence Management – Consequence management refers to the measures taken to manage the physical effects of the crisis. This may include evacuation of populations, restoration of essential services, and recovery from the crisis event.
3. Crisis Management
 - a. South Carolina Law Enforcement Division (SLED) has lead responsibility for a state-level crisis management response to an active shooter/hostile action incident.
 - b. Local law enforcement agencies will coordinate their efforts with State and federal law enforcement agencies.
4. Consequence Management
 - a. SC Emergency Management Division (SCEMD) has lead responsibility for a state-level consequence management response to an active shooter/hostile action incident.
 - b. Local emergency managers will request resources from and coordinate their efforts directly with state agencies or through the State Emergency Operations Center (SEOC) to support local consequence management efforts.

C. SEOC Activation

1. The decision to activate the SEOC will be based on the level of requested support, the need to gain situational awareness, and/or upon the direction of the Governor.
2. The SCEMD Director or his designee will determine the appropriate level of Operational Condition (OPCON) based on the situation.

D. Direction and Control

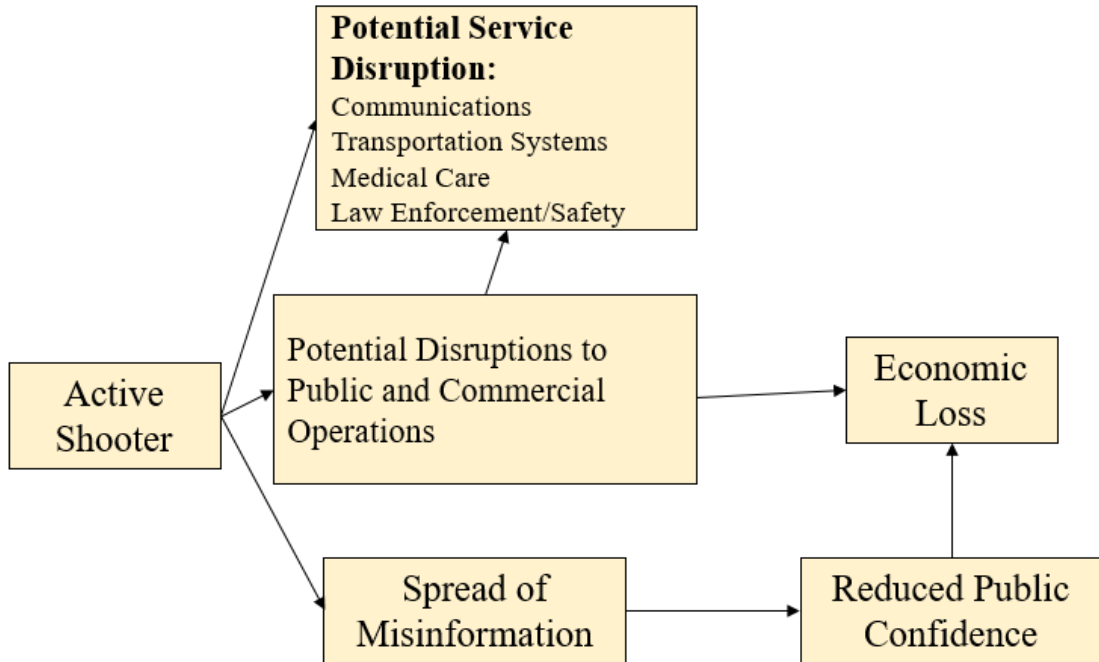
1. SCEMD will dispatch a liaison to the local Emergency Operations Center (EOC) as required or as requested. The SCEMD liaison will assist the county in providing information to the SEOC for situational awareness and in coordinating resource requests.
2. Based on the situation, and in conjunction with local government, a Unified Command System may be implemented for consequence management of the incident.
3. Throughout the incident, state agencies will report and coordinate event-related information to the SEOC.
4. Crisis and consequence management teams will assist the appropriate agency/entity in coordinating and establishing reunification center(s) and the transition to family assistance. A reunification center is a site used to reconnect victims and families, notify families of victim locations if not onsite, and to assist in determining if anyone is missing.
5. The SCEMD Public Information Officer (PIO) will coordinate with relevant PIOs on the release of information.

E. Public Information

1. The SLED PIO will be the lead PIO for the overall response to the active shooter event. As the incident transitions to consequence management, SCEMD will assume the lead.
2. ESF-15 (Public Information) will be the main point of contact for consequence management messaging and SEOC communications. ESF-15 will coordinate all potentially law enforcement sensitive PIO messages through the Governor's Office and the Joint Information Center (JIC) and/or lead state PIO. The public will be made aware of potential adverse effects and of actions recommended to safeguard lives and property.
3. Public information releases from state and local agencies will be coordinated with the JIC or designated lead state PIO prior to dissemination.
4. See Annex 15 (Public Information) to the South Carolina Emergency Operations Plan (SCEOP) for additional information.

VII. DISASTER INTELLIGENCE AND COMMUNICATIONS

- A. See Section VIII (Disaster Intelligence and Communications) of the [SCEOP Base Plan](#).
- B. Lifeline Sector Analysis
 - 1. All lifeline sectors can be disrupted by a significant active shooter incident, with the impacts varying widely based on the specific region or regions the incident occurs.
 - 2. The flowchart below gives a basic analysis of potential cascading impacts following an active shooter incident.



VIII. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. See Section IX (Organization and Assignment of Responsibilities) of the SCEOP for the general roles and responsibilities of county, state, and federal agencies in preparation, response, and recovery from a disaster impacting the State.
- B. Responsibilities

1. South Carolina Emergency Management Division (SCEMD)
 - a. Lead agency for coordinating the State's consequence management efforts in response to and recovery from an active shooter event.
 - b. Activate the State EOC to appropriate level to support the incident.
 - c. Send a liaison to the affected county EOC to assist in providing information to the SEOC for situational awareness and coordinating resource requests.
 - d. Initiate a Palmetto incident for situational reporting and resource tracking.
 - e. Establish the Joint Information System (JIS) and a Joint Information Center (JIC) to support consequence management actions and coordinate the release of consequence management information to the public.

2. South Carolina Law Enforcement Division (SLED)
 - a. Lead agency for the State's crisis management efforts in response to and recovery from an active shooter event.
 - b. Lead agency for the criminal investigation of an active shooter event.
 - c. Designate an Active Shooter Point of Contact (POC) / Subject Matter Expert (SME) to coordinate with operational decision makers representing Federal, State, and local law enforcement and technical support agencies, as appropriate, in order to:
 - Define priorities
 - Review status
 - Resolve conflicts
 - Identify issues that require decisions from higher authorities
 - Evaluate the need for additional resources
 - d. Develop and coordinate security plans with local law enforcement agencies to implement security to include security for the reunification centers.
 - e. Coordinate with local law enforcement to determine additional or potential threats.

- f. Coordinate with SCEMD/ESF 15 (Public Information) on release of information to the public and the media.
 - g. Coordinate training in family assistance and long-term victim support.
 - h. Deploy mobile command vehicles as needed.
- C. Emergency Support Functions (ESFs)
- 1. ESF-1 (Transportation)
 - a. South Carolina Department of Transportation
 - (1) Coordinate for barrier material and equipment.
 - (2) Assist ESF 16 (Emergency Traffic Management) in the development and coordination of emergency traffic plans.
 - 2. ESF-2 (Communications)
 - a. South Carolina Department of Administration, Division of Technology Operations
 - (1) Coordinate for additional communications resources as requested (to include additional 800 MHz radios).
1. ESF-6 (Mass Care)
- a. South Carolina Department of Social Services
 - (1) Coordinate the provision of Mass Care support services as required or as requested.
 - (2) Coordinate the support to reunification center(s) as required or as requested.
2. ESF-8 (Health and Medical Services)
- a. South Carolina Department of Public Health
 - (1) Coordinate for immediate and on-going behavioral health support.
 - (2) Coordinate for equipment, personnel, and supplies to support medical surge management.

- (3) Coordinate for resources to assist with identifying victims and notifying affected families.
 - b. South Carolina Coroners Association
 - (1) Provide additional fatality management resources to affected county coroner(s) as needed.
 - c. South Carolina Department of Mental Health
 - (1) Coordinate support to reunification center(s) as requested with state and local counselors.
 - (2) Coordinate support and training of counselors to address any long-term mental health needs.
- 3. ESF-15 (Public Information)
 - a. South Carolina Emergency Management Division
 - (1) Coordinate the activation of the Joint Information System (JIS) and the State Joint Information Center (JIC) in accordance with the SCEOP.
 - (2) Coordinate the release of consequence management information.
 - (3) Coordinate with local PIOs to establish a local JIC for information to the public and the media to include guidance on reunification and any transition to family assistance.
- 4. ESF-16 (Emergency Traffic Management)
 - a. South Carolina Department of Public Safety
 - (1) Coordinate with ESF-13 to assist with security, including the reunification center.
 - (2) Assist in the development and coordination of emergency traffic management plans to include crowd control measures.
 - (3) Coordinate plans for the designation and security of egress and ingress routes for local, State, and federal response assets.

II. ADMINISTRATION, LOGISTICS, AND FINANCE

A. Administration and Finance

1. See Annex 7 (Finance and Administration) to the SCEOP.
2. A Stafford Act declaration enables the Federal Government to provide financial assistance to public entities, individuals and families, and certain private non-profit organizations.

B. Logistics. See Attachment A (SC Logistics Plan) to the SCEOP

III. CONTINUITY OF GOVERNMENT (COG)

See Section VII (Concept of Operations), Paragraph L (Continuity of Government) of the SCEOP Base Plan.

IV. CONTINUITY OF OPERATIONS (COOP)

See Section VII (Concept of Operations), Paragraph M (Continuity of Operations) of the SCEOP Base Plan.

V. PLAN DEVELOPMENT AND MAINTENANCE

SCEMD will conduct a bi-annual review of the Active Shooter/Hostile Action Consequence Management Plan in coordination with the review of the SCEOP.

VI. AUTHORITIES AND REFERENCES. See Attachment C of the South Carolina Emergency Operations Plan (Authorities and References).

VII. ATTACHMENTS

Table A Resources

Table A
Resources

The following table identifies the initial resources, the responsible ESF, and state agency/organizations to support an active shooter/hostile action consequence management incident:

Resource	Responsible ESF	Coordinating State Agency/ Organizations
Traffic control devices (e.g., cones, barricades, etc.)	1	SCDOT
Communications support vehicles and equipment	2	SC Department of Administration, Department of Technology Operations
Mass Care	6	SCDSS
Reunification Center coordination process	2, 6, 8, 13, 15, 16	Provide support upon request.
Behavioral health - mental health support	8	SCDMH
Fatality management	8	SC Coroners Association
Ambulances	8	SCDPH & SCDPH Regional Coordination Centers
Mobile morgues	8	SC Coroners Association
Medical surge management	8	SCDPH SC Hospital Association
Law enforcement/security	13	SLED
Active shooter technical assistance/Subject Matter Expert	13	SLED
Mobile command vehicle	13	SLED
PIO/JIC	15	SCEMD
Traffic management	16	SCDPS
Donations management	18	SC Department of Administration, General Services