 ITSO Division	Division/Section: <b>ITSO Division /ITSO OCC Traffic Operations</b>	Rev No. <b>2</b>
	Document No: <b>ITSO/OCC/SOP/EOP04.004</b>	Effective Date: <b>Xx Dec 2020</b>
	<h2>Handling Terrorist Related Incidents</h2>	

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**DOCUMENT CONTROL**

REV	DOCUMENT TITLE & COPY NUMBER	Date	Prepared by	Reviewed by	Approved by
0	Handling Terrorist Related Incidents Copy_____of _____	15 <sup>th</sup> December 2009	Benson Khoe (SOE)	Alfred Loh (SOE)	Soh Ling Tim (MOPN)
1	Handling Terrorist Related Incidents Copy_of _____	XX October 2013	Chiam Zhi Wei (DysOE)  Chua Teck Leong (AOM, ITSO OCC)	Ng Soon Han, Frankie (DOM, ITSO OCC)	Yeo Se Lay (SM,Ops)
2	Handling Terrorist Related Incidents Copy_of _____	XX December 2020	Daniel Wu (AOM)  Lye Keng Fatt (DM, ITSO OCC)	Ng Soon Han, Frankie (Mgr, ITSO OCC)	Yeo Se Lay (DDIT)

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### AMENDMENT HISTORY RECORD

Rev No.	Effective Date of Change	Section & Sub- Section Amended	Amendments/ References	Party Requesting for Change
1	XX Oct 2013	Whole Document	Due to organization change of division name from ITSC to ITSO.	DOM, ITSO OCC
2	XX Dec 2020	Whole Document	Due to change of Staff Designations in ITSO OCC. Delete SOE, insert DM Delete DySOE, insert DyAM	Mgr, ITSO OCC

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## Section 1. Introduction

- 1.1.1 Terrorist related incidents can be in the form of a terrorist threat or a terrorist attack. This procedure attempts to address ITSO OCC response to deal with such incidents.
- 1.1.2 ITSO OCC response to such incidents would be generalist in nature, as ITSO staffs are not specialized to give a specialist response to terrorist incident. A specialist response is best left to subject matter experts in specialized external agencies.
- 1.1.3 Note the terrorist related incidents listed in this procedure are not exhaustive as terrorists by nature are always evolving and their methods and acts of terrorism are fluid and ever changing.

## Section 2. Personnel Involved

- a) ITSO OCC staff
- b) LTM & VRS staff
- c) Other LTA department staff
- d) External Agencies

## Section 3. Actions & Process

### Sub-Section 3.1 Dealing with Bomb, Chemical, Biological or Radiological Threats

- 3.1.1 Upon receiving threats of such attacks ALWAYS treat these threats as real. Unless informed by the relevant authorities that threat is a hoax.
- 3.1.2 When such a threat is received over the phone get as much detail as possible (refer to Attachment 1) try to keep the caller on the line for as long as possible. At the same time, try to get the attention of another colleague to call the police.
- 3.1.3 If threat is received in written form do not touch the note or letter and call the police immediately if you have touched it accidentally inform the investigator.
- 3.1.4 If threat comes in the form of a parcel or letter with envelope DO NOT attempt to touch or open such suspicious items cordon off the area and call the police immediately.
- 3.1.5 In addition to informing the police, the higher management must also be informed
- 3.1.6 If threat involves the expressways or arterial roads, send LTM and RC to search or look out for suspicious item. If a suspicious item is found and when approaching the suspicious item remind RC and LTM to switch off all communication devices, as communication devices may trigger the discharge or explosion of the suspicious item. All communication devices should not be use near any suspicious item.
- 3.1.7 With reference to above 3.1.6 remind LTM or RC if suspicious item (refer to Attachment 2) is found, inform ITSO OCC immediately but move away from the suspicious item as far as possible before switching on communication devices and transmitting to OCC. If the item found is not suspicious follow procedure for handling abandon item (refer to ITSO/OCC/SOP/NOP02.010)

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- 3.1.8 OE upon confirmation of suspicious item, inform police immediately of the location (Police will inform Mindef EOD) and DM to escalate to higher management (Refer to Attachment 6). Note if a confirmed suspicious item is found in a tunnel environment or on an open expressway and there is a need to close the tunnel or the affected portion of the open expressway both the incident and non incident bounds must be close in view of safety. Escalate to higher management via sms.
- 3.1.9 If threat is specific to ITSO building or any of the facilities buildings inform police, ITSO security (For ITSO building) and higher management via sms. An executive decision may be made by higher management to evacuate ITSO building.

### **Sub-Section 3.2 Handling A Terrorist Attack**

- 3.2.1 Upon receiving reports or confirmed reports of a terrorist attack send LTM and RC to investigate and manage incident on site.
- 3.2.2 When RC or LTM arrive on site DM shall authorize the closure first than inform TP if situation poses an immediate danger. OE shall follow the general guiding principle state in ITSO/OCC/SOP/AOP03.004 for total closures.
- 3.2.3 RC or LTM on site to exercise caution while approaching site, to observe any signs of a possible chemical/gas attack. If the signs are present, don on protective gear and cordon off area at a safe distance, inform ITSO OCC and wait for the relevant expert external agencies to arrive on scene (this is to prevent the RC or LTM responding personnel from becoming casualties themselves). Signs of a chemical or gas attack:
- a) Large number of people at the incident site falling sick, showing signs and symptoms such as watery eyes, vomiting, shortness of breath, redness of skin etc..
  - b) Three or more people collapsing for no apparent reason.
  - c) Many dead or sick animals in the affected environment.
- 3.2.4 For terrorist attack involving hostages, LTM and RC to secure the site and provide information to ITSO OCC, DO NOT attempt to initiate contact with the terrorist as far as it is practicable. Wait for the relevant external agency expert.
- 3.2.4 DM shall escalate the incident to higher management via sms (Refer to Attachment 6), and they in turn will activate the LTA CMG. OE shall call the police and inform the police of the confirmed terrorist attack. Note for confirm reports of gas or chemical attack to inform SCDF immediately as they might activate IPP for the surrounding buildings near the affected area.
- 3.2.5 OE to inform traffic watch of total closure and LTM & RC shall assist in closure, to secure the site for rescue operations and assist the emergency services as required.
- 3.2.6 If attack involves ITSO building or tunnel facilities building to follow the building fire evacuation plans as stated in procedure ITSO/OCC/OP/EOP04.002.
- 3.2.7 The CMG shall take over the management of the incident as soon as it is practicable.
- 3.2.8 Affected area to remain close until it is declared safe by the relevant authority.

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### Sub-Section 3.3 Basic Terrorist Attack Prevention

3.3.1 All staff during their course of duty to remain alert and keep a lookout for any suspicious items or suspicious unauthorized persons and report to the relevant authority.

3.3.2 For OE and DMs keep a lookout for abandon vehicles using the camera especially for those abandon outside sensitive areas e.g. Istana, MRT infrastructure or station, major road viaducts, bridges or tunnel, army camps etc... To send RC or LTM to investigate if spotted.

3.3.3 Similarly, RC and LTM to look out for such abandon cases during their patrol and report them to ITSO OCC if spotted.

## Section 4. Abbreviations

CMG	Crisis Management Group
EMAS	Expressway Monitoring Advisory Service
ITSO	Intelligent Transport Systems Center
IPP	In house Protection Plan
LTA	Land Transport Authority
LTM	Land Transport Authority Traffic Marshals
NEA	National Environment Agency
Nparks	National Parks
OE	Operations Executive
OCC	Operations Control Center
PTZ	Pan Tilt Zoom Camera
RC	Recovery Crew
DM	Deputy Manager
SPF	Singapore Police Force
SCDF	Singapore Civil Defense Force
TM	Traffic Management
TP	Traffic Police
VRS	Vehicle Recovery Service
VMS	Variable Message Signs

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### ATTACHMENT 1-BOMB THREAT VIA THE PHONE CHECK LIST (PART 1)

DATE:	/ /
TIME RECEIVED:	AM/PM
TIME CONCLUDED:	AM/PM

- REMAIN CALM, BE COURTEOUS, LISTEN TO, AND DO NOT INTERRUPT THE CALLER
- GET ATTENTION OF ANOTHER PERSON - GIVE NOTE SAYING "CALL POLICE - BOMB THREAT"
- IF YOUR PHONE HAS CALLER ID DISPLAY, RECORD NUMBER OF INCOMING CALL
- WRITE DOWN EXACT WORDS OF THE CALLER AND THREAT
- DON'T HANG UP THE PHONE. LEAVE LINE OPEN
- NOTIFY YOUR SUPERVISOR

TRY TO KEEP THE CALLER ON THE PHONE AND TALKING BY ASKING THE FOLLOWING QUESTIONS:

1. WHEN WILL IT EXPLODE? AT WHAT TIME? \_\_\_\_\_
2. WHERE IS IT LOCATED? WHAT FLOOR? ROOM? \_\_\_\_\_
3. WHAT DOES IT LOOK LIKE? \_\_\_\_\_
4. WHAT KIND OF BOMB IS IT? \_\_\_\_\_
5. WHAT WILL SET IT OFF? \_\_\_\_\_
6. WHY ARE YOU DOING THIS? \_\_\_\_\_
7. WHO ARE YOU? \_\_\_\_\_
8. ARE YOU AWARE THAT IT COULD KILL OR INJURE INNOCENT PEOPLE IN ADDITION TO THOSE YOU INTEND TO HURT? \_\_\_\_\_



**ATTACHMENT 1-BOMB THREAT VIA THE PHONE CHECK LIST (PART 2)****DESCRIPTION OF CALLER** (Tick only those that apply)

Sex: Male\_\_\_\_\_ Female\_\_\_\_\_ Unknown\_\_\_\_\_ Approximate Age\_\_\_\_\_

<b>Voice</b>	<b>Speech</b>	<b>Language</b>	<b>Behavior</b>	<b>Background Noises</b>
<input type="checkbox"/> Clean	<input type="checkbox"/> Accented	<input type="checkbox"/> Educated	<input type="checkbox"/> Agitated	<input type="checkbox"/> Airport
<input type="checkbox"/> Distorted	<input type="checkbox"/> Deliberate	<input type="checkbox"/> Foreign	<input type="checkbox"/> Angry	<input type="checkbox"/> Animals
<input type="checkbox"/> Loud	<input type="checkbox"/> Distinct	<input type="checkbox"/> Foul	<input type="checkbox"/> Blaming	<input type="checkbox"/> Baby
<input type="checkbox"/> Muffled	<input type="checkbox"/> Fast	<input type="checkbox"/> Intelligent	<input type="checkbox"/> Calm	<input type="checkbox"/> Birds
<input type="checkbox"/> Nasal	<input type="checkbox"/> Hesitant	<input type="checkbox"/> Irrational	<input type="checkbox"/> Fearful	<input type="checkbox"/> General Noise
<input type="checkbox"/> Pitch-High	<input type="checkbox"/> Lisp	<input type="checkbox"/> Rational	<input type="checkbox"/> Laughing	<input type="checkbox"/> Guns Firing
<input type="checkbox"/> Pitch-Med	<input type="checkbox"/> Slow	<input type="checkbox"/> Slang	<input type="checkbox"/> Nervous	<input type="checkbox"/> Gymnasium
<input type="checkbox"/> Pitch-Low	<input type="checkbox"/> Slurred	<input type="checkbox"/> Uneducated	<input type="checkbox"/> Righteous	<input type="checkbox"/> Machinery
<input type="checkbox"/> Pleasant	<input type="checkbox"/> Stuttered	<input type="checkbox"/> Unintelligible	<input type="checkbox"/> Other:	<input type="checkbox"/> Music
<input type="checkbox"/> Raspy	<input type="checkbox"/> If Accented,	<input type="checkbox"/> If Foreign,		<input type="checkbox"/> Party
<input type="checkbox"/> Smooth	Describe:	Describe:		<input type="checkbox"/> Quiet
<input type="checkbox"/> Soft				<input type="checkbox"/> Restaurant
<input type="checkbox"/> Squeaky				<input type="checkbox"/> Talking
<input type="checkbox"/> Unclear				<input type="checkbox"/> Tavern/Bar
<input type="checkbox"/> Other				<input type="checkbox"/> Television
				<input type="checkbox"/> Traffic
				<input type="checkbox"/> Train
				<input type="checkbox"/> Typing
				<input type="checkbox"/> Water/Wind
				<input type="checkbox"/> Other:

Name Of Person Receiving Call:\_\_\_\_\_

Phone Number Threat Was Received On:\_\_\_\_\_

Name Of Possible Suspect:\_\_\_\_\_

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## ATTACHMENT 2 SUSPICIOUS ITEM SUSPICIOUS ITEM SEARCH PRECAUTION CHECKLIST

### A2a)

<b>Suspicious Package or Letter Danger Signs</b>	Have oily marks or stain.
	Visible Wirings.
	No Personal Markings
	May have strange Odour emission
	Poorly sealed
	Powder substance present

### A2b)

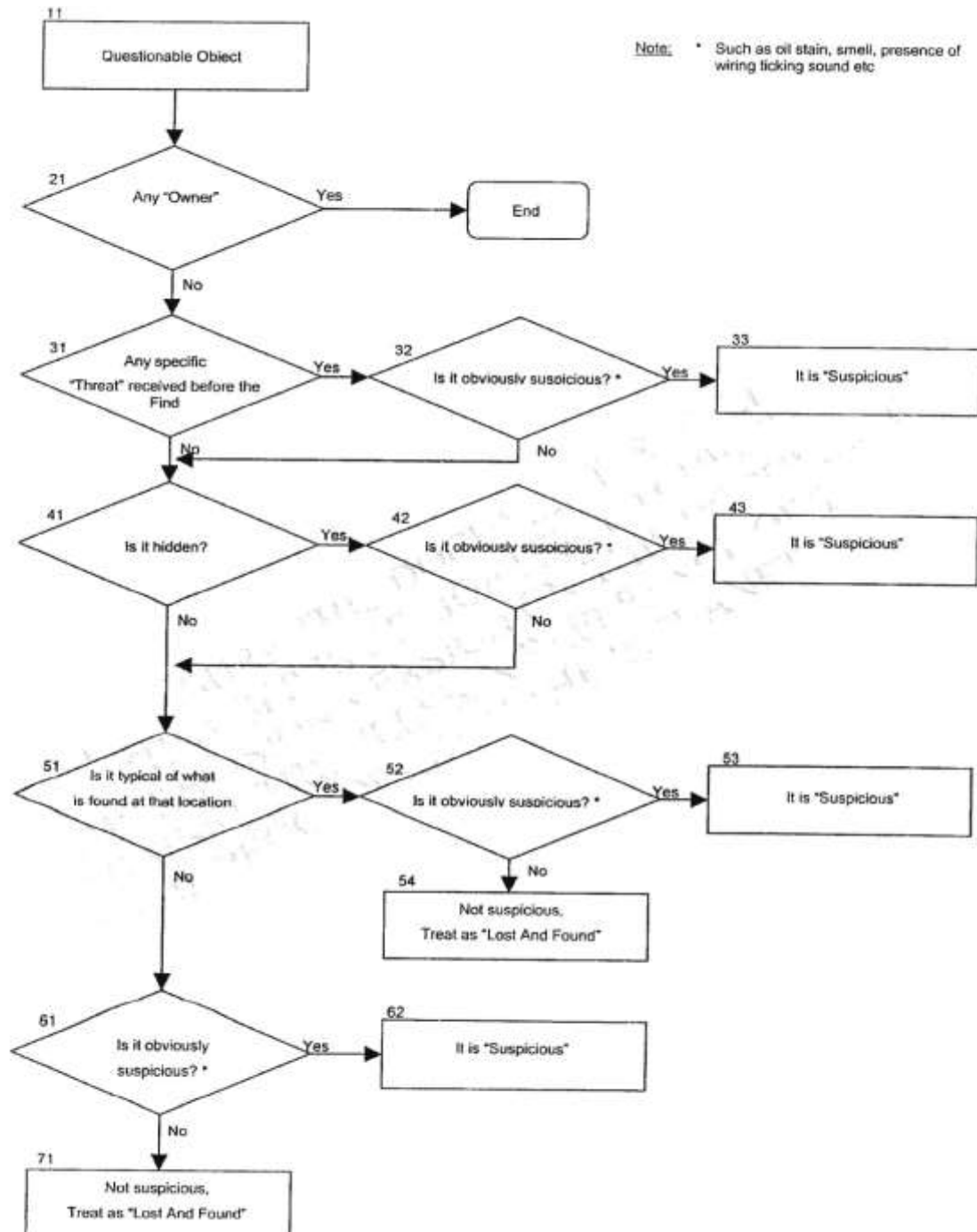
<b>Suspicious Vehicles Danger Signs</b>	Parked or abandon near a significant building or possible target.
	Parked or abandon along a route or place of special event.
	May have visible wirings at odd places
	Heavily weight down on its suspension.

### **A2c) Precaution To Be Taken While Searching For A Suspicious Object**

- Do a visual check only, do not touch or move any items.
- Switch off all radios, pagers and mobile phones before reaching the search area.
- In a building do not switch ON or OFF any lights or electrical equipment during search.
- Listen for any working timer or clock
- Do not remove, shake or disturb any object
- Look carefully before touching anything, opening any windows, doors, drawers, cabinet etc..

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## ATTACHMENT 3-SUSPICIOUS ITEMS OR OBJECTS HANDLING FLOW CHART



## ATTACHMENT 4- Terrorist Attack Checklist (Open Expressway)

1. Time	2. Incident Zone OE	Other Zone OE	DM
H + 0 min	<input type="checkbox"/> Detect & confirm attack by CCTV camera or other means e.g. EMAS patrol, public call  <input type="checkbox"/> Check for signs of chemical or biological attack from CCTV if possible  <input type="checkbox"/> Inform DM & Create IR  <input type="checkbox"/> Close affected sections of expressway and activate LTM & VRS to assist (including all lanes if required). Note if chemical or biological attack is suspected or confirmed instruct LTM & VRS to position at least 200m away from incident site (as recommended by SCDF)	<input type="checkbox"/> Call SCDF & Police to inform: <ul style="list-style-type: none"> <li>➤ Incident location</li> <li>➤ Any Casualties</li> <li>➤ And if chemical or biological attack is suspected</li> <li>➤ Camera to view</li> <li>➤ access route to incident site</li> <li>➤ Assist in putting up VMS messages.</li> </ul> <p><b>* Call SCDF and Police again at( H + 1 To 3) if unable to determine the access route to incident site.</b></p>	<input type="checkbox"/> Strategize with VRS & LTM DO on how best to secure the affected site  <input type="checkbox"/> Assist to call external agencies if required  <input type="checkbox"/> Inform OE on SCDF and SPF access route.  <p><b>* Call SCDF again at( H + 1 To 3) if unable to determine the access route to incident site.</b></p>

H + 1 To 3 min	<input type="checkbox"/> Call Traffic Watch. <input type="checkbox"/> Clear non-incident bound traffic if required. <input type="checkbox"/> If total closure is required send VRS & LTM to the various entrances to close them and also deploy to the nearest upstream exit before the incident site to divert traffic.	<input type="checkbox"/> Assist to handle public queries if any. <input type="checkbox"/> Assist to liaise with other agencies <input type="checkbox"/> Call One-Call-Center <b>(6538 8330)</b> . <input type="checkbox"/> Call LTOC <b>(6396 2952)</b> . <input type="checkbox"/> Assist to adjust traffic light at junction where more green time is needed for vehicles exiting the affected expressway	<input type="checkbox"/> Call DDIT. <b>(9668 3651)</b> <input type="checkbox"/> Call KPE if there is a potential spillover to KPE <input type="checkbox"/> SMS incident to Key Officers.
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Time	3. Incident Zone OE	Other Zone OE	DM
Arrival of VRS & LTM	<input type="checkbox"/> Check VRS & LTM on site is assisting to secure site and control traffic  <input type="checkbox"/> Get latest update from VRS or LTM on site and confirm on site if there is any infrastructure damage  <input type="checkbox"/> Update Traffic Watch.	<input type="checkbox"/> To assist as required or directed by DM.  <input type="checkbox"/> To continue to carry out own zone duties.	<input type="checkbox"/> Inform RIMS and Maintenance staff (Duty HP) if required. Number can be obtained from 1 call LTA 62255582  <input type="checkbox"/> Update DDIT & CMG.  <input type="checkbox"/> Once SCDF or SPF scene commander arrives, assist and follow instructions as required. As they will be in charge of incident scene management 7 investigation.  <input type="checkbox"/> Update KPE on expected. congestion: <ul style="list-style-type: none"> <li>➤ Junctions</li> <li>➤ Adjoining expressway</li> </ul>
Arrival of SCDF and Police.	<input type="checkbox"/> Monitor and receive update on site from VRS or LTM. Update IR  <input type="checkbox"/> Provide necessary assistance to SCDF or SPF as directed by DM.	<input type="checkbox"/> To assist as required or directed by DM.  <input type="checkbox"/> To continue to carry out own zone duties	<input type="checkbox"/> Info update to DDIT (9668 3651) & CMG  <input type="checkbox"/> Render assistance and act in accordance to SCDF or SPF scene commander in ITSO OCC as far as practicable

Re-opening of Expressway	<input type="checkbox"/> Wait for clearance from DM for affected expressway opening.  <input type="checkbox"/> Once the clearance is given inform LTM and VRS to commence Tunnel re-opening  <input type="checkbox"/> Remove response plan and close IR and release VRS and LTM when no longer required	<input type="checkbox"/> Update Traffic Watch  <input type="checkbox"/> To continue to carry out own zone duties	<input type="checkbox"/> Seek confirmation from Police or SCDF scene commander that recovery process has completed and it is safe to open.  <input type="checkbox"/> Update DDIT and permission to re-open Tunnel. <b>(9668 3651)</b>  <input type="checkbox"/> Once permission given to declare incident stand down and instruct OE to commence opening of expressway  <input type="checkbox"/> Update KPE & CMG
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## ATTACHMENT 5-Terrorist Attack Checklist (Tunnel)

Time	Tunnel OE	Other Zone OE	DM
H + 0 min	<input type="checkbox"/> Detect & confirm attack by CCTV camera or other means e.g. EMAS patrol, public call <input type="checkbox"/> Check for signs of chemical or biological attack from CCTV if possible. Inform DM & Create IR <input type="checkbox"/> Close affected sections of Tunnel and activate LTM & VRS to assist (including all lanes if required). Note if chemical or biological attack is suspected or confirmed instruct LTM & VRS to position at least 200m away from incident site (as recommended by SCDF) <input type="checkbox"/> Clear non-incident bound traffic <input type="checkbox"/> Check & implement flashing amber for non-incident bound lane 1 in front of the VX door with nearest access to incident if needed. Open VX door upon arrival of SCDF, if access from non-incident bound only	<input type="checkbox"/> Call SCDF & Police to inform: <ul style="list-style-type: none"> <li>➤ Incident location</li> <li>➤ Any Casualties</li> <li>➤ And if chemical or biological attack is suspected</li> <li>➤ Camera to view</li> <li>➤ access route to incident site</li> <li>➤ Assist in putting up VMS messages.</li> </ul> <p><b>* Call SCDF and Police again at ( H + 1 To 3) if unable to determine the access route to incident site.</b></p>	<input type="checkbox"/> Assist to call external agencies if required <input type="checkbox"/> Inform OE on SCDF and SPF access route. <p><b>* Call SCDF again at( H + 1 To 3) if unable to determine the access route to incident site.</b></p>

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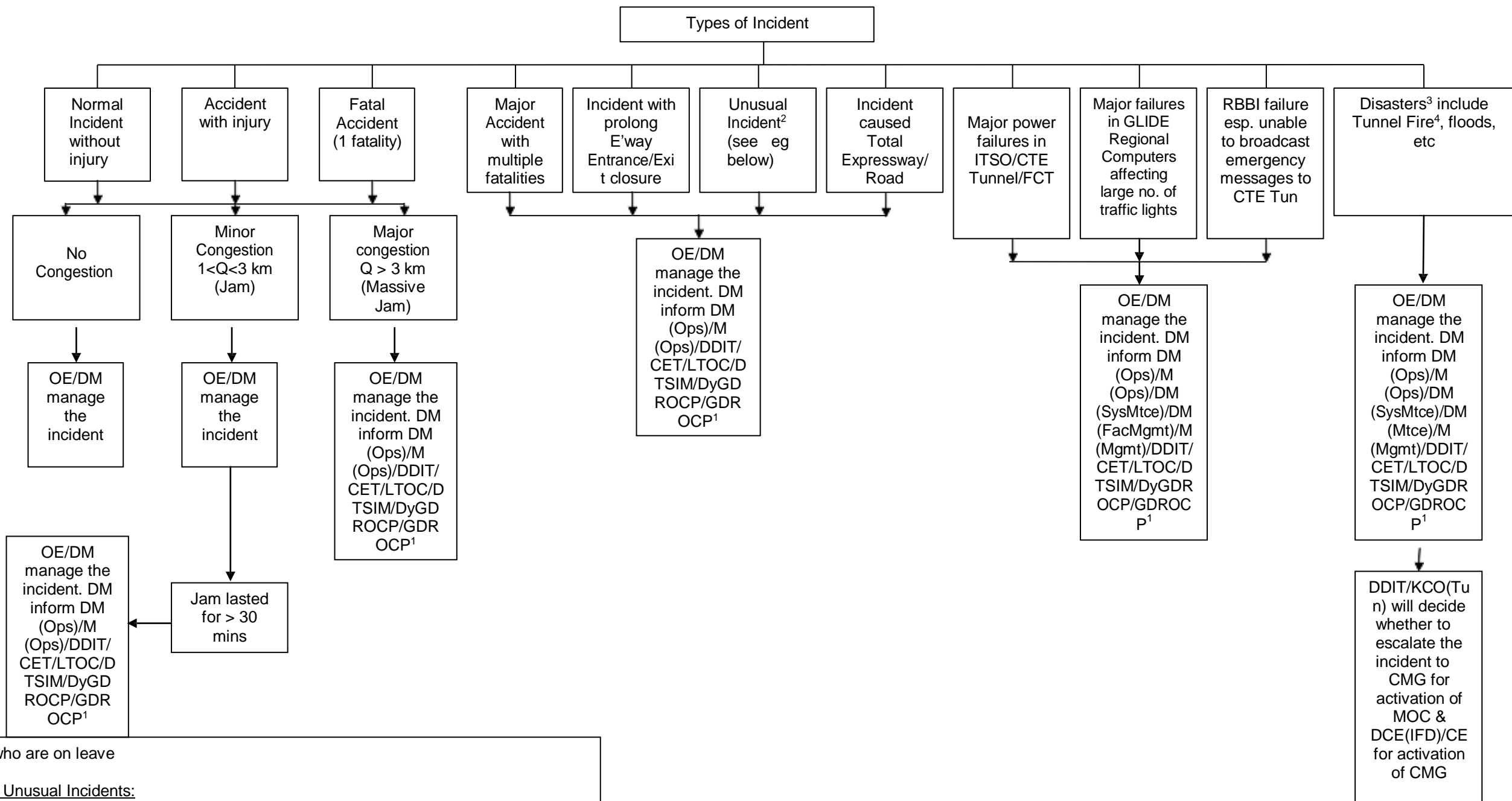
H + 1 To 3 min	<ul style="list-style-type: none"><li><input type="checkbox"/> Call Traffic Watch.</li><li><input type="checkbox"/> Clear non-incident bound traffic if required.</li><li><input type="checkbox"/> Call One-Call-Center <b>(6538 8330)</b>.</li><li><input type="checkbox"/> Call LTOC <b>(6396 2952)</b>.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Assist to handle public queries if any.</li><li><input type="checkbox"/> Assist to liaise with other agencies</li><li><input type="checkbox"/> Assist to adjust traffic light at junction where more green time is needed for vehicles exiting the affected Tunnel</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Call DDIT. <b>(9668 3651)</b></li><li><input type="checkbox"/> Strategize with VRS &amp; LTM DO on how best to secure the affected site</li><li><input type="checkbox"/> Call KPE if there is a potential spillover to KPE</li><li><input type="checkbox"/> SMS incident to Key Officers.</li></ul>
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Time	Tunnel OE	Other Zone OE	DM
Arrival of VRS & LTM	<input type="checkbox"/> Check VRS & LTM on site is assisting to secure site and control traffic  <input type="checkbox"/> Get latest update from VRS or LTM on site and confirm on site if there is any infrastructure damage  <input type="checkbox"/> Update Traffic Watch.	<input type="checkbox"/> To assist as required or directed by DM.  <input type="checkbox"/> To continue to carry out own zone duties.	<input type="checkbox"/> Inform RIMS and Maintenance staff (Duty HP) if required. Number can be obtained from 1 call LTA 62255582.  <input type="checkbox"/> Update DDIT & CMG.  <input type="checkbox"/> Once SCDF or SPF scene commander arrives, assist and follow instructions as required. As they will be in charge of incident scene management & investigation.  <input type="checkbox"/> Update KPE on expected congestion(if required): <ul style="list-style-type: none"> <li>➤ Junctions</li> <li>➤ Adjoining expressway</li> </ul>
Arrival of SCDF and Police.	<input type="checkbox"/> Monitor and receive update on site from VRS or LTM. Update IR  <input type="checkbox"/> Provide necessary assistance to SCDF or SPF as directed by DM.	<input type="checkbox"/> To assist as required or directed by DM.  <input type="checkbox"/> To continue to carry out own zone duties	<input type="checkbox"/> Info update to DDIT (9668 3651) & CMG  <input type="checkbox"/> Render assistance and act in accordance to SCDF or SPF scene commander in ITSO OCC as far as practicable

Re-opening of Tunnel	<ul style="list-style-type: none"><li><input type="checkbox"/> Wait for clearance from DM for Tunnel opening.</li><li><input type="checkbox"/> Once clearance given, VRS to sweep both bound tunnel clearance before re-opening to public use.</li><li><input type="checkbox"/> Inform LTM and VRS to commence Tunnel re-opening</li><li><input type="checkbox"/> Remove response plan and close IR and release VRS and LTM when no longer required.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Update Traffic Watch</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Seek confirmation from Police or SCDF scene commander that recovery process has completed and it is safe to open.</li><li><input type="checkbox"/> Update DDIT and permission to re-open Tunnel. <b>(9668 3651)</b></li><li><input type="checkbox"/> Once permission given to declare incident stand down and instruct OE to commence opening of Tunnel</li><li><input type="checkbox"/> Update KPE &amp; CMG</li></ul>
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ATTACHMENT 6

**ESCALATION OF INFORMATION ON INCIDENTS**



<sup>1</sup>To exclude those who are on leave

<sup>2</sup>Some examples of Unusual Incidents:

- (a) Abnormal massive jam on arterial roads
- (b) Huge obstacles such as fallen trees (affecting > 50% of carriageway)
- (c) Road cave-in
- (d) Serious upheaval of road surface
- (e) Flooding
- (f) Serious road settlement, subsidence or undulating carriageway over a considerable length of road
- (g) Unauthorised works on roads that adversely affect traffic flow / unusual events on roads
- (h) Severe damage to overhead gantry/cantilever sign causing massive jam or posing safety hazard  
(Also to inform DM (Fac Mgmt) & M (Mgmt) if it is an EMAS sign)

<sup>3</sup>Disaster – Please refer to the LTA CMG Minor Disaster List

<sup>4</sup>For Tunnel fire, SCDF takes command and control of the rescue and recovery operations

**SMS Message**

- (a) Est. Nos. of SMS per incident: (i) Start of an incident (ii) updates when there is a change in status (iii) End of an incident.  
Min. = 3nos.
- (b) Format : <Time> : <New or U/D> : <Type of incident> : <Location> : <Actions taken> : <Impact of incident>  
E.g. 0650hrs : New – Accident CTE(AYE) aft PIE(Changi) on Ln 1. TP & TW informed. Congestion 4km up to AMK Ave 1