



Scarborough Fire Department
Scarborough, Maine
Standard Operating Guidelines



Book:	Emergency Operations
Chapter:	Haz-Mat / WMD / Terrorism Emergencies
Subject:	3800 – Active Shooter - Hostile Threat Events
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PURPOSE

This policy is intended to provide the guidelines and benchmarks for incident command of an Active Shooter - Hostile Threat Incident (ASHTER) or criminal mass casualty incident. It is critical that all public safety responders work together, with a strong focus on the use of the Incident Command System (ICS) to implement the procedures outlined in this policy. These guidelines are to assist the fire department in making decisions and taking actions while operating in a Unified Command mode with law enforcement and other agencies. It is intended to balance responder safety while maximizing rapid medical care to patients who may be suffering grave injuries.

POLICY

The Scarborough Fire Department will operate in a Unified Command process with law enforcement and other agencies. We will respond to active threat incidents with an initial assignment of 3 ambulances, 2 engines, Squad 7, the on duty officer (C7), and the Command Van.

A Fire Department Command Officer must be included in the Unified Command structure at the Command Post. Their primary role is to assure fire/EMS personnel work in as safe as possible environment while understanding the need for rapid patient extraction, triage, treatment and transport.

SCOPE

Given the potential that any member could fill the role of the fire department representative to the command post for a period of time, this policy applies to all department members regardless of assignment or EMS license level.

DEFINITIONS

Building Identification Nomenclature - Fire/EMS personnel will follow National Incident Management System (NIMS) as outlined in Policy #1125 and others.

Casualty Collection Point (CCP) - A location, outside the hot zone of an incident scene, where casualties are assembled for triage, treatment and evacuation to a loading area. This location is likely to be in the warm zone but should be secured by law enforcement prior to use. IC will assign a CCP Leader.

Clear - An area that Law Enforcement has searched and does not contain an apparent immediate threat.

Cold Zone - The area where no threat exists. (Evacuation Care, Transport or Staging, Command Post).

Force Protection - An armed law enforcement officer(s) whose job is to solely lead and protect an EMS team or individual in a warm zone.

Forward Operating Base – A location that is established early in the incident that provides a tactical position for Law Enforcement to best coordinate incoming resources in an area that is reasonably believed to be secure. It further provides a communication point between unified command, law enforcement’s contact teams and the CCP leader.

Hot Zone - is the area where a direct and immediate threat exists. Law Enforcement only.

Rescue Task Force (RTF) - A team (made up of fire/EMS and Law Enforcement personnel) deployed to provide wound care to victims and removing the injured in a rapid manner to the Casualty Collection Point all while wearing Ballistic Protective Equipment (PPE) and under the protection of Law Enforcement personnel.

Secure - An area that has been checked by Law Enforcement and is believed to be absent of any threats.

Staging Area – A location established where resources can be placed while awaiting a tactical assignment.

~ Level 1 staging - Uncommitted units parked on the scene of incidents while awaiting tactical assignments.

~ Level 2 staging - A remote staging location where uncommitted resources await tactical assignments. Level 2 staging is remote to the incident scene within a 3 minute response and located in an area that is out of the way, not exposed to the incident’s hazards.

Warm Zone - The area that has been cleared by Law Enforcement, remains under armed protection and is believed to be reasonably secured. (Tactical Field Care, RTFs, CCP)

PROCEDURES

- A. Initial Fire Command Response Tasks (in order):
 - a. Obtain an Active Threat Unified Command Check Sheet
 - b. Assign responding fire/EMS units and personnel to a Level 1 staging area.
 - c. Assign a Level 1 Staging Officer to carry out the functions outlined on the Active Threat Level 1 Staging Officer Checklist.
 - d. Assign units a radio frequency for each function (Staging, CCP, FOB, etc.)
 - e. Communicate with the Law Enforcement Incident Commander in order to establish a Command Post for Unified Command purposes.
 - f. Establish and communicate work areas prior to deploying any fire/EMS resources from staging.
 - g. Confirm the presence and number of victims and casualties.

- h. Notify REMIS (Regional Emergency Medical Information Service – 207-662-2950) early with preliminary information on victim/patient status (Numbers of adults/children).
 - i. Request strike team(s) of ambulances based on 3 ambulances to a tier and the number of reported patients, to a Level 2 staging area. (Consider Life Flight).
 - j. Unified Command will assign a CCP Leader (EMS Operations Officer)
 - k. A CCP location will be established by the FOB Leader (Law Enforcement Operations Officer) who will meet with the CCP Leader who then:
 - i. Coordinates the removal method of victims to a CCP with the FOB Leader.
 - ii. Establishes and oversees the MCI functions outlined in SOP #3430.
 - iii. Communicates with Law Enforcement to ensure that the CCP is reasonably cleared and remains secured until all patients and fire/EMS personnel are returned to the cold zone.
 - iv. Assures the CCP is large enough to contain all injured victims and has exterior ingress/egress for patient loading activities.
 - l. The Level 1 Staging Officer will assign the following to the CCP (as needed):
 - i. The MCI positions as outlined in SOP # 3430 Mass Casualty Incident Plan.
 - ii. An Ambulance Traffic Control person to organize ambulance traffic flow on scene.
 - iii. Up to 6 SFD members (3 Rescue Task Force teams) from the responding fire/EMS apparatus to become the Rescue Task Force in the event it is requested.
 - m. Assure a Safety Plan has been established including Accountability, radio frequency assignment, Force Protection for ingress/egress areas, CCP and or RTF(s).
 - n. Fire/EMS personnel will ask Law Enforcement personnel to search victims delivered to the CCP for any weapons. If during the course of providing care a weapon is found, Fire/EMS personnel will notify Law Enforcement.
 - o. When safe to do so, assign crews to respond to the scene and meet the CCP Leader. If possible, have crews group up on apparatus so only the ambulances, Squad 7, the 1st due engine respond to minimize vehicle congestion.
 - p. Assign a Level 2 staging officer who will:
 - i. Assure units have switched to the assigned operational frequency
 - ii. Maintain a log of the responding unit(s) ID and number of personnel assigned to it.
 - iii. Assign resources to Operations as requested.
 - q. A logistics section may need to be assigned by the UC to replenish supplies as needed.
- B. On Scene Operations
- a. Assure that the CCP is staffed with qualified EMS providers as outlined in the Staging Officer's Checklist who will rapidly:
 - i. Triage patients at the entry point of the CCP
 - ii. Treat for any life threatening injuries (airway, gross hemorrhage, chest/lung injury, etc.) and
 - iii. Prepare the injured for transport.
- C. Victim Removal Operations (in order of preference)
- a. Law Enforcement Extraction
 - i. LE personnel, whenever possible, will be responsible for delivering all patients to the CCP unless decided otherwise by the UC.

b. Rescue Task Force

- i. RTF teams will be requested from the FOB leader in consultation with the CCP Leader based on the need to use this method of victim triage, treatment, and extraction over other options listed above.
- ii. The decision to deploy this method must be approved by UC.
- iii. With approval to deploy the RTF method, the CCP Leader must assure the MCI roles in the CCP are back filled if need be.
- iv. The Staging Officer will assign each team a number designation (example RTF Team 1).
- v. RTF members must be wearing a properly fitted ballistic vest, safety glasses and helmet at all times during the incident.
- vi. The RTF team members will report to the FOB and CCP leaders prior to deployment into the work area.
- vii. The RTF team members shall communicate with the CCP leader on the assigned channel as outlined in the Department's ICS 205.
- viii. The RTF team should consist of no less than 2 SFD trained members and no less than 1 LE officer.
- ix. The RTF teams will rapidly triage and treat all presenting patients until their supplies are depleted. If all patients have not been treated and triaged at this point, the RTF teams will retreat, and a 2nd RTF will be deployed. If this happens the team should evacuate a patient(s) if possible.
- x. When available additional RTF teams should be deployed to expedite this process.
- xi. Once all patients have been triaged, the additional RTF teams will be assigned to rapidly evacuate them to the CCP.
- xii. The operational terminology for RTF movements will be agreed upon by the members prior to deployment.
- xiii. The team must always move as a team and not separate.

D. Other

a. Dealing with Fire Alarm Activation

- i. When requested by Unified Command, a fire department member may be assigned to silence an active fire alarm.
- ii. Before an alarm is silenced, Unified Command must be reasonably assured there is no fire, smoke or other hazardous conditions present.
- iii. The location of the alarm panel must be identified in advance and if in a hazard zone, LE protection should be provided as necessary or they may be given the Knox box key.

b. Dealing with Fire and Smoke Conditions

- i. A risk/benefit analysis must take into consideration the loss due to fire weighed against the risk of violence toward 1st responders.
- ii. Whenever possible the use of sprinkler systems and or exterior defensive tactics should be employed until the scene is deemed safe.

E. Media Interactions

- a. Unified Command should assign a Public Information Officer (PIO) and prepare a message agreed upon by the members of all agencies involved. A media staging location away from the scene in the cold zone should be established.

F. Demobilization

- a. Fire/EMS personnel and apparatus must be released by Unified Command.

- b. A Personnel Accountability Report (PAR) must be conducted before personnel are released from the scene.
- c. Critical Incident Response: The level of Critical Incident Stress Management response will follow SOP 1380 - Peer Support Team and Critical Incident Response.

RESPONSIBILITIES

- A. It is the responsibility of fire/EMS personnel operating at an Active Threat - Hostile Event Incident scene to assure they have department ID and clearly identifying apparel on before entering the staging area.
- B. It is the responsibility of the law enforcement and fire/EMS administration to establish Unified Command as soon as possible in order to make joint decisions that will allow safe and efficient management of the operation.
- C. It is the responsibility of the members of the Unified Command team to follow the appropriate check lists to meet the stated objectives.
- D. It is the responsibility of the RTF team members to assure that they have donned properly fitted ballistic gear and medical equipment prior to meeting with the FOB/CCP leaders.
- E. It is the responsibility of the FOB leader to select an appropriate CCP location.
- F. It is the responsibility of the CCP leader to coordinate with the FOB leader to establish the needs of the CCP and assign fire/EMS resources as appropriate.
- G. It is the responsibility of the members of the CCP to carry out the functions as outlined in an MCI.
- H. It is the responsibility of the Staging Officer to complete the tasks as outlined on the Staging Officer Check Sheet.
- I. It is the responsibility of the members of the Unified Command team to deploy any necessary Critical Incident Stress Debriefing prior to releasing personnel from the incident.

REFERENCES

- A. Arlington Fire Department
- B. Hillsborough Police and Fire Departments
- C. GH Armor Systems
- D. DHS - 1st Responder Guide for Improving Survivability in Improvised Explosive Device and / or Active Shooter Incidents
- E. Spokane Fire Department
- F. Tactical Combat Casualty Care Quick Reference Guide, 1st Edition
- G. NFPA 3000

Unified Command Check Sheet

Joint Law Enforcement and Fire/EMS

- Form a Joint **Unified Command Post** (including command level staff from LE, Fire/EMS, school officials, business, State & Federal Agencies, etc.) in a safe, secure location with good radio/mobile data communications and view of operations used for UC operational planning.
- Provide initial **scene security** ASAP. (Use of Fire/Police, PWD, etc.)
- Identify Law Enforcement units already on scene, their location and function.
- Assign **radio frequencies** (inter-operable, dispatch, staging, etc.) for each sector or operation
- Assign a Level 1 Staging Location and Officer(s) (One for fire/EMS, one for LE).
- Request **Command Van** and **2 Incident Dispatchers** to report to the Command Post.
- Assure all members of the Unified Command **jointly decide** on tactical objectives that are: timely, as safe as possible, and are clearly communicated and understood.
- Assure all available **intelligence** is gathered and shared before any operations commence.
- The Law Enforcement Operations Leader **establishes a FOB**, becomes the **FOB Leader** who then advises UC of its leader, location and recommends to UC **a safe and secured location for the CCP** as well as entry and egress points to the scene.
- Unified Command assigns a CCP Leader who will meet with the FOB Leader.
- Unified Command contacts REMIS (**Regional Emergency Medical Information Service-207-662-2950**) at Maine Medical Center for early notification of MCI incident.
- Establish a **Level II** (distant from the scene) **staging** location as necessary for any (Fire/EMS units, School Department, Law Enforcement, etc.) resources/personnel not immediately needed, assigns a radio frequency and a staging officer.
- Establish **contact with key site specific personnel** (store manager, school principal, etc.).
- Establish **Media Staging** area and assign a Public Information Officers (face to face or cell phone communications only).
- Notify the communications center to provide **back fill fire/EMS and Law Enforcement** coverage for non-incident related emergency calls for service.
- Contact **additional resources** as needed (Mutual Aid for staffing rotation, lighting, toilets, hydration – food, etc.)
- Establish a **family reunification site**, assign a **Law Enforcement** officer, and fire/EMS personnel.
- Unified Command works with schools / businesses for **transportation of non-injured** to a reunification location.
- Notify Cumberland County EMA.
- Maintain a **running log** of times, personnel accountability (name, agency, location) and current status of operations. Additionally track and record information for After Action Review, investigations, finances, etc.

- Plan for **long term continued operations** (integration of State and Federal assets, ongoing media presence, preservation of evidence, counseling support, staffing needs, personnel rehabilitation/relief, supplies, etc.)

Fire/EMS

- Establish benchmark times for maximum victim survival.
- Determine the need for the **formation and deployment** of an **RTF**
- Establish a **Level I ambulance staging area**, ambulance **traffic flow**, and assure that the **Staging Officer** has assigned an ambulance “traffic control officer” who reports to the EMS Loading Officer.
- Casualty Collection Point leader should provide Unified Command with **frequent patient / casualty updates**.
- Provide frequent patient **update to Regional Emergency Medical Information Services**.

Law Enforcement

- Request of the **FOB** that a **Casualty Collection Point (CCP) be established** in a safe, secured (w/armed L.E.) location that is accessible to ambulances.
- Provide for and assist with **safe patient evacuation**.
- Provide for safe **insertion of Fire/EMS** personnel.
- Request SWAT / ESU, resources and apparatus as appropriate.
- Assist school / business with **evacuation** of students / employees as necessary.
- Establish **safe area** for **interviewing witnesses** who are not injured
- Assign officers or detectives to interview** those injured who are transported to the hospital.