The material contained within this document is the result of a collaborative effort between many law enforcement and fire/EMS agencies throughout Walworth County. It is intended to serve as a template or foundation to assist an individual municipality or collaborating municipalities in determining the irrespective needs in response to incidents involving active shooters or aggressors. It is in no way meant to serve as the defining document for any one agency or recommended practice. Agencies must carefully evaluate their own specific needs and develop operational guidelines, practices and procedures that best serve their situation considering, above all else, the safety and welfare of both civilians and emergency responders. It is imperative that law enforcement and fire/EMS agencies engage in this dialogue and develop and train their response procedures proactively.
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PURPOSE

Mass casualties and other life threatening injuries during a violent event, such as an active shooter event, presents difficult situation for law enforcement and EMS/Fire to both address the threat and quickly respond to the victim(s) in order to render aid and save lives.

The purpose of this policy is to identify guidelines, procedures and tactics that will assist law enforcement and EMS/Fire in working as a team in order to respond to these situations and optimally provide victim contact within ten (10) minutes and victim transport within sixty (60) minutes in order to maximize victim survival.

GUIDELINE

This guideline recognizes the need for the integration of law enforcement and EMS/Fire resources in order to provide life saving measures during an ongoing active shooter incident or similar type of violent event; whereby law enforcement provides a protection element for EMS/Fire personnel in order to get them directly to the injured person(s) for treatment and/or evacuation. This integration of law enforcement and EMS/Fire resources is recognized as a Rescue Task Force.

DEFINITIONS

A. **Active Shooter / Mass Casualty Incident**: A crime scene that has injured people in need of treatment, rescue, and expedient evacuation.

B. **Ambulance Exchange Point**: A specific location where an ambulance is sent to pick up evacuated casualties from a team operating in the Warm Zone. The ambulance may or may not transport directly to a hospital after picking up casualties.

C. **Ballistic Protection Equipment (BPE)**: A Level IIIA (minimum) ballistic vest with a “Police” or “RESCUE” patch on the front and back, and a Level III ballistic helmet.

D. **Casualty Collection Point**: A location designated for the holding, further assessment and treatment of casualties. A secure area within the warm zone. An ideal CCP has cover and concealment.

E. **Clear, but not secure (primary)**: Clear means an area is clear of the suspect only. Clear does not mean an area is clear of victims. It is an area currently absent of a known threat. Law enforcement has passed through; however, a deliberate search has not been conducted to guarantee life safety.

F. **Cold Zone**: A secure area.
**RESCUE TASK FORCE**

*Standard Operating Guidance Document*

G. **Concealment:** Protection from observation.

H. **Contact Team:** Law enforcement strike team responsible for stopping the suspect. Shall locate and mark secondary devices. Shall callout the number of victims.

I. **Cover:** Protection from direct fire or an explosion.

J. **Distant Staging:** Staging that will keep the bulk personnel and equipment at a safe distance from the theater of operations, thus minimizing the potential dangers that exist in the hot and warm zones. Members will exit Distant Staging and progress to Link-Up Location in anticipation of becoming a member of a Rescue Task Force (RTF) where they then can be moved to Forward Staging.

K. **Duress Signal:** Using common English, to advise of an injury, and how it occurred.

L. **Entry Corridor:** Path from the **Cold Zone** to the **Warm Zone.** An established path to a location that has security measures in place. An Entry Corridor is generally utilized to move to an affected site or to leave a site and/or evacuate injured from the site.

M. **Forward Staging:** An aggressive staging position for Rescue Task Force operations (once the Rescue Element and Protection Element have been linked up).

N. **Hot Zone:** An area that contains an immediate threat to life safety. A **Warm Zone** could quickly become a **Hot Zone** and vice versa.

O. **IFAK** (Individual First Aid Kit) **Minimum:**
   - 2 Combat Application Tourniquets (CAT or Soft T wide)
   - 2, 28-Fr/9.3 mm Nasopharyngeal Airways (NPA)
   - 2 Israeli bandages or Olaese bandages
   - 2 – Chest Seals
   - 2 – Combat gauze
   - Sharpie marker
   - Tape
   - Multiple gloves

P. **Leapfrog:** To move ahead of each other in turn; to advance by keeping one **RTF** in action while moving the other **RTF** past it to a position farther in front. Also referred to as bounding over watch.

Q. **Level 1 Staging:** A **clear** staging position for EMS operations usually out of the line-of-sight of the threat.
R. Level 2 Staging: A secure staging position for Fire/EMS operations. Normally some distance from the event and large enough to accommodate a significant number of apparatus.

S. Link Up Location: A location where the Rescue Element and the Protection Element meet up and form a Rescue Task Force.

T. Protective Element: Minimum of two law enforcement officers. One of which may be the RTF Team Leader.

U. Rescue Element: A minimum of two EMS personnel with BPE/IFAK. Takes direction from and provides information to the Team Leader.

V. Rescue Task Force (RTF): A team with three elements (Team Leader – Law Enforcement, Protective Element – Law Enforcement, and Rescue Element – EMS). The RTF enters the Warm Zone to execute TECC techniques and to rapidly extricate the wounded. Although operating as one unit, the RTF may simultaneously communicate on two radio channels.

W. Tactical/Triage Group: officers assigned by the Incident Commander who is tasked with assembling the RTF and the components of the RTF process, such as identifying and implementing the entry corridor and coordinating with police and fire for deployment.

X. Secure (secondary): A detailed and deliberate search of an entire area is concluded and it is safe from the suspect and from secondary devices. Law enforcement remains in the area.

Y. Security Measures – Any means utilized to reduce the amount of dangers or hazards to 1st responders and victims in a specific area or location. This can include, but is not limited to, cover, concealment, ballistic shields, law enforcement officers with lethal weapons, vehicles, armored vehicles, positioning, teams utilizing Protection Element, movement, etc.

Z. Team Leader: Directs the RTF maneuvers. Law enforcement individual. Team Leader receives direction from the Rescue Element with regards to medical actions necessary.

AA. TECC: Tactical Emergency Casualty Care.

AA. Treatment Bags/Drop Bags: Contain additional equipment and supplies capable of treating additional victims and can either be used in conjunction with or in replace of IFAK kits.
BB. **Triage:** Standard victim sort in the **Cold Zone.** Under the direction from the Medical Group Supervisor.

CC. **Warm Zone:** An area that is *clear, but not secure.* A **Warm Zone** could quickly become a **Hot Zone** and vice versa.

### PROCEDURES

#### Rescue Task Force Thresholds

Prior to the deployment of a Rescue Task Force, specific thresholds must be met. These thresholds include:

- A. Injuries are being reported.
- B. An entry corridor or perimeter has been established.
- C. A warm zone has been identified.
- D. The RTF Team Leader, Protection Element and Rescue Element personnel have been identified and equipped, and have been assigned by Unified Command. All elements must be in contact with their respective command structure via radio.

#### Hierarchy of Response Responsibilities and Responsible Party

**Follow C3 Pathways Active Shooter Incident Management Checklist**

- A. **Stop the Shooter or Threat (Contact Teams):** Law Enforcement
- B. **Establish a RTF:** Law Enforcement/Fire Service
- C. **Establish a Perimeter / Protection Corridor:** Law Enforcement
- D. **Protection Element:** Law Enforcement
- E. **Rescue Injured:** Based upon the circumstances and numbers of injured persons this could be either a Law Enforcement response Fire Personnel assigned to a Rescue Task Force
- F. **Staging:** Fire Personnel (Primary); Law Enforcement (Secondary)
Command and Control

Although quick response to stop the shooter coupled with a quick response to the injured needs are the two primary goals of first responders during an active shooter, command and control needs to be set up early in the incident to allow resource and personnel to be as effective as possible. Active shooter incidents command and control (ICS) should be established and driven from the bottom up, meaning your command element will be established with one initial incident commander (the 5th arriving officer) and then built up and expanded out as supervisors and other command elements arrive on scene. The following are best practices regarding command and control that agencies should look to practice and implement to achieve superior results.

First Arriving Law Enforcement Officer:
- Size up and report situation.
- Identify danger zone and communicate.
- Establish initial command – “I have command”
- Engage – enter or wait for others depending on agency training/policy/procedure.

Second – 4th Arriving Law Enforcement Officers:
- Communicate with command
- Form – up contact team
- Move – to – contact shooter

5th Arriving Law Enforcement Officer (5th Officer Concept)
- Get briefed on situation (verbal over radio)
- Assume Command
- Set Staging location (For incoming resources)
- Get situation awareness
- Assign more contact teams if needed
- Begin plan for introduction of rescue task force

First Arriving Law Enforcement Supervisor (Or Designee)
- Get briefed on situation (verbal over radio)
- Assume Command
- Designate “5th Officer” as Tactical Group Supervisor
- Assign STAGING Manager
- Assign Perimeter Group Supervisor
- Assign medical branch to EMS
Second Law Enforcement Supervisor

- Get briefed on situation (verbal over radio)
- Assume Command
- Designate First Law Enforcement Supervisor as Law Enforcement Branch

**Intelligence Section** – It is recommended that an officer or Detective be assigned as soon as possible to start vetting intelligence that will be pouring into an already overwhelmed dispatch center and coordinate feeding that information (shooter location description, location of injured, etc.) to the incident commander.

**Staging Location** – Staging should be co-located with police and fire in the same general area. Fire police should have their own designated locations within the identified staging area so police vehicles do not park in fire apparatus that will need to be moved.

*This concept and breakdown of incident management for an active shooter is derived from C3 Pathways*

**Contact Teams**
The first responding officers shall form a contact team whose duty is to go in immediate pursuit to stop the active killing incident by arrest, containment or use of force. Priority is to make contact with the suspect(s) and stop their deadly behavior. This is, solely, the responsibility of law enforcement.

**Key Elements of Contact Team:**

1. **Locate, suppress, and neutralize an active threat**
2. Locate, identify, and **communicate** secondary devices
3. Locate, identify, and **communicate** injured persons
   - It is **NOT** the duty of the Contact Team to investigate secondary devices.
   - It is **NOT** the duty of the Contact Team to assess and treat injured persons.

   Contact Team(s) will utilize **Rapid Deployment** in order to eliminate an active threat.

   The swift and immediate deployment of law enforcement resources to an active shooter where failure to take immediate action could result in death or great bodily harm to innocent persons.
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Contact Team Procedure:

A. RESPONSE

1. The Supervisor or officer assuming command should coordinate officers’ response as they arrive, so a team can immediately be assembled and entry can be made, if appropriate. A location shall be identified where squads should initially attempt to assemble and linkup.

2. Don’t wait 2-3 minutes for back up. Statistically, the duration of an active shooter is very short and numerous people can and will die in a very short time if action is not taken. Single officer to multiple officer response as necessary.

3. There are two tasks/clocks in an active shooter incident that are extremely time sensitive.
   a. First—the “shooter’s clock”. Contact teams to stop the shooter. The more time a shooter goes unstopped, the more casualties that result.
   b. Second—the “victims’ clock”. Those who are injured need to be treated in an advanced life support facility within 60 minutes of injury. Therefore, our goal is to have a warm zone/Casualty Collection Point established in affected location or structure within 10 minutes of notification of shooting.

B. INITIAL ARRIVAL

1. Cautiously proceed toward reported location looking for signs of ambush, booby traps or I.E.D.’s.

2. Attempt to identify the cause of the violent event/mass casualty.

3. Officers should utilize appropriate tactical principles such as bounding over watch (leap frog), expanded diamond and column formations to move, with some degree of security measures in place while moving from rally points/squads to location of violent event.

4. Initially, take up a position of cover (observation point) with a rifle and cover the building/location for assault directed from the target location or nearby vehicles. Officers should observe the situation, orientate, and decide on best course of action, then proceed to act.
RESCUE TASK FORCE
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5. Direct individuals exiting the building to keep their hands up above their head and follow officers’ directions away from affected areas, to a safe victim/witness rally point/location.

6. Identify link up point and the safest route in for responding squads. Broadcast location to others.

7. Identify safest route in and staging location for EMS ambulances (which will provide cover but quick access to site—cold zone). Broadcast location. Dispatch shall notify EMS of staging location.

8. Visually identify location of possible entry point. Officers should attempt to stay away from main entrances, if possible, as these are places where the suspect(s) may setup barricades, explosives or an ambush.

9. Upon approach, officer(s) should be constantly aware of explosive devices in vehicles, as well as any booby traps on and within site.

10. Once initial officer(s) believe they have enough or specific officers needed, entry should be made. However, time equals lives — single officer or two officer response maybe necessary depending on the circumstances.

11. Initial officers should not change their active shooter response (form up and go in) just because they do not currently hear active gunfire or there is a time delay of when shots were last reportedly heard. This time delay by itself does not negate the need for an immediate response. If you have numerous reports of an active shooter a response is still required, but should be done so with caution.

12. The perpetrator may be using other weapons or his or her shots may not be audible because of size and/or location of shooter. If officers have made entry and the driving force (gunfire) has stopped or you can not locate it, officers should utilize the SIM Concept (ALERRT).

SIM – Security – Maintain and secure ground gained.
Immediate Action Plan – Plan if shots are fired or threat identified what will the team do.
Medical – Treat and remove victims to a possible location for future casualty collection.
The concept of SIM versus contact teams that keep searching the entire building and then treat victims when studied side by side found that SIM got to victims 14 minutes faster and can save lives.

**Sight, Sound or Intelligence** - If you have information from any of these three, contact teams should continue to move to contact the shooter. Without sight, sound or intelligence of an active shooter contact teams should utilize SIM Concept.

13. If subject barricades or takes a hostage, officers should transition to a hostage/barricade situation and request additional resources as necessary.

**C. CONTACT TEAM DEPLOYMENT**

1. Contact Teams should equip themselves according to agency protocol and equipment available. **CONSIDERATION:** Agencies should consider inserting equipment based upon what is available, emphasizing storage of such equipment so that it is ready for rapid deployment. Additionally, agencies should consider access to school keys, maps/floor plans and other tools that may assist and listing such in this section.

2. Designate a Team Leader for the Contact Team.

3. Initial Entry Teams/Contact Teams should broadcast their entry point location and who is entering with Team. **Incident Command and Dispatch** should be tracking entry point so additional squads can join up for traditional active shooter response.

4. If more Contact Teams make entry at different times and points of entry, the Teams’ location and direction of movement should be communicated between all Contact Teams to avoid friendly fire situations.

5. Move with 360 degrees of coverage.

6. Continue past victim(s), but **relate their locations to Incident Command and Dispatch for Rescue Task Force deployment.**

7. Safely continue past explosives, if possible, but relay the locations to Incident Command – **Reminder:** RF frequencies from some handheld radios can set off explosives.
RESCUE TASK FORCE  
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8. Communicate progress to Incident Command.

9. If the shots and screaming stop and the location of the active shooter is unknown, begin slow, transition to SIM Concept.
   - Security
   - Immediate Action Drill Plan
   - Medical – Treat and remove injured

   a. If the incident transitions to a static situation where the location of the suspect(s) is known and gunfire has stopped, establish an inner perimeter around the suspect location and advise the IC.

PROTECTION ELEMENT – The RTF police officers, at a minimum of 2, will, at all times, provide direct protection for the EMS participants in the RTF. At NO time, for any reason, will officers leave EMS. **Priority of the Protection Element is to provide security for EMS as they treat and/or evacuate injured persons.**

Protection element tasks include:

- Establish a protection corridor and Warm Zone.

**Key Responsibilities** for the Protection Element:

1. Establish and guard the entry corridor and casualty collection points.

2. Escort RTF EMS, through the entry corridor, into warm zones.

3. Provide security for RTF EMS, while EMS treats injured subjects.

4. Provide security for RTF EMS, while evacuating subjects.

5. **It is NOT the duty of the Protection Element to seek out and engage the active threat.**

6. **It IS the duty of the Protection Element to provide security for EMS and defend against any sudden threats to the RTF.**
RESOLVE TASK FORCE
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Protection Element Procedure:

1. Rescue Task Force Teams shall have, at a minimum, 2 law enforcement officers with lethal cover making up its Protection Element when escorting fire personnel to give adequate security.

2. General formation is one Protection Element officer up front covering 180 degrees of front and one Protection Element officer in rear covering 180 degrees to rear. When possible, assigning more Protection Element personnel to Rescue Task Force Teams is preferred (4-person protection element is the optimal staffing).

3. During injury retrieval, the Protection Element shall be tasked with EMS covering/security as first priority. However, the Protection Element officers must also prepare for new, active threats, at all times.

4. Rescuers may be tasked with treating and assisting, carrying, dragging injured back to Casualty Collection Point with security from the Protection Element officers.

5. To maintain the highest level of effectiveness, safety and efficiency, law enforcement and EMS personnel are tasked with the responsibilities and objectives that they are trained and skilled in (operate in your lane/expertise while working side-by-side and in conjunction with other disciplines). EMS treat and conduct injury care, Law Enforcement provide security and deal with threats.

6. Injury retrieval security, when possible, should be enhanced by placing static Protection Element personnel along hallways (long cover) and at strategic locations (hallway junctions, overview locations, etc.) throughout the structure to reduce threats and improve security measures.

Evacuation of External Injured

1. Rescue Task Force Teams (Consisting of Fire/EMS and Law Enforcement)
   a. The goal is to get all injured to a medical facility for advanced medical treatment within 60 minutes of notification of an active shooter.
   b. All Rescue Task Forces should generally consist of the following positions (Figures 1-4 illustrate the possible staffing configurations for RTF):

   1) Protection Element (L.E.) - Provide security measures for Injury Rescue Task Force.
2) Rescuer/EMS/F.F. (EMS or L.E.) – Tasked with rendering aid and removing injured.
3) Rescue Task Force Team Leader (L.E.) – Coordinate and direct Rescue Task Force in its tasks.

Figure 1: Two-person Protection Element and two-person Rescue Element configuration.

Figure 2: Three-person Protection Element and two-person Rescue Element configuration.
Figure 3: Four-person Protection Element and two-person Rescue Element configuration.

Figure 4: Four-person Protection Element and four-person Rescue Element configuration.
c. All Rescue Task Forces should have a designated Team Leader (law enforcement) to reduce confusion and minimize needless communication. The Team Leader should generally handle all communication with the Tactical Group (co-located with Triage group) unless communication responsibilities are reassigned within the Team. The Rescue Task Force Team Leader is tasked with coordination and direction of Rescue Task Force and its assignment/s.

d. All Rescue Task Forces shall have law enforcement officers assigned to be the Team’s Protection Element. The Protection Element will provide security measures for the Rescue Task Force.

e. A Rescue Task Force has Emergency Medical Services (EMS) or Firefighters (F.F.) assigned to the Team as “Rescuers” - ALL UNARMED RESCUERS (EMS/F.F.) MUST HAVE MEMBERS OF THE PROTECTION ELEMENT (L.E.) PHYSICALLY WITH THEM PROVIDING SECURITY MEASURES AT ALL TIMES WHILE IN THE WARM AND HOT ZONES OF AN INCIDENT. The only time EMS and F.F. can be without an assigned Protection Element physically with them is when they are in the cold zones (i.e., staging areas). If you are assigned to a Protection Element for F.F. or E.M.S., you shall not physically leave them at any time while they are in the warm or hot zone.

f. The preferred vehicle and method for movement of EMS personnel/Rescue Task Force, victims and injured in “hot” and “warm zones” is an armored vehicle.

g. If the Rescue Task Force Team is utilizing multiple squads/vehicles for a vehicular injury evacuation, a team can assign Squad (Team) Leaders to each vehicle to coordinate that vehicle’s response and actions. All Squad Leaders report directly to the Tactical Group (co-located with Triage Group)

h. When a Rescue Task Force is set up for vehicular injury evacuations in diagrams A, B, C and D as seen below, the Protection Element will utilize their firearms to cover their respective arcs of coverage. During this time, it may become necessary for them to use lethal force by firing their weapons at the threat from either a stationary or moving vehicle.

2. Victims that are injured but ambulatory should be directed—verbally or with hand motions—to move to a perimeter position or in a safe direction away from the building structure. Those victims evacuated from the site need to be gathered and interviewed at a later time.

3. The location of where injured are being initially evacuated to must be communicated to Incident Command so Fire/EMS/Ambulance personnel can be made aware.

4. See below list for tactics that can be utilized for evacuating external injured.

Entry Corridor

A. The first step in recovering internal or external injured victims is identifying and establishing and maintaining an Entry Corridor.

B. Protection Element shall communicate the establishment of the entry corridor with Contact Teams so as to not create a friendly fire situation.

Figure 5: Entry Corridor Illustration
Casualty Collection Point

A. Depending on the size, structure layout and location of victims the incident commander can decide to use more than one casualty collection point.

B. The Casualty Collection Point can be located externally (Not indoors)(examples would be parking lot, an intersection that has been blocked off, etc.) considerations should be given to length of operation, weather conditions, media access to photographing injured, etc.

C. The Casualty Collection Point can also be located directly inside a structure that has experienced an active shooter or in a nearby structure close to a building that was involved in an active shooter.

D. Security of Casualty Collection Point

1. All Casualty Collection Points (CCP) shall have security measures in place while the location is occupied and being utilized.

2. Whenever possible, Protection Teams should attempt to have, at a minimum, two turns/corners with assigned Protection Teams covering those turns/corners between Casualty Collection Point and possible threat/s.

3. The degree and level of security measures should be appropriate to the location, logistics and possible threats to those working in and around the Casualty Collection Point.

4. The Incident Commander and or assigned Casualty Collection Point Coordinator are responsible for ensuring security measures and protective elements are in place in and around the CCP.

E. Responsibility for Establishment of Casualty Collection Point.

1. The Incident Commander and or the Contact Teams are responsible for the establishment of the Casualty Collection Point.

2. The Casualty Collection Point goal establishment time frame is within 10 minutes of officers arriving on scene.

F. Internal Casualty Collection Point

1. Identify the side of the building with an access door that has the least amount of windows (to minimize taking fire upon approach).
2. Identify the side of the building that has geographic barriers that can be used as cover and concealment for best approach.

3. Identify the side of the building that minimizes the time and distance Rescue Task Force will have to transverse to get to the site.

4. Many times a casualty collection point will be a location where the largest numbers of injured are found and its location may be dictated to you.

G. Utilize Entry Corridor to access Casualty Collection Point Location.

1. Prior to any Rescue Task Force approaching or entering the building, a designated Rescue Protection Element (law enforcement only strike team) will make their way to the structure and make entry securing the designated Rescue Task Force entry location and securing a designated Casualty Collection Point.

2. The Rescue Protection Element, if possible, should take complete control of the designated side of the building or all windows and doors facing the approach of Rescue Task Force to increase the security of the Protection Corridor.

H. Establishment of Casualty Collection Point inside a Structure

1. Upon making entry into structure, place law enforcement in cover/protection positions and begin establishing a stronghold within structure. This stronghold will be known as the Casualty Collection Point.

2. General Casualty Collection Point security measure guideline is to have, at a minimum, two corners/turns with assigned Protection Element at each corner/turn between the location where emergency medical services can conduct tactical emergency casualty care (TECC) and remainder of hot zone. This creates a layered protection approach that enhances the level of protection provided for those in the Casualty Collection Point.

3. Once security measures are put in place, advise the Tactical Group (co-located with Triage group) that the Casualty Collection Point is secure and ready to accept the remainder of the Rescue Task Force Team which is EMS / F.F. and their Protection Element.

4. The remainder of the Rescue Task Force Team (EMS/F.F. with its Protection Element) can then move through the Protection Corridor to the Casualty Collection Point to begin treating and evacuating the injured.
Core Concepts of Rescue Task Force

1. Golden Rule of RTF – Protection Element shall not at any time leave Fire and EMS personnel unguarded while in the warm and hot zones. The only place Fire and EMS may be without protection element is in the cold zone.

2. Protective Elements positions assigned to an RTF need to constantly monitor for threats and place protective elements where most needed. Protection of an RTF is fluid and can be constantly changing therefore Protection Elements need to be able to flex and flow around RTF filling those gaps. For example approaching a building you may not need a rear guard as much as you need front cover from multiple angels, therefore in this example the rear guard may rotate forward and assist on front cover until needed at rear guard. It is critical that Protection Elements do not forget their original assigned location because when that area needs cover it is the assigned Protection Element responsibility.

3. Verbal commands within RTF should be loudly and twice due to noise, confusion, possible fire alarms sounding and chaos of situation.

4. Team communication is critical to keep the team working as a cohesive unit and maximize its abilities.

**Consideration:** In order to keep the team movement integrity, it is suggested that agencies adopt a plain speak communication that addresses this. Numbers 5-7 are the recommended action messages.

5. Point or Lead Protective L.E. will request act – “READY TO MOVE”

6. Rear Protective L.E. will initiate act -“MOVE”

7. Point or Lead Protection L.E. will confirm –“MOVING”

8. RTF Team Leader should be identified prior to entry and can be located in different positions depending on team makeup.

9. **Two main action commands on RTF for interior team movements:**
   a. Fire remaining with the team; or
   b. Fire posting (with protection) while Protection Element perform task (e.g., clear room).
   c. Use plain speak communication.
Law Enforcement Responsibilities
Prior to the deployment of a Rescue Task Force, specific thresholds must be met. These thresholds include:

A. There are confirmed injuries and number of injured

B. **Unified Command must be established prior to deploying the RTF.** U/C maybe established initially via radio but ultimately face-to-face. A shared command post should be established as soon as possible.

C. Establish and deploy **Contact Teams** to stop the threat.

D. Establish a **Protective Element.**

E. Identify and establish **Entry Corridor, Warm Zone** and **Casualty Collection Point.**

Fire / EMS Responsibilities

A. **Unified Command must be established prior to deploying the RTF.** U/C maybe established initially via radio but ultimately face-to-face. A shared command post should be established as soon as possible.

B. Establish tactical communications channel.

C. Establish **Staging and Linkup Location**, as necessary.

D. Verify that **Entry Corridor, Warm Zone** and **Casualty Collection Point** have been identified and established.

E. Establish a **Rescue Element.**

F. Establish an **Ambulance Exchange Point**

Rescue Task Force (RTF) Responsibilities

A. Conduct RTF tactical brief with the Unified Commander.

B. Approach the **Warm Zone** through the **Entry Corridor.**

C. Continually call out number of victims – Fire reports to triage and police RTF reports to Tactical Group

D. Treat the wounded with TECC techniques and move to next victim. Repeat as
E. Additional RTF’s may leapfrog with RTF’s already treating victim(s).

F. Consider using the Casualty Collection Point as IFAK re-supply and as staging for evacuation equipment.

G. Evacuate victims to the Ambulance Exchange Point (this can be accomplished by the RTF or a separate EVAC Team depending on individual department procedure).

H. The Rescue Element maintains contact with the Medical Group Supervisor or Fire Department Command/Ops.

**Tactical Group & Triage Group Responsibility**

A. Brief incoming Rescue Elements with Linkup Location, Entry Corridor and Warm Zone locations.

B. Track the Casualty Collection Point, if established.

C. Receive updates from the RTF’s in the Warm Zone and those waiting in the Cold Zone.

D. Update the Communications Center.

E. Prepare for re-supply of RTF’s that may return to the Cold Zone.

F. Prepare to send an additional Rescue Elements to the Linkup Location to form additional RTF’s into the Warm Zone for re-supply or for evacuation.

G. Establish triage, treatment and transport branches.

H. Coordinate victim(s) removal and transport to Cold Zone.

**Accountability/Emergency Actions**

In the event of a L.E./F.D. injury, plain English will be used to advise of the injury and how it occurred.
CHECKLISTS
Active Shooter

Initial Officer / Contact Team Checklist

- Establish command
- **Immediately** arm yourself with your (insert squad rifle, “Combat Go Bag”, Level IV body armor and personal helmet.)
- Take – breaching tools, school keys (if applicable), ballistic shield, slung shotgun, building maps or floor plans.
- Size Up Report - **Observe, Orientate, Decide and Act.**
- Identify danger Zones - **safest route in** and **SAFE staging location for EMS ambulances.**
- Visually **identify location of possible entry point.**
- Beware of I.E.D.’s and ambush assaults on 1st responders.
- Form Contact Team.
- Designate the Team Leader for the Contact Team.
- Move with 360 degrees of coverage.
- **Stop the Shooter.**
Active Shooter

Incident Commander Checklist

☐ Establish Incident Command.

☐ Establish a safe perimeter position which is your initial Mobile Command Post location (This should be moved to a Cold Zone as soon as possible.)

☐ Identify safe routes into Cold Zone staging areas that should be utilized by EMS, Fire, Mutual Aid, etc.

☐ Address both clocks—shooter and victim.

☐ 1st Priority - Assemble more entry team/s to search out and stop shooter (shooter’s clock), IF NEEDED. If not, proceed to Priority 2.

☐ 2nd Priority – Create entry coordinator to provide a level of security for victims, 1st responders, Injury Recovery Teams and bystanders.

☐ 3rd Priority – Evacuate uninjured that are immediately accessible.

☐ 4th Priority - Assemble Rescue Task Force for injured recovery and to provide aide to injured (victim/s’ clock).

☐ Liaison with Fire Command to coordinate Injury Rescue Evacuation Teams.

☐ Initiate a SMART callout.

☐ Begin assigning Incident Command System positional assignments – request EOC activation.

☐ Track locations of victims and I.E.D.’s.
Throughout incident, ensure the following occur:

- **Contact Team/s** (Police) stops the shooter.
- **Perimeter** (Police) established to begin ambulatory injury evacuation.
- **Protection element/s** (Police) established for injury evacuations.
- **Protection Corridor** (Police Strike Team) established to create a passage with security measures to external non-ambulatory injured or structure.
- **Evacuation of non-ambulatory external injured** (Police Strike Team or Police and Fire Task Force).
- **Casualty Collection Point / Warm Zone** (Police Strike Team) established within structure or location (10 min establish goal).
- **Interior Rescue Teams retrieve injured** back to casualty collection point or ambulance exchange point (Police Strike Team or Police and Fire Task Force).
Tactical Group/Triage group

- Command and control over Rescue Task Force Team’s movement and actions.
- Communication (unless assigned within Team) with Incident Command or designee—one person talks.
- Identify most advantageous location to approach structure or location.
- Assemble Rescue Protection Element and assign cover positions or assignments to team members.
- Insert “Protection Corridor” up to and into structure prior to any EMS personnel and/or Rescue Task Force approaching established warm zone. Utilize SMART squads for static cover/protection positions.
- Establish “Interior Warm Zone/Casualty Collection Point” with Protection Element prior to any EMS personnel and/or Rescue Task Force entering interior or exterior warm zone.
- Assign Rescue Protection Element to any and all Rescue Task Forces entering created Warm Zone.
- Position Protection Element at strategic locations throughout structure to provide security measures to Injury Rescue Task Force Teams retrieving injured back to Casualty Collection Point and ambulance exchange point.
- Monitor and adjust Protection Element to constantly provide security measures to EMS personnel assigned to Rescue Task Force while in warm zones. FF/EMS personnel in warm zone shall always have Protection Element physically with them at all times.
Active Shooter

Tactical/Triage Group checklist

- Command and control over Casualty Collection and Ambulance Exchange Points.
- Communication (unless assigned within Team) with Rescue Task Force Team Leader and Incident Commander and perimeter supervisor.
- Communicate needs and protection gaps and see that security measures in the Casualty Collection Point are addressed and met.
- Coordinate removal of injured.
- Ensure Protection Team members are in place to adequately protect Casualty Collection Point.
- If not enough Protection Team members are present, request and assign additional members to Casualty Collection Point.
- Place Protection Team members at identified locations to cover threats.
- Whenever possible, Protection Teams should attempt to have, at a minimum, two turns/corners with assigned Protection Teams covering those turns/corners between Casualty Collection Point and possible threat/s.
- Coordinate successful securing of Casualty Collection and Ambulance Exchange Points with I.C.
- Coordinate approach and entrance of EMS Protection Elements.
- **Ensure that all EMS/FF personnel, while in warm zones, have protection Element personnel physically with them.**
- Coordinate needs and protection concerns with EMS personnel in Casualty Collection Point.
- Coordinate interior injury retrieval by Rescue Task Force/s.
Coordinate with EMS Personnel and I.C. the evacuation of injured from Casualty Collection point, on foot, by squad, armored vehicle, etc. The Protection Corridor shall be maintained while evacuating injured out of location/casualty collection point.

If the Casualty Collection Point needs to be relocated due to access to injured or other reasons, the Casualty Collection Point Coordinator, along with EMS Team Leader, will identify best location. Relocation will be secured by Protection Element prior to any introduction of EMS Personnel.

Makes decision to initiate a controlled disengagement from a specific area/location or the entire structure if the danger or threats in that area become too great or unknown threat is discovered that threatens the Casualty Collection Point.
Telecommunications Checklist

Glean information from caller utilizing *Active Shooter/Mass Casualty Call Card*.

- Keep your voice calm and relay information to responding units.

- Keep air time clear—only essential transmissions.

- Within the first 5 minutes, activate SWAT and Supervisor All-Call, and request armored vehicles.

- Request Mutual Aid or SMART per Incident Commander or Team Leader. Clarify location of staging with Incident Commander.

- Advise Fire personnel of Cold Zones, safe staging areas, **Hot Zones**, and **safe routes in to location**.

- Track and identify locations and entry points of Contact Teams.

- Track location of victims reported by Contact Teams. Relay to Incident Commander.
Appendix
(Diagrams)