A VALIDATED CHECKLIST FOR INTEGRATED RESPONSE OF LAW ENFORCEMENT AND FIRE/EMS

WARNING! Rev 3.0 July 2019
DO NOT USE UNLESS AUTHORIZED. USER ASSUMES ALL RISK. FOR USAGE REQUIREMENTS AND WRITTEN PERMISSION, VISIT https://c3.cm/asc

www.C3Pathways.com
CONTENTS

iv REVISION HISTORY
viii ABOUT THE CHECKLIST

01 ACTIVE SHOOTER INCIDENT MANAGEMENT CHECKLIST
03 SECTION 1: START HERE
06 SECTION 2: LAW ENFORCEMENT
08 SECTION 3: FIRE / EMS
11 SECTION 4: MULTI-DISCIPLINE
14 SECTION 5: IMPROVISED EXPLOSIVE DEVICE
17 SECTION 6: ORG CHART
18 APPENDIX

Published by
C3 Pathways, Inc.
531 S Econ Cir Suite 1001 info@c3pathways.com
Oviedo, FL 32765 Office: +1 (407) 490-1300
USA Fax: +1 (877) 347-4137

©2019 C3 Pathways, Inc. All rights reserved.


Disclaimer and Warning
Readers are CAUTIONED that the statements contained herein may not be relevant or appropriate for their agency or region. Any new procedure or procedural change should be validated locally PRIOR TO ADOPTION. Use of the Active Shooter Incident Management Checklist requires Authorization and Written Permission. The Active Shooter Incident Management Checklist is the Copyrighted work of C3 Pathways, Inc. There is NO CHARGE to use the Checklist (yes, IT IS A FREE Checklist; no cost), BUT you must receive WRITTEN PERMISSION from C3 Pathways to use it. Please read the About section on page 1 for more information and see the actual Copyright Clearance form for full details and language at http://c3.cm/asc.
## Checklist

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.1</td>
<td>26 Nov 2013</td>
<td>Alpha</td>
</tr>
<tr>
<td>0.2</td>
<td>01 Dec 2013</td>
<td>Alpha</td>
</tr>
<tr>
<td>0.3</td>
<td>02 Dec 2013</td>
<td>Alpha</td>
</tr>
<tr>
<td>0.4</td>
<td>04 Dec 2013</td>
<td>Beta 1 for testing</td>
</tr>
<tr>
<td>0.5</td>
<td>16 Dec 2013</td>
<td>Beta 2 for testing</td>
</tr>
<tr>
<td>1.0</td>
<td>28 Jan 2014</td>
<td>Initial Release</td>
</tr>
<tr>
<td>1.1</td>
<td>13 May 2014</td>
<td>Content Change</td>
</tr>
<tr>
<td>1.2</td>
<td>11 Nov 2014</td>
<td>Content Addition and Change</td>
</tr>
<tr>
<td>1.3</td>
<td>15 Oct 2015</td>
<td>Content Addition and Change</td>
</tr>
<tr>
<td>2.0</td>
<td>12 Feb 2018</td>
<td>Content Deletion, Addition, and Change</td>
</tr>
<tr>
<td>3.0</td>
<td>01 Jul 2019</td>
<td>Content Deletion, Addition, and Change</td>
</tr>
</tbody>
</table>

### Original

- Reformatted to aviation checklist standards
- Added page 2 (second side)
- Added Intelligence/Investigative Section
- Added ICS Org Chart Illustration
- Added Staging sub checklist
- Changed "SA" to "Situational Awareness"
- Changed to "5th Man" terminology
- Added titles, warnings, and other elements

### Formatting and grouping

- Fixed reference to 5th Man in follow-on steps
- Changed permission reference in Rescue Task Force sub checklist from "Warn Zone" to "Inner Perimeter"

### 0.4 Beta 1 for testing

- Changed "Call COMMAND" to "Communicate with COMMAND"
- Changed First LE Supv "Assign STAGING" to "Assign STAGING manager"
- Added item "Prioritize assignments as directed" to STAGING sub checklist

### 0.5 Beta 2 for testing

- Terminology change from "Contact Group" to "Tactical Group"
- Changed Rescue Task Force "permission to enter inner perimeter" from Law Enforcement Branch to Tactical Group

### 1.0 Initial Release

- Changed primary font from Helvetica (Sans) to Gill Sans
- Increased primary font size
- Increased font size on first character of all cap text
- Validation completed

### 1.1 Content Change

- Terminology change from "Contact Group" to "Tactical Group"
- Changed Rescue Task Force "permission to enter inner perimeter" from Law Enforcement Branch to Tactical Group

### 1.2 Content Addition and Change

- Added new Improvised Explosive Device (IED) sub checklist
- Changed terminology from victim(s) to casualty(ies)
- Changed terminology from Danger Zone to Hot Zone
- Intelligence/Investigations sub checklist: moved to main page, deleted checklist items, added 2 checklist items related to information handling
- 5th Man sub checklist: Added designations checklist item
- Contact Team sub checklist: Added Establish CCP checklist item
- Triage sub checklist: Added colocate checklist item, get CCP(s); Changed evacuate casualties to coordinate evacuation
- Transport sub checklist: Added establish ambulance exchange point; Changed establish loading zone to if needed

### 1.3 Content Addition and Change

- Intelligence/Investigations sub checklist: Added Reunification Group and Separate radio channel checklist items
- LE 2nd-4th arriving sub checklist: Changed Form-up to Link-up, Move-to-Contact Team to Contact Team
- Improvised Explosive Device (IED) sub checklist: Changed Moving-to-Contact to Contact
- Added Reunification Group box to org chart
- Changed Target staffnote FOOTNOTE EMS to Medical

### 2.0 Content Deletion, Addition, and Change

- START HERE primary checklist
  - LE 5th Man" sub checklist: Changed item Get situational awareness to Request additional resources
  - Second LE Supervisor sub checklist: Added item Assign LEAD PIO to establish JOINT INFORMATION CENTER
  - First FD/EMS Supervisor sub checklist: Changed item Check in at Command Post to Go to COMMAND POST; deleted item Get briefing (verbal)

### Law Enforcement primary checklist

- LAW ENFORCEMENT BRANCH sub checklist: deleted Support RESCUE TASK FORCE
- TACTICAL GROUP sub checklist: Added item Prioritize 1 Threat, 2 Rescue, 3 Clear; Changed items Update Hot Zone and Inner Perimeter to Update Hot and Warm Zones, Report areas suitable for rescue efforts to Update casualty information to Triage Group
- CONTACT TEAM sub checklist: Changed item Suppress threat to Contain or neutralize threat
- INTELLIGENCE SECTION sub checklist: Changed item Synthesize and disseminate information to Brief COMMAND, added item Coordinate with Communications Center

### 3.0 Content Deletion, Addition, and Change

- START HERE primary checklist
  - LE First arriving sub checklist: Added item Radio ID : CONTACT 1
  - LE 2nd-4th arriving sub checklist: Deleted item Form CONTACT TEAM; Changed item Communicate with COMMAND to Communicate with CONTACT 1
  - LE 5th Man" sub checklist: Deleted item Designate First LE as CONTACT 1; Added item Radio ID: TACTICAL
  - First LE Supervisor sub checklist: Changed item Designate "5th Man" as TACTICAL GROUP to set COMMAND POST location

### Law Enforcement primary checklist

- INTELLIGENCE SECTION sub checklist: Changed name from INTELLIGENCE SECTION TO INTELLIGENCE / INVESTIGATIONS SECTION; Changed Consider REUNIFICATION GROUP to Consider REUNIFICATION BRANCH; Changed order of items
Checklist

- **COMMON** primary checklist: Changed name from COMMON to MULTI-DISCIPLINE
  - LEAD PIO (JOINT INFORMATION CENTER) sub checklist: Added item Announce Reunification site when authorized
  - Added new REUNIFICATION BRANCH sub checklist
  - Added new REUNIFICATION SERVICES GROUP sub checklist
  - Added new REUNIFICATION ACCOUNTABILITY GROUP sub checklist
  - Added new REUNIFICATION ASSEMBLY GROUP sub checklist
- **Improvised Explosive Device (IED)** primary checklist
  - DISCOVERY or DETONATION sub checklist: Changed item Announce "IED [location]" and move clear to Announce "Bomb Cover" or "Bomb Go"; Added items Maintain 5400 scan, NEVER TOUCH Bombs, Bombers are Bombs
  - CONTACT and RESCUE sub checklist: Changed item Mark and bypass to Mark (Chem Lights) and bypass
  - EXPOSED VICTIM RESCUE sub checklist: Changed VICTIM to SURVIVOR; Changed item Direct victim movement explicitly to Direct survivor movement explicitly
  - NO VICTIMS THREATENED sub checklist: Changed VICTIM to SURVIVOR
- **ICS Org Chart Illustration**: Deleted item REUNIFICATION GROUP; Added items REUNIFICATION BRANCH, REUNIFICATION STAGING, REUNIFICATION SERVICES GROUP, REUNIFICATION ACCOUNTABILITY GROUP, REUNIFICATION ASSEMBLY GROUP; Changed item INTELLIGENCE SECTION to INTEL / INVESTIGATIONS SECTION
- Updated Copyright year
# Help Guide

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>30 Jan 2014</td>
<td>Initial Release</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Original</td>
</tr>
<tr>
<td>1.1</td>
<td>13 May 2014</td>
<td>Checklist Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Terminology change from “Contact Group” to “Tactical Group”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Changed Rescue Task Force “permission to enter inner perimeter” from</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Law Enforcement Branch to Tactical Group</td>
</tr>
<tr>
<td>1.2</td>
<td>11 Nov 2014</td>
<td>Checklist and Content Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Updated to Checklist rev 1.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Added new Improvised Explosive Device (IED) section</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Updated and changed Abbreviations, Glossary of Terms, and Reference List</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Added, updated content to match Checklist rev 1.2 changes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Typographical, formatting and editorial corrections</td>
</tr>
<tr>
<td>1.3</td>
<td>15 Oct 2015</td>
<td>Checklist and Content Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Updated to Checklist rev 1.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Added explanation to RTF Ambulance Exchange Point checklist item,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consider Reunification Group checklist item</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Updated and changed Abbreviations, Glossary of Terms, and Reference List</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Added, updated content to match Checklist rev 1.3 changes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Typographical, formatting and editorial corrections</td>
</tr>
<tr>
<td>2.0</td>
<td>12 FEB 2018</td>
<td>Checklist and Content Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Updated to Checklist rev 2.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Added, updated content to match Checklist rev 2.0 changes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Added definition of Complex Coordinated Attack (CCA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Typographical, formatting and editorial corrections</td>
</tr>
<tr>
<td>3.0</td>
<td>01 Jul 2019</td>
<td>Checklist and Content Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Updated to Checklist rev 3.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Added, updated content to match Checklist rev 3.0 changes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Changed Improvised Explosive Device (IED) section 5 to include updated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>information to match checklist changes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Typographical, formatting and editorial corrections</td>
</tr>
</tbody>
</table>
About the Active Shooter Incident Management Checklist

A Validated Active Shooter Checklist

In June 2013, C3 Pathways published a document on Active Shooter Incident Management Best Practices based on observations from a series of Active Shooter training exercises conducted at the University of North Florida (UNF). In large part, we developed the document because what we thought we knew to be true about Active Shooter Response and Active Shooter Incident Management turned out to be untrue. Perhaps a better way to say it would be that we discovered, quite by accident, that there were better ways to manage Active Shooter Events than what we thought “we knew to be true.”

This realization caused our team to start over at the beginning and question everything. Along the way, we discovered a number of things. An important first step was building an accurate model of a typical Active Shooter Event, which we did based largely on the incredible research work of ALERRT - the Advanced Law Enforcement Rapid Response Training program at Texas State University. We also spent a tremendous amount of time looking at how to integrate the law enforcement and EMS response to an Active Shooter Event (ASE) and approaches to the incident management of Active Shooter Events. We did this work starting from scratch without assumptions, and specifically without the assumption that a rapid Unified Command was the best approach. What we observed from the UNF exercises suggested that early Unified Command slowed the response, which after all is what started us down this road.

The Active Shooter Incident Management Checklist is the culmination of our work thus far. The Active Shooter Incident Management Checklist has been validated for design, content, format, and usability.

Four separate validations were conducted on the Active Shooter Incident Management Checklist prior to publication. Three validations focused on design (e.g. font, size, etc) and format (layout, groupings, etc) based on aviation emergency checklist design and usability, human factors engineering, and evaluative methodologies. The final validation focused on content, the logical order of items, and usability based on feedback from 121 responders who used the Active Shooter Incident Management Checklist in live Active Shooter training exercises. Information about the validation processes are in the published validation document available for review.

There is still much more work to be done. Checklists are living items that must be periodically reviewed, updated, and improved -- especially through user feedback and actual experience. There is additional information available on our web site to aid in understanding the Active Shooter Incident Management Checklist concepts and how to use the Checklist.

WARNING!

Use of the Active Shooter Incident Management Checklist REQUIRES AUTHORIZATION and WRITTEN PERMISSION. The Active Shooter Incident Management Checklist is the Copyrighted work of C3 Pathways, Inc. There is NO CHARGE to use the Checklist (yes, IT IS A FREE Checklist; no cost), BUT you must receive WRITTEN PERMISSION from C3 Pathways to use it.

We have automated the Copyright Clearance process on our web site at http://c3.cm/asc. You simply fill out the form, provide some information, agree to several important things, click the submit button, and the system will automatically generate a certificate of WRITTEN PERMISSION for you to use the Active Shooter Incident Management Checklist. The key things we require you to agree to include (but not limited to):

- formal review and adoption of the Checklist by agency policy prior to issuing it for use,
- formal training on the Checklist for all responders who might use it,
- providing direct feedback to us if the Checklist is used in an actual Active Shooter Event,
- and agree to waive liability.

Please see the actual Copyright Clearance form for full details and language at http://c3.cm/asc. The printable written certificate includes all the language agreed to and associated requirements. Please feel free to contact us should you have questions or need assistance with the Active Shooter Incident Management Checklist.

We sincerely hope you never have to use the Checklist in real life.
<table>
<thead>
<tr>
<th>Law Enforcement</th>
<th>Fire / EMS</th>
<th>Multi-Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law Enforcement BRANCH</td>
<td>Medical Branch</td>
<td>Staging</td>
</tr>
<tr>
<td>Get briefing (verbal)</td>
<td>Get briefing (verbal)</td>
<td>Check-in and list resources</td>
</tr>
<tr>
<td>Co-locate with Medical Branch</td>
<td>Request additional resources</td>
<td>Give resources assignment, location, and channel</td>
</tr>
<tr>
<td>Coordinate with INTELLIGENCE SECTION</td>
<td>Assign TRIAGE GROUP</td>
<td>Prioritize assignments as directed</td>
</tr>
<tr>
<td>TACTICAL GROUP</td>
<td>Assign TRANSPORT GROUP</td>
<td>Maintain minimum resources as directed</td>
</tr>
<tr>
<td>Coordinate CONTACT TEAM</td>
<td>Co-locate with LAW ENFORCEMENT BRANCH</td>
<td>LEAD PIO (JOIN INFORMATION CENTER)</td>
</tr>
<tr>
<td>Prioritize Threat, Rescue, Clear</td>
<td>Consider TREATMENT GROUP</td>
<td>Establish JOINT INFORMATION CENTER</td>
</tr>
<tr>
<td>Update Hot and Warm Zones</td>
<td>Triage GROUP</td>
<td>Establish Media Staging Area</td>
</tr>
<tr>
<td>Update casualty information to Triage Group</td>
<td>Get briefing (verbal)</td>
<td>Clear all messaging and releases with COMMAND</td>
</tr>
<tr>
<td></td>
<td>Stand-up RESCUE TASK FORCE(s)</td>
<td>Announce Reunification site when authorized</td>
</tr>
<tr>
<td></td>
<td>Co-locate with TACTICAL GROUP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get operable areas, routes, and Casualty Collection Point(s)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deploy RESCUE TASK FORCE(s)</td>
<td></td>
</tr>
<tr>
<td>CONTACT TEAM</td>
<td>INTELLIGENCE / INVESTIGATIONS SECTION</td>
<td>RESCUE TASK FORCE</td>
</tr>
<tr>
<td>Contain or neutralize threat</td>
<td>Get briefing (verbal)</td>
<td>Assemble team and equipment</td>
</tr>
<tr>
<td>Update location as moving</td>
<td>Separate radio channel</td>
<td>Notify TACTICAL when deploying</td>
</tr>
<tr>
<td>Report casualty locations, numbers</td>
<td>Coordinate with Communications Center</td>
<td>If not done, establish Casualty Collection Point(s)</td>
</tr>
<tr>
<td>Establish Casualty Collection Point(s)</td>
<td>Collect incoming information, tips, leads</td>
<td>Rapidly assess casualties</td>
</tr>
<tr>
<td></td>
<td>Brief COMMAND</td>
<td>Report counts to Triage Group</td>
</tr>
<tr>
<td></td>
<td>Consider REUNIFICATION BRANCH</td>
<td>Identify Ambulance Exchange Point and confirm with TACTICAL</td>
</tr>
<tr>
<td></td>
<td>Assign INVESTIGATIVE OPERATIONS GROUP</td>
<td>Coordinate casualty evacuation</td>
</tr>
<tr>
<td></td>
<td>Assign INTELLIGENCE GROUP</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERIMETER GROUP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Separate radio channel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish INNER PERIMETER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish OUTER PERIMETER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INTELLIGENCE / INVESTIGATIONS SECTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Get briefing (verbal)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Separate radio channel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinate with Communications Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collect incoming information, tips, leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brief COMMAND</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider REUNIFICATION BRANCH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assign INVESTIGATIVE OPERATIONS GROUP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assign INTELLIGENCE GROUP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRANSPORT GROUP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Get briefing (verbal)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-locate with TACTICAL GROUP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determine routes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Separate radio channel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Get Hospital capacity count</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transport casualties from Ambulance Exchange Point(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target 3 per ambulance (Tea Red/Yel/Grn)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keep Transport Log</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First FD/EMS Supervisor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Go to COMMAND POST</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Request MEDICAL BRANCH assignment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
A critical step in effectively managing an incident is to obtain situational awareness quickly. Delay in gaining situational awareness will contribute to confusion, disorganization, and may negatively impact the outcome.

It is unreasonable to expect the first arriving unit to take out a checklist and begin checking boxes during an active shooter event (ASE). But during training and practice these Checklist Items can and should be committed to memory, which in turn should drive predictable, measured responses.

The START HERE panel is the entry point to the Checklist.

LE FIRST ARRIVING

[ ] Size up report - Information overload is common. Often this information is unclear, imprecise or simply wrong. The first arriving law enforcement officer must perform a size up of the situation. This is a mental exercise that is taught and practiced by the vast majority of agencies. What to say, how to say it and what is critical and what isn’t in highly charged and stressful environments can only be learned with practice.

[ ] Identify Hot Zone - Immediately identify the area of threat in order to reduce additional exposure to danger and clearly state this over the radio to inform all that will follow you. The communications center must rebroadcast this information. Clearly communicate the Hot Zone boundaries to the general public in the vicinity. This is paramount to lower the risk of surprise and inadvertent exposure to harm.

[ ] Establish COMMAND (mobile) - COMMAND is the single term that identifies clearly to everyone that there is a SINGLE POINT OF CONTACT for information, direction, decision and resources. Even if multiple units arrive simultaneously, one and ONLY ONE unit MUST take the role as COMMAND, even if it is only for a short while. Without this, situational awareness and control will rapidly decay while risks exponentially increase.

[ ] Radio ID: CONTACT 1 - Identify from the beginning as a Contact Team. That is the primary function of these first arriving units and consistency in radio identification will help avoid confusion moving forward.

[ ] Engage - The ultimate goal in an ASE is to stop the killing. Departmental policies and training will guide the officers’ actions and will be based on his or her size up assessment. Entrance into the Hot Zone should be determined by the situation, operational necessity and officer safety.

LE 2ND-4TH ARRIVING

[ ] Communicate with CONTACT 1 - Calling the unit that has established COMMAND develops the resources at hand, insures that everyone knows who is making decisions, where that person is and what the next immediate steps will be.

[ ] Link-Up - Example only and should be directed by local policy: "CONTACT 1 from Patrol 103, on scene-your location?" Contact 1 would reply with where he/she is and give directions. The following units would report "On Scene, linking-up with Contact 1" unless otherwise directed.
**LE “5TH” MAN”**

This concept formalizes the root incident command structure.

[ ] **Radio ID: Tactical** - The ID matches the role. TACTICAL is controlling the downrange activities of resources. Using the RadioID from the onset will help ensure continuity throughout the event.

[ ] **Get briefing (verbal)** - This can be done either face to face or by radio. This should be concise and communicate conditions (situation—one suspect shots being fired), actions (move to contact team#1 formed and moving towards last gunfire) and needs (more Move to Contact (MTC) teams to side 3).

[ ] **Assume COMMAND** - Announces this clearly over the radio with his/her physical location. TACTICAL is the Radio ID and the role is COMMAND.

[ ] **Set STAGING location** - This is a new concept with many law enforcement agencies this early in any event. However, it can be critical to the effective deployment of resources. In setting the location, responding units should alter their trajectory to the designated STAGING location. COMMAND should direct all units to report to that location and specifically request resources to fulfill the next Checklist Items.

[ ] **Request additional resources** - Depending on initial dispatch and local response procedures, it may be necessary to call for additional law enforcement, fire, and EMS resources. Notify dispatch of additional needed resources with instruction to respond to Staging.

[ ] **Assign more CONTACT TEAMs** - Form and deploy teams as “Contact 2, Contact 3,” etc.).

---

**FIRST LE SUPERVISOR**

Corporal, Sergeant or higher (local policy). This step builds on the root command structure and divides the intense workload in efforts to reduce divided attention and improve situational awareness.

[ ] **Get briefing (verbal)** - Optimally this should be a face-to-face briefing, but that may not be reasonable. The content should be marginally more detailed that the previous briefing, but should still be quick and concise. The Conditions, Actions, Needs format can assist with obtaining that information that is quick while providing necessary actionable decision points.

[ ] **Assume COMMAND** - ONLY AFTER OBTAINING A BRIEFING SHOULD COMMAND BE ASSUMED. Announce this clearly over the radio. This is the first instance when the radio ID of COMMAND should be used. “All Units, Supervisor 1 has COMMAND.”
[ ] Set COMMAND POST location - Clearly announce the physical location over the radio. “All Units from COMMAND. The COMMAND Post is at the intersection of Huey St. and Hazel St.”

[ ] Assign STAGING manager - Identify a unit that has arrived at the staging location and assign that unit as “Staging”. This person will manage, organize, document what units and types are in staging and keep the Incident Commander aware of his resource pool.

[ ] Assign PERIMETER GROUP - Once staging has been assigned, the order can be given to the Staging Manager to assign a unit as the Perimeter Group Supervisor as well as assigning resources to him/her. The Perimeter Group Supervisor should request any additional resources needed.

[ ] Assign MEDICAL BRANCH to FD/EMS - If FD/EMS is not on scene, request the first arriving FD/EMS officer to the command post for assignment as the MEDICAL BRANCH. Should FD/EMS check in at the command post, they should request this assignment following a briefing. SEE FIRST FD/EMS SUPERVISOR Checklist.

SECOND LE SUPERVISOR

[ ] Get briefing (verbal) - Optimally this should be a face-to-face briefing. The content should be more detailed that the previous briefing, but should be conducted within a few minutes.

[ ] Assume COMMAND - ONLY AFTER OBTAINING A BRIEFING SHOULD COMMAND BE ASSUMED. Clearly stating over the radio “Supervisor 2 has COMMAND”. The Incident Commander at this point should limit contact over the radio and focus on the bigger picture.

[ ] Request additional resources - Depending on resources already deployed and local response procedures, it may be necessary to call for additional resources. Discuss with the LE Branch and the Medical Branch needed resources with instruction to respond to Staging.

[ ] Designate First LE Supervisor as the LAW ENFORCEMENT BRANCH and clearly communicate this assignment. This officer remains at the command post. He not only possesses the most recent/best situational awareness, he also is the point of contact for all of the units currently deployed, has set in motion tactical and strategic plans and must remain focused on objectives. This position becomes the eyes and ears of the Incident Commander, communicat-
Law Enforcement Branch Sub Checklist

Once the Law Enforcement Branch is designated, all tactical operations become the primary focus of this position. Further decisions are made based on the cumulatively acquired situational awareness that is communicated from the Tactical Group and Perimeter Group Supervisors. Communications made by the individual contact and perimeter teams must be directed to their respective Group Supervisors, which in turn communicates directly to the Law Enforcement Branch Director.

LAW ENFORCEMENT BRANCH

[ ] Get briefing (verbal) - This will be accomplished during the change when the Second LE Supervisor arrives.

[ ] Co-locate with MEDICAL BRANCH - Critical communications as to the fluidity of the Hot Zone boundaries, ingress/egress paths for Rescue Task Forces, location and number of casualties and grant access permission into Hot Zone.

[ ] Coordinate with INTELLIGENCE SECTION - Establish contact with the Intelligence Section, provide information, and stay updated on findings.

TACTICAL GROUP

[ ] Coordinate CONTACT TEAM(s) - Responsible for management, monitoring location and status from each Contact Team. Communications should be from one “team leader” in each team.

[ ] Prioritize 1Threat, 2Rescue, 3Clear - Prioritize actions and resources: Priority 1 is to neutralize or contain any active threat, Priority 2 is Rescue of injured, and Priority 3 is Clearing the affected area for any remaining threat.

[ ] Update Hot and Warm Zones - Keep Triage Group and Transport Group updated on the boundaries of the Hot Zone and Warm Zones. Update LE Branch as able.

[ ] Update casualty information to Triage Group - Keep Triage Group updated on injured in Hot and Warm Zones.
CONTACT TEAM(s)

[ ] Contain or neutralize threat - Locate and contain or neutralize any active threat.

[ ] Update location as moving - IMPORTANT! As you are moving to meet the threat, update Tactical Group with your location and team status.

[ ] Report casualty locations, numbers - Location and number of casualties is important for Rescue Task Force deployment. Contact Teams should report casualties as they encounter them. Instead of trying to remember a running count of casualties, personnel are STRONGLY encouraged to use a "plus x casualties" radio call. For example, "Contact 1 to Tactical, plus 5 casualties room 110." TACTICAL GROUP should keep a tally count, and dispatch in many jurisdictions will also record the information. It is critically important to specify a NUMBER -- even if it's an ESTIMATE! Reporting "multiple down" is meaningless. Estimating "plus 20 casualties" is actionable, enabling the rest of the Command team to request and organize the needed resources.

[ ] Establish Casualty Collection Point(s) - After threat suppression is addressed, the CONTACT TEAM assesses the need for and establishes one or more Casualty Collection Points as indicated. Report the location of each Casualty Collection Point.

PERIMETER GROUP

[ ] Separate radio channel* - The Perimeter Group Supervisor will communicate with Command elements on main radio channel but communicates with perimeter resources on separate radio channel. This frees the main radio channel from perimeter deployment radio traffic.

[ ] Establish INNER PERIMETER - The inner perimeter is designed to control the incident, provide strict control of access to authorized personnel only, and contain the suspect. Plain clothed LEO's should be replaced by uniformed LEO's as soon as practical. Remind personnel to utilize proper cover and concealment while on perimeter post. Limit the movement of LEO's assigned to control the inner perimeter.

[ ] Establish OUTER PERIMETER - Utilized to control access to an emergency event. Identify and secure safe routes of travel for emergency vehicles to and from the emergency event. Protect the inner perimeter from unauthorized access. Establish a media assembly area. All outer perimeter personnel should be advised of the Hot Zone, Inner Perimeter, Command Post, Staging Area, Reunification Location, and Media Assembly Area.

INTELLIGENCE / INVESTIGATIONS SECTION


[ ] Get briefing (verbal) - Obtain a briefing from the Incident Commander.

[ ] Separate radio channel - Receiving, clarifying, and communicating information and updates to the command element should be separated from the tactical channel.

[ ] Coordinate with Communications Center - Intel should have a presence in the communications center to collect critical information and keep the center updated on critical items such as reunification location and public release.

[ ] Collect incoming information, tips, leads - Provide a single entry point for all incoming information, tips, leads, etc. Categorize, assess, and analyze information to form a common operating picture and support situational awareness. For example, dispatch notification of a 911 call reporting a man with a gun, or reports of survivors hiding in a specific location.

[ ] Brief Command - Provide meaningful information to Incident Command and other ICS elements to help form a common operating picture and support situational awareness.

[ ] Consider REUNIFICATION BRANCH - If the incident involves a large gathering, a school, a group of kids, etc., assign a REUNIFICATION BRANCH Director immediately. Determine if a reunification plan exists (most schools have one) and if it's suitable for the incident. Coordinate location, notifications, and management with Command and other involved entities.

Parents and family members of survivors/victims will present at the scene very early in the incident. All survivors must be searched and interviewed by law enforcement prior to release. Timely and sensitive notification to parents and family is important.

The STANDARD REUNIFICATION METHOD developed by the i love u guys® Foundation is recommended and may be found at: http://iloveuguys.org/srm.html

[ ] Assign INVESTIGATIVE OPERATIONS GROUP - Contact Staging Manager and request resource assignment to perform INVESTIGATIVE OPERATIONS GROUP functions. See NIMS Intelligence/Investigations Function Guidance document for additional information.

[ ] Assign INTELLIGENCE GROUP - Contact Staging Manager and request resource assignment to perform INTELLIGENCE GROUP functions. See NIMS Intelligence/Investigations Function Guidance document for additional information.
Fire / EMS Sub Checklist

**MEDICAL BRANCH**

[ ] Get briefing (verbal) - Obtain this briefing from the Incident Commander and assume the MEDICAL BRANCH Director assignment.

[ ] Request additional resources - Obtain estimated number of injured from LE Branch. Call for additional transport and manpower resources as needed and if necessary, declare the MCI (Mass Casualty Incident) level per local policy.

[ ] Assign TRIAGE GROUP - Contact Staging Manager and request resource assignment to perform TRIAGE GROUP functions. Give directions to assemble resources to create appropriate number of RESCUE TASK FORCE(S) as a high priority.

[ ] Assign TRANSPORT GROUP - Contact Staging Manager and request resource assignment to perform TRANSPORT GROUP functions. Give directions to determine group location and assemble transport resources for number of expected injuries.

[ ] Collocate with LAW ENFORCEMENT BRANCH - This is critical to insure situational awareness of the status of downrange teams within the Hot Zone, to receive updates to casualty locations and status, and gain access permission control for go/no-go deployment of Rescue Task Force(s).

[ ] Consider TREATMENT GROUP - Create TREATMENT GROUP if situation presents movement challenges based on number of patients, resource limitations, geography constraints or other circumstances that inhibit rapid distribution of patients from the incident.

**TRIAGE GROUP**

[ ] Get briefing (verbal) - Obtain situational awareness from the Medical Branch Director.

[ ] Stand-up RESCUE TASK FORCE(s) - CRITICAL FUNCTION - Assemble teams with law enforcement and medical personnel. Target staffing is 2 LE and 2 medical (or as required by local policy). The RTF works for the Triage Group. The medical element communicates with Triage Group. The law enforcement element (1) communicates with Tactical Group, (2) controls and dictates team movement for security, and (3) never leaves the medical element — team protection is the priority.

**NOTE:** Staffing should be adjusted based on incident circumstances, which should be supported by local policy. Available resources, current security situation, and elapsed incident time are considerations. Example: The first RTF into the Warm Zone should be small and travel light, but the second or third RTF may be staffed heavier with more equipment when the situation is more known (i.e. elapsed time with no active threat).
[ ] Collocate with TACTICAL GROUP - This is critical to insure situational awareness of the status of downrange teams within the Hot and Warm Zones, to receive updates on casualty locations and status, and gain access permission control for go/no-go deployment of Rescue Task Force(s).

[ ] Get operable areas, routes, and Casualty Collection Point location(s) - Obtain the Hot Zone and Warm Zone areas, ingress/egress routes, and location of Casualty Collection Point(s).

[ ] Deploy RESCUE TASK FORCE(s) - Deploy RTFs from Staging as soon as requested by Contact Team(s) and approved by Tactical Group. As possible, specify routes of travel (ingress/egress), location of Casualty Collection Point or destination, and Contact Team identifier for link-up.

**RESCUE TASK FORCE**

[ ] Assemble team and equipment - Obtain assignment from the Triage Group Supervisor. Coordinate communications with LE team members. Assemble needed materials to provide and indirect-threat care (including direct-threat care). Conduct team pre-deployment security briefing, to include introduction of team members, movement assignments, and security rules (i.e. tactical dos/don’ts for medical personnel).

[ ] Notify TACTICAL when deploying - RTF law enforcement element notifies Tactical Group when the team is deploying from Staging to insure (1) Tactical is aware of the RTF movement, and (2) appropriate Contact Team(s) are aware of the RTF movement.

[ ] If not done, establish Casualty Collection Point(s) - An RTF is typically deployed to a Casualty Collection Point (CCP) established by a Contact Team, however a Contact Team may not have time or resources to establish a CCP prior to RTF entry. If not established, the RTF team should establish a CCP in consultation with law enforcement.

[ ] Rapidly assess casualties - Triage with emphasis on hemorrhage control and rapid evacuation from Warm Zone/Inner Perimeter.

[ ] Report counts to TRIAGE GROUP - Keep Group Supervisor updated on casualty counts, colors, and locations.

[ ] Identify Ambulance Exchange Point and confirm with Tactical - The RTF medical element, in consultation with their law enforcement element, should select the desired Ambulance Exchange Point (AEP) and confirm with Tactical Group via radio. If needed, Tactical Group should direct and additional Contact Team to the AEP for security.

[ ] Coordinate casualty evacuation - Rescue Task Force medical and law enforcement members must work together face-to-face to coordinate the best Ambulance Exchange Point location(s), the priority order of casualties to be evacuated, and coordinate the timing of ambulances moving up to the Exchange Point. Tactical Group must insure the AEP location and route are secure. When ready, RTF’s request from Triage Group an ambulance at the AEP, and Triage coordinates that request with Transport Group.

Tactical Group sets evacuation priority. Transport Group moves ambulances.

©Copyright 2019 C3 Pathways, Inc. All rights reserved.
TRANSPORT GROUP

[] Get Briefing (verbal) - Obtain situational awareness from the Medical Branch Director.

[] Co-locate with TACTICAL GROUP - This is critical to receive timely updates on casualty locations and priorities, location of Ambulance Exchange Point(s), and safe routes of travel.

[] Determine routes - safe operable ingress/egress for casualty evacuation and movement of ambulances.

[] Separate radio channel - hospital capacity counts, explicit movement of ambulances, and hospital destination instructions should be separated from the main channel.

[] Get Hospital capacity count - Coordinate with the MEDICAL BRANCH Director. This information is usually obtained through the communications center and/or medical control.

[] Transport casualties from Ambulance Exchange Point(s) - If possible, have ambulances to transport directly to hospital after loading casualties at the Ambulance Exchange Point. If necessary, establish a traditional Mass Casualty Incident ambulance Loading Zone to manage transport of large numbers of casualties.

[] Target 3 per ambulance (1ea Red/Yel/Grn) - Target loading for each ambulance is 1 Red, 1 Yellow, and 1 Green patient. The ambulance should report to Transport Group the number and severity (color) of casualties being transported.

This approach makes the best use of each ambulance resource, without overloading the transport crew or receiving facility. Importantly, this method also insures that Yellow and Green patients (some of which may be seriously injured) are not left waiting until every Red is first transported -- a mistake that can cost lives.

Triage systems are prone to under-triage and over-triage error, and some are worse than others. Because of this built-in error, one cannot assume Green patients “can wait” or “every red is critical.” The Transport Group Supervisor is responsible for distributing both the severity and the number of casualties to the appropriate facilities. By loading patients in this manner and then distributing to the most appropriate hospitals, the Transport Group Supervisor ensures the fastest overall transport of all casualties and avoids overloading any one facility with patients.

[] Distribute to Hospitals - determine appropriate destination based on patient severity, hospital capacities, hospital travel times and number of casualties to be evacuated. Transport Group should specify the hospital destination to each transporting ambulance.

[] Keep Transport Log - Consider assigning this important task to one person to manage/maintain for accuracy.
Multi-Discipline Elements Sub Checklist

Resources must be channeled to the most need with task and purpose and at the direction of the Incident Commander or designee. Optimally, determine one Staging location for all resources in a safe and accessible location. The PIOs must be organized into a Joint Information Center to ensure one unified message approved by the Incident Commander. Reunification is organized under the Intelligence Section to not only ensure people are reunited with their families/loved ones, but to make sure all pertinent witness information is gathered prior to releasing people from the incident.

STAGING

Resources must be assigned with task and purpose to the highest need — Staging makes this possible. One Staging location should be used for all resources in a safe and accessible location. An LE and FD/EMS person should be teamed as Staging Manager.

[ ] Check-in and list resources - Check-in arriving resources and maintain list of type and number of units with capabilities and personnel. Update list when resources are assigned. Do not erase resources from your log. Rather, showed their deployment downrange.

[ ] Give resources assignments, location and channel - On the direction/request of command element, assemble the appropriate assets, give the assignment, boss (to whom to report), channel, destination and equipment needed.

[ ] Prioritize assignments as directed - In the absence of direction, professional judgment should be used.

[ ] Maintain minimum resources as directed - Request from the command element minimum resources levels of each capability to meet anticipated needs.

LEAD PIO (JOINT INFORMATION CENTER)

The NIMS Basic Guidance for Public Information Officers (PIOs) is hereby incorporated by reference and should be used for guidance on PIO and JIC functions. https://www.fema.gov/media-library-data/20130726-1623-20490-0276/basic_guidance_for_pios_final_draft_12_06_07.pdf.

[ ] Establish Media Staging Area - Determine an optimal location near but distinctly separate from the JIC. Consider security of the location and ability to limit unauthorized personnel from the JIC and the Command Post. Notify Command and dispatch of the Media Staging location.

[ ] Clear all messaging and releases with COMMAND - Insure all public messaging and information releases are explicitly cleared by COMMAND. Law enforcement commonly restricts the release of some information and sensitive details; this can be a surprise to some PIOs and elected officials.

[ ] Establish Joint INFORMATION CENTER - Determine an optimal location near but distinctly separate from the Command Post. Consider security of the location and ability to limit unauthorized personnel from the Command Post. Notify Command and dispatch of the JIC location.

[ ] Announce Reunification site when authorized - It is essential to coordinate the public release of the location with the Reunification Branch Director. The release should only be made when the site is set up with security in place and ready to receive people.
REUNIFICATION BRANCH

Reunification is organized under the Incident Command structure as a branch of the Intelligence Section. It includes the Reunification Accountability Group, the Reunification Assembly Group, and the Reunification Services Group.

[ ] Get Briefing (verbal) - Obtain situational awareness from the Intel / Investigations Section Chief.

[ ] Select Reunification Location - Consider security and proximity to affected site. Consult any plans that may have pre-selected sites.

[ ] Location approved by INTELLIGENCE SECTION - Discuss with the INTELLIGENCE SECTION and obtain site approval.

[ ] Notify Dispatch of Location - Advise Dispatch of location, preferably via phone to avoid any leak of the location information prior to set up, ensure Dispatch knows that this is for responders only and not for general public release at this time.

[ ] Assign REUNIFICATION STAGING MANAGER - The site will require staging at the site to check in resources. Assign a staging manager to coordinate activities.

[ ] Request additional resources - Consider the current resources assigned and decide if they are adequate and/or in need of replacement

[ ] Assign SERVICES GROUP - The SERVICES GROUP will do the set up and provide security and other services. Assign this early.

[ ] Assign ACCOUNTABILITY GROUP - The ACCOUNTABILITY GROUP will be the face of the reunification effort, assign a supervisor and provide briefing/training.

[ ] Assign ASSEMBLY GROUP - The ASSEMBLY GROUP will be dealing with the survivors, assign a supervisor and provide briefing/training and needed resources.

[ ] Notify INTELLIGENCE SECTION when ready to announce location to public - When the site is ready to receive survivors, notify the INTELLIGENCE SECTION, Dispatch and the PIO and prepare all groups for the process.

REUNIFICATION SERVICES GROUP

[ ] Assign Set-up Unit - Organize and assign personnel to set up the reunification area

[ ] Assign Law Enforcement Unit - Law Enforcement will be responsible for perimeter security, interior and exterior security.
[ ] Assign Checker Unit - Assign a unit leader to organize and supervise the checkers. A checkers job is to verify ID of the parent or guardian. Checkers confirm all information is provided on the Reunification Card. Indicate on card if ID is confirmed and parent or guardian is authorized for student release. Separate the card on the perforation returning bottom of card to parent and deliver top of card to the Accountant Unit.

[ ] Assign Greeter Unit - Assign a unit leader to organize and supervise the greeters. This unit is the initial contact at the center and provides the families with reunification cards to fill out. Distribute cards and pens to parents as they arrive and instruct on use of the reunification card and then direct parents to the check-in table with identification in hand.

[ ] Assign Reunifier Unit - Assign a unit leader to organize and supervise reunifiers. The primary job is to reunite the family with loved ones. They take the reunification slip from the Parent and then bring the student named on the slip to the parent. They ask student if they are comfortable going home with this adult. Initial the slip and give to the Accountant. If student is unavailable they give the slip to The Family Assistance Center, for further handling.

[ ] Assign Exit Control Unit - This is the last person(s) the families/loved ones will see before they leave the reunification site. This should be an administrative person that can answer any questions or concerns the families have. In the case of a school reunification this is most likely the school principal.

REUNIFICATION ASSEMBLY GROUP

[ ] Assign Class Leader Unit - During a school reunification these are typically teachers and are charged with organizing their students and taking attendance. Position may not be needed in the case of a business reunification. However during large non-school reunification events there will be a need for organizing people into smaller groups and therefore the concept here of a groups unit leader may still apply.

[ ] Assign Nutritional Support Unit - During reunification especially with children there will be a need for water and snacks.

[ ] Assign Entertainment Unit - Most likely to be assigned for school reunification to keep small children entertained with short videos etc. Do not use full length feature films since children may be upset if they 'miss' the ending.

THE STANDARD REUNIFICATION METHOD

We gratefully acknowledge and thank the I Love U Guys Foundation for granting permission to include the full text of the document within this manual.

You may also download the Standard Reunification Method at: http://iloveuguys.org/srm.html

This is a proven method used by many schools. It's a well-structured, well-thought out, and well-documented approach to reunification. The process was developed by the I Love U Guys Foundation out of tragedy.

i love u guys Foundation®

On September 27th, 2006, a gunman entered Platte Canyon High School, held seven girls hostage and ultimately shot and killed Emily Keyes. During the time she was held hostage, Emily sent her parents these text messages: "I love you guys" and "I love u guys. K?" Emily's kindness, spirit, fierce joy, and the dignity and grace shown by the Keyes family following this tragic event define the core of The "I Love U Guys" Foundation. http://iloveuguys.org

i love u guys Foundation® is a registered trademark of the I Love U Guys Foundation.
Improvised Explosive Device (IED) Sub Checklist

Improvised Explosive Devices (IED) are extremely dangerous. The following is general guidance for non-EOD first responders encountering a suspected IED during an Active Shooter Event. The guidance is based largely on military procedures for encountering an IED on the battlefield and civilian procedures adjusted for the context of an Active Shooter Event, most notably that the IED is likely to be smaller (50 lbs or less) and inside a building or other confined area.

The Checklist introduces a process that is a way of mitigating the risk and saving lives. Let's talk about the Checklist. What changes? What doesn't change? What stays the same? What's our primary mission? The primary mission never changes. We are here to save lives, and what are the two things that are going to kill people? It's the shooter -- whether he is shooting them or whether he detonates a device, or whether a device that he has planted is detonated -- and the clock. Nothing changes, so let's keep that in mind.

Checklist users are cautioned to have their leadership and local EOD/Bomb Team review these procedures and adopt or modify as a local policy decision. See DHS Bomb Threat Stand Off Card for more information [https://www.llis.dhs.gov/content/dhs-bomb-threat-stand-card](https://www.llis.dhs.gov/content/dhs-bomb-threat-stand-card)

**DISCOVERY or DETONATION**

[ ] Announce “Bomb Cover” or “Bomb Go” - If you see a suspected device, there are two different commands that you can give: "Bomb cover" and "Bomb go." If the bomb is in front of you, it’s “Bomb cover.” If the bomb(er) is moving towards you or in a place where you don’t have cover, it's going to be "Bomb go.” You're going to move past it and create angles and air gaps.

[ ] Secondary threat scan (device, 5ft, 25ft) - The military uses a 5 meter and a 25 meter scan around all devices. We have slightly modified that to 5 feet and 25 feet. Number one, if you can see a bomb, a bomb can see you, and what are we looking for in that 5 foot and that 25 foot scan? Several things. Do we have victims/survivors there? What kind of initiating devices or mechanisms are in place? Are there other devices? Because bombers are like knife fighters. They are from the department of redundancy department. If they have one, they're going to have multiples. It's just the way that they are. Maintain that secondary threat scan.

[ ] Maintain 540° scan - We should always be scanning 540°. That’s 180° up and down and 360° around, always having a 540° scan.

[ ] NEVER TOUCH Bombs - When should we touch bombs? NEVER. That is correct. Never ever, never ever, never ever... We never ever touch a bomb. If we must move past an IED, and there is actionable intelligence such as: gunfire, screaming, things that we have to act on. Then we are moving past it. We're not going to touch it. We are not even going to look at it, just move past it smartly and continue with the mission.

[ ] Bombers are Bombs - Bombers themselves are bombs. Never touch them. Don’t handcuff them. Don’t do anything with them. You need to talk to your prosecutor’s office about how you’re going to mitigate that.
CONTACT and RESCUE

[ ] Consider threat to life and alternate route - You must consider threat to life and alternate route. If you can find an alternate route, take it.

[ ] Mark (Chem Lights) and bypass - The need for chem lights is paramount. We highly recommend carrying two sets of chem lights. You have a green chem light and a red chem light. Green means you can go past it. Red means do not go past it. A green and a red together, means go past it, but don’t delay. Move past as quickly as possible.

[ ] Provide security element if possible - If the situation and Team size permit, assign resources to secure the area and prevent accidental contact with the IED.

EXPOSED SURVIVOR RESCUE

[ ] Direct survivor movement explicitly - If you have an exposed survivor, then they’re probably not in front of a PIR device, so we need to go ahead and get them out of harm’s way.

[ ] View area for secondary threats - Scan from floor to waist along perimeters (e.g. walls) first, then interior. Repeat scan from waist to ceiling paying attention to tops of furniture/cabinets. Look for unordinary things (wire, antenna, watch or timer, cell phone, remote control device, handheld radio, passive infrared (PIR) or motion sensor, chemicals, powder, liquid, batteries, etc.), unusual chemical smells, and proximity of any hazards (e.g. flammable liquid/gas, chemicals, etc). If post detonation, look for structural damage or collapse threat.

[ ] Establish narrow cordon in/out of area - Establish a narrow path in and out of the area to access survivors as directly as possible while avoiding proximity to the IED. Attempt to retrace steps and path as much as possible (think of it like operating in a minefield).

[ ] Provide Direct Threat Care only - Casualties exposed to an IED are considered to be in a Direct Threat environment. Limit medical care to Direct Threat Care only to minimize exposure time.

[ ] Evacuate to standoff / Isolate / Barricade - Evacuate survivors to standoff distance (see chart) as soon as possible. If evacuation is not practical, isolate survivors from the IED kill zone by use of angles and air gaps. If isolation to the minimum with cover standoff distance, barricade survivors using terrain features or large/heavy objects (e.g. file cabinet, desk, etc.). See STANDOFF DISTANCE for additional information.

FROM RADIO SAFE DISTANCE

(300ft or standoff) - Everybody talks about the radio safe distances, 300 feet or safe standoff distance. That is not as big a problem as people make it out to be. The only recorded incident of a radio possibly initiating an explosive device was in the early 70’s at an industrial site. Today, radios are regularly used on bomb suits, while leaning over devices. We are not telling you to rewrite your own policy. We are not telling you what to do. We are just telling you that in the bomb community, they do use radios around explosive devices.
[ ] Report IED location, description, size - Report the location, brief description, and estimated size in pounds of suspected IED. Report any indication of CBRN (Chemical, Biological, Radiological, Nuclear) in detail. Note CBRN threats are outside the scope of this document.

[ ] Report action taken - Report actions taken related to the suspected IED.

[ ] Request Bomb Squad - Request local EOD/Bomb Squad response.

NO SURVIVORS

THREATENED

[ ] View area for secondary threats - Scan from floor to waist along perimeters (e.g. walls) first, then interior. Repeat scan from waist to ceiling paying attention to tops of furniture/cabinets. Look for unordinary things (wire, antenna, watch or timer, cell phone, remote control device, handheld radio, passive infrared (PIR) or motion sensor, chemicals, powder, liquid, batteries, etc.), unusual chemical smells, and proximity of any hazards (e.g. flammable liquid/gas, chemicals, etc.). If post detonation, look for structural damage or collapse threat.

[ ] Reposition personnel to safe standoff - Evacuate personnel to standoff distance (see chart) as soon as possible.

[ ] Report impact to assignment and priority - Report impact to previous assignment caused by suspected IED and communicate the priority of mitigating the suspected IED.

[ ] Cordon off 360° device kill zone - Cordon off a 360 degree radius around the suspected IED utilizing the standoff chart as a guide.

[ ] Control cordon security awaiting Bomb Squad - Secure the 360 degree cordon perimeter while awaiting EOD/Bomb Squad response. Monitor the entire area and maintain eyes on the suspected IED if possible.

STANDOFF DISTANCE

Refer to the figure above on standoff distances. A pipe bomb which is five pounds is minimum with cover 70 feet, preferred 1,200 feet. A suicide bomber with 20 pounds of explosive is 110 feet with cover to 1,700 feet. A briefcase/suitcase could be 50 pounds of explosive, and minimum distance is 150 feet or 1,850 without cover, and an SUV/van is 1,000 pounds, and a minimum with cover is 400 feet or 2,400 feet, almost half a mile. So be cognizant of that, and how realistic is that going to be? Are we going to be able to get that? But it’s something to keep in mind, and a five-pound explosive is really significant. We’re not trying to instill paranoia, just a caution, awareness, and what to do. If the bomb hasn’t gone off, there’s a good chance it probably will not. This drives home the fact that we need to have chem lights and we need to have training with this. You need to work with your local bomb squad. That cannot be stressed enough, that is paramount.
Active Shooter Event Incident Command System Organizational Chart

This chart complements the checklist by providing a quick, graphical view of the management structure. It demonstrates the chain of command, communication pathways and organizes the roles and responsibilities. Each role in the chart can be coupled directly to the Active Shooter Incident Management Checklist.
**Abbreviations**

<table>
<thead>
<tr>
<th>Abbreviation (AEP)</th>
<th>Ambulance Exchange Point</th>
<th>LE</th>
<th>Law Enforcement</th>
<th>MTC</th>
<th>Move-to-Contact (Team)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASE</td>
<td>Active Shooter Event</td>
<td>LEB</td>
<td>Law Enforcement Branch</td>
<td>PIR</td>
<td>Passive Infrared</td>
</tr>
<tr>
<td>CCP</td>
<td>Casualty Collection Point</td>
<td>LEO</td>
<td>Law Enforcement Officer</td>
<td>RTF</td>
<td>Rescue Task Force</td>
</tr>
<tr>
<td>IED</td>
<td>Improvised Explosive Device</td>
<td>MCI</td>
<td>Mass Casualty Incident</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Glossary of Terms**

**5th Man** A generic term for the 5th arriving law enforcement officer without regard to rank. Assumes the leadership duties and responsibilities of the 5th man whether a patrol officer or chief of department.

**Ambulance Exchange Point (AEP)** 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.

**Casualty Collection Point (CCP)** A specific Warm Zone location with security measures to assemble nearby casualties and provide Indirect Threat Care.

**Cold Zone** An area outside of the Inner Perimeter and inside the Outer Perimeter where no threat is reasonably expected.

**Complex Coordinated Attack (CCA)** Killing or threatening to kill multiple unrelated individuals where there are [a] three or more attackers, or [b] simultaneous attack of two or more sites, or [c] an act of terrorism which overwhelms the local jurisdiction and initiates a regional/statewide response.

**Complex Coordinated Terrorist Attack (CCTA)** Department of Homeland Security Definition: Acts of terrorism that involve synchronized and independent team(s) at multiple locations, sequentially or in close succession, initiated with little or no warning, and employing one or more weapon systems: firearms, explosives, fire as a weapon, and other nontraditional attack methodologies that are intended to result in large numbers of casualties.

**Contact Team** A team of law enforcement officers formed-up tactically to rapidly move toward the shooting and neutralize the threat.

**Danger Zone** See Hot Zone

**Direct Threat Care** A defined set of limited medical procedures provided in the Hot Zone, e.g. care provided under direct threat.

**Hot Zone** An area inside of the Inner Perimeter under direct threat.

**Indirect Threat Care** A defined set of limited medical procedures provided in the Warm Zone, e.g. care provided while an indirect threat may exist.

**Inner Perimeter** A perimeter containing the Warm and Hot Zones.

**Loading Zone** A large open area where all casualties from an incident are assembled, organized, and loaded into awaiting ambulances that then transport to directed hospitals. Typically used when casualties outnumber available transport ambulances.

**Mobile Command** The Incident Commander is performing command functions in addition to other critical duties, such as a first arriving officer moving to contact a shooter. Another responder should assume Command (and establish a stable Command) as soon as practical. Mobile Command is sometimes referred to as a “working command.”

**Move-to-Contact Team (MTC)** See Contact Team

**Outer Perimeter** A perimeter containing the Cold Zone and stopping at the Inner Perimeter.

**Rescue Task Force (RTF)** A mixed discipline ad-hoc unit with a security element, a medical element, and a team leader who operate in the Warm Zone to triage patients, provide Indirect Threat Care, and coordinate casualty evacuation to an Ambulance Exchange Point. The unit is typically comprised of two (2) law enforcement officers and two (2) EMS personnel, however staffing may vary based on incident need and local policy. Typically one law enforcement officer serves on point and the other rear guard, escorting the EMS personnel and providing security.

**Warm Zone** An area inside of the Inner Perimeter where security measures are in place.
References


*Title VIII, Section 802 of the USA PATRIOT Act: An act of terrorism means any activity that (A) involves a violent act or an act dangerous to human life that is a violation of the criminal laws of the United States or any State, or that would be a criminal violation if committed within the jurisdiction of the United States or of any State; and (B) appears to be intended (i) to intimidate or coerce a civilian population; (ii) to influence the policy of a government by intimidation or coercion; or (iii) to affect the conduct of a government by assassination or kidnapping.

Support

For questions concerning the ACTIVE SHOOTER INCIDENT MANAGEMENT CHECKLIST please contact:
support@c3pathways.com
+1 (407) 490-1300
C3 Pathways, Inc.
531 S Econ Cir Suite 1001
Oviedo, FL 32765
USA
ARE YOU READY?

IMPROVING THROUGH PREPAREDNESS

EMERGENCY RESPONSE

Call Us Today (877) 340-4032
(407) 490-1300 • info@c3pathways.com • www.c3pathways.com
531 S Econ Cir Suite 1001 • Oviedo, FL 32765 • USA