

## HELP GUIDE

# ACTIVE SHOOTER INCIDENT MANAGEMENT CHECKLIST



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>



# 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.

Godfrey, William M., & Agan, David C. (2015-2019). *Active Shooter Incident Management Checklist: Help Guide*. Otterbacher, R., Ferrara, J., & Jimenez, A. (Eds.). Orlando, FL: C3 Pathways, Inc.

## 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>.

# REVISION HISTORY

## Checklist

0.1	26 Nov 2013	Alpha
-----	-------------	-------

Original

0.2	01 Dec 2013	Alpha
-----	-------------	-------

Formatting and grouping

0.3	02 Dec 2013	Alpha
-----	-------------	-------

- 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

0.4	04 Dec 2013	Beta 1 for testing
-----	-------------	--------------------

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

0.5	16 Dec 2013	Beta 2 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

1.0	28 Jan 2014	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	13 May 2014	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	11 Nov 2014	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 designation checklist item
- **Contact Team** sub checklist: Added Establish CCP checklist item
- **Triage** sub checklist: Added collocate 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	15 Oct 2015	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 staffing footnote EMS to Medical

2.0	12 Feb 2018	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 1Threat, 2Rescue, 3Clear; 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
- Changed **Intelligence/Investigations** primary checklist to a sub checklist and moved under Law Enforcement primary checklist
  - **Common** primary checklist
  - **Staging** sub checklist: Deleted Separate radio channel; changed Keep list of resources to Check-in and list resources
  - Added **LEAD PIO (JOINT INFORMATION CENTER)** sub checklist
- **Fire/EMS Primary Checklist**
  - **MEDICAL BRANCH** sub checklist: Changed item Declare MCI level to Request additional resources; moved item Co-locate with LAW ENFORCEMENT BRANCH after Assign TRANSPORT GROUP; deleted item Separate radio channel
  - **TRIAGE GROUP** sub checklist: Changed item Establish RESCUE TASK FORCE to Stand-up RESCUE TASK FORCE and moved after Get Briefing (verbal); deleted If possible from Co-locate with TACTICAL GROUP; added item Deploy RESCUE TASK FORCES
  - **RESCUE TASK FORCE** sub checklist: Changed items Get briefing (verbal) to Assemble team and equipment, Coordinate casualty evacuation to Ambulance Exchange Point(s) to Coordinate casualty evacuation; deleted items Gather equipment, Get permission to enter Inner Perimeter from TACTICAL GROUP; added items Notify TACTICAL when deploying, If not done, establish Casualty Collection Point(s), Identify Ambulance Exchange Point and confirm with TACTICAL;
  - **TRANSPORT GROUP** sub checklist: Added items Co-locate with Tactical Group, Transport casualties from Ambulance Exchange Point(s); added item Separate radio channel; deleted items If Casualty Collection Point(s), consider how to evacuate, Establish Ambulance Exchange Point(s), If needed, establish Loading Zone;
- Added Joint Information Center box to org chart
- Updated address and Copyright years

3.0	01 Jul 2019	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 540<sup>0</sup> 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

---

1.0	30 Jan 2014	Initial Release
-----	-------------	-----------------

Original

1.1	13 May 2014	Checklist 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	11 Nov 2014	Checklist and Content Change
-----	-------------	------------------------------

- Updated to Checklist rev 1.2
- Added new Improvised Explosive Device (IED) section
- Updated and changed Abbreviations, Glossary of Terms, and Reference List
- Added, updated content to match Checklist rev 1.2 changes
- Typographical, formatting and editorial corrections

1.3	15 Oct 2015	Checklist and Content Change
-----	-------------	------------------------------

- Updated to Checklist rev 1.3
- Added explanation to RTF Ambulance Exchange Point checklist item, Consider Reunification Group checklist item
- Updated and changed Abbreviations, Glossary of Terms, and Reference List
- Added, updated content to match Checklist rev 1.3 changes
- Typographical, formatting and editorial corrections

2.0	12 FEB 2018	Checklist and Content Change
-----	-------------	------------------------------

- Updated to Checklist rev 2.0
- Added, updated content to match Checklist rev 2.0 changes
- Added definition of Complex Coordinated Attack (CCA)
- Typographical, formatting and editorial corrections

3.0	01 Jul 2019	Checklist and Content Change
-----	-------------	------------------------------

- Updated to Checklist rev 3.0
- Added, updated content to match Checklist rev 3.0 changes
- Changed Improvised Explosive Device (IED) section 5 to include updated information to match checklist changes
- Typographical, formatting and editorial corrections



## About the Active Shooter Incident Management Checklist

### A Validated Active Shooter Checklist

The Active Shooter Incident Management Checklist is designed for basic complexity through moderate complexity Active Shooter Events in a generic approach suitable for most communities. However, the Checklist will not be suitable for ALL communities. Each agency must evaluate if this Active Shooter Checklist is appropriate for their community, their staffing, and their risk.

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.

# C3 ACTIVE SHOOTER INCIDENT MANAGEMENT CHECKLIST

©Copyright 2019, C3 Pathways, Inc. All rights reserved. May NOT be duplicated or used without written permission. Visit <http://c3.cm/asc> for **USAGE REQUIREMENTS** and to receive writer: Copyright, permission.

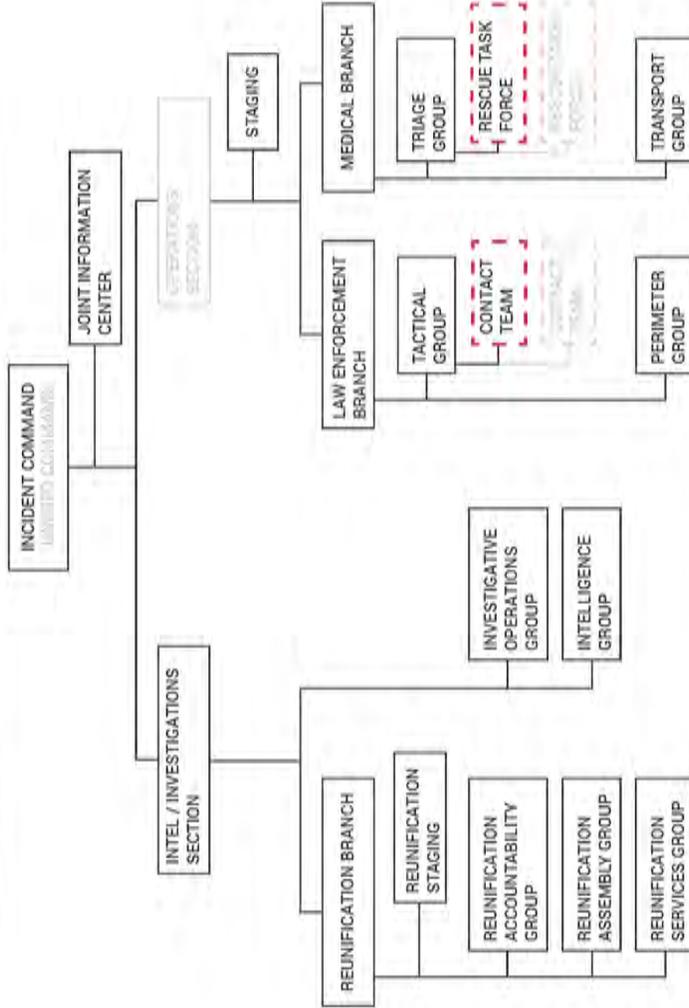


Fig 1. Active Shooter Incident Command Organizational Chart

**WARNING! Rev 3.0 7/2019**  
 DO NOT USE UNLESS AUTHORIZED. USER ASSUMES ALL RISK. FOR USAGE REQUIREMENTS AND WRITTEN PERMISSION, VISIT <http://c3.cm/asc>

**C3 PATHWAYS**  
 TRAINING, EXERCISES, CONSULTING  
 Office : +1 (407) 490-1300  
 Toll Free : +1 (877) 340-4032  
 Email : [info@c3pathways.com](mailto:info@c3pathways.com)  
 531 S Econ Cir Suite 1001  
 Oviedo, FL 32765 • USA  
[C3Pathways.com](http://C3Pathways.com)

**START ON OTHER SIDE**

## Improvised Explosive Device (IED)

### DISCOVERY or DETONATION

- Announce "Bomb Cover" or "Bomb Go"
- Secondary threat scan (device, 5ft, 25ft)
- Maintain 540° scan
- NEVER TOUCH Bombs
- Bombers are Bombs

### CONTACT and RESCUE

- Consider threat to life and alternate route
- Mark (Chem Lights) and bypass
- Provide security element if possible

### EXPOSED SURVIVOR RESCUE

- Direct survivor movement explicitly
- View area for secondary threats
- Establish narrow cordon in/out of area
- Provide Direct Threat Care only
- Evacuate to standoff / Isolate / Barricade

### FROM RADIO SAFE DISTANCE (300ft or standoff)

- Report IED location, description, size
- Report action taken
- Request Bomb Squad

### NO SURVIVORS THREATENED

- View area for secondary threats
- Reposition personnel to safe standoff
- Report impact to assignment and priority
- Cordon off 360° device kill zone
- Control cordon security awaiting Bomb Squad

### Standoff Distance

IED	Size	Minimum with Cover	Preferred
Pipe Bomb	5 lb	70 ft	1200 ft
Suicide Bomber	20	110	1700
Briefcase/Suitcase	50	150	1850
SUV / Van	1000	400	2400

\*See Help Guide and DHS reference for IMPORTANT information.

START HERE	Law Enforcement	Fire / EMS	Multi-Discipline
<p><b>LE First arriving</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Size up report</li> <li><input type="checkbox"/> Identify Hot Zone</li> <li><input type="checkbox"/> Establish COMMAND (mobile)</li> <li><input type="checkbox"/> Radio ID: CONTACT 1</li> <li><input type="checkbox"/> Engage</li> </ul>	<p><b>LAW ENFORCEMENT BRANCH</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Co-locate with MEDICAL BRANCH</li> <li><input type="checkbox"/> Coordinate with INTELLIGENCE SECTION</li> </ul> <p><b>TACTICAL GROUP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate CONTACT TEAM(s)</li> <li><input type="checkbox"/> Prioritize Threat, Rescue, Warm Zones</li> <li><input type="checkbox"/> Update Hot and Warm Zones</li> <li><input type="checkbox"/> Update casualty information to Triage Group</li> </ul> <p><b>CONTACT TEAM</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Contain or neutralize threat</li> <li><input type="checkbox"/> Update location as moving</li> <li><input type="checkbox"/> Report casualty locations, numbers</li> <li><input type="checkbox"/> Establish Casualty Collection Point(s)</li> </ul> <p><b>PERIMETER GROUP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Separate radio channel*</li> <li><input type="checkbox"/> Establish INNER PERIMETER</li> <li><input type="checkbox"/> Establish OUTER PERIMETER</li> </ul>	<p><b>MEDICAL BRANCH</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Request additional resources</li> <li><input type="checkbox"/> Assign TRIAGE GROUP</li> <li><input type="checkbox"/> Assign TRANSPORT GROUP</li> <li><input type="checkbox"/> Co-locate with LAW ENFORCEMENT BRANCH</li> <li><input type="checkbox"/> Consider TREATMENT GROUP</li> </ul> <p><b>TRIAGE GROUP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Stand-up RESCUE TASK FORCE(s)</li> <li><input type="checkbox"/> Co-locate with TACTICAL GROUP</li> <li><input type="checkbox"/> Get operable areas, routes, and Casualty Collection Point location(s)</li> <li><input type="checkbox"/> Deploy RESCUE TASK FORCE(s)</li> </ul> <p><b>RESCUE TASK FORCE†</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assemble team and equipment</li> <li><input type="checkbox"/> Notify TACTICAL when deploying</li> <li><input type="checkbox"/> If not done, establish Casualty Collection Point(s)</li> <li><input type="checkbox"/> Rapidly assess casualties</li> <li><input type="checkbox"/> Report counts to TRIAGE GROUP</li> <li><input type="checkbox"/> Identify Ambulance Exchange Point and confirm with TACTICAL</li> <li><input type="checkbox"/> Coordinate casualty evacuation</li> </ul> <p><b>TRANSPORT GROUP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Co-locate with TACTICAL GROUP</li> <li><input type="checkbox"/> Determine routes</li> <li><input type="checkbox"/> Separate radio channel*</li> <li><input type="checkbox"/> Get Hospital capacity count</li> <li><input type="checkbox"/> Transport casualties from Ambulance Exchange Point(s)</li> <li><input type="checkbox"/> Target 3 per ambulance (1 ea Red/Yell/Grn)</li> <li><input type="checkbox"/> Distribute to Hospitals</li> <li><input type="checkbox"/> Keep Transport Log</li> </ul>	<p><b>STAGING</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Check-in and list resources</li> <li><input type="checkbox"/> Give resources assignment, location, and channel</li> <li><input type="checkbox"/> Prioritize assignments as directed</li> <li><input type="checkbox"/> Maintain minimum resources as directed</li> </ul> <p><b>LEAD PIO (JOINT INFORMATION CENTER)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Establish JOINT INFORMATION CENTER</li> <li><input type="checkbox"/> Establish Media Staging Area</li> <li><input type="checkbox"/> Clear all messaging and releases with COMMAND</li> <li><input type="checkbox"/> Announce Reunification site when authorized</li> </ul> <p><b>REUNIFICATION BRANCH</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Select Reunification Location</li> <li><input type="checkbox"/> Location approved by INTELLIGENCE SECTION</li> <li><input type="checkbox"/> Notify DISPATCH of Location <i>(not for public release)</i></li> <li><input type="checkbox"/> Assign REUNIFICATION STAGING MANAGER</li> <li><input type="checkbox"/> Request additional resources</li> <li><input type="checkbox"/> Assign SERVICES GROUP</li> <li><input type="checkbox"/> Assign ACCOUNTABILITY GROUP</li> <li><input type="checkbox"/> Assign ASSEMBLY GROUP</li> <li><input type="checkbox"/> Notify INTELLIGENCE SECTION when ready to announce Location to public</li> </ul> <p><b>REUNIFICATION SERVICES GROUP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assign Set-up Unit</li> <li><input type="checkbox"/> Assign Law Enforcement Unit</li> <li><input type="checkbox"/> Assign Transportation Unit</li> <li><input type="checkbox"/> Assign Medical Unit</li> <li><input type="checkbox"/> Establish Family Assistance Center</li> </ul> <p><b>REUNIFICATION ACCOUNTABILITY GROUP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assign Accountant Unit</li> <li><input type="checkbox"/> Assign Checker Unit</li> <li><input type="checkbox"/> Assign Greeter Unit</li> <li><input type="checkbox"/> Assign Reunifier Unit</li> <li><input type="checkbox"/> Assign Exit Control Unit</li> </ul> <p><b>REUNIFICATION ASSEMBLY GROUP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assign Class Leader Unit</li> <li><input type="checkbox"/> Assign Nutritional Support Unit</li> <li><input type="checkbox"/> Consider Entertainment Unit</li> </ul>
<p><b>LE 2nd-4th arriving with CONTACT 1</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate with CONTACT 1</li> <li><input type="checkbox"/> Link-up</li> </ul> <p><b>LE 5th arriving (5th Man)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Radio ID: TACTICAL</li> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Assume COMMAND</li> <li><input type="checkbox"/> Set STAGING location</li> <li><input type="checkbox"/> Request additional resources</li> <li><input type="checkbox"/> Assign more CONTACT TEAMS</li> </ul>	<p><b>INTELLIGENCE / INVESTIGATIONS SECTION</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Separate radio channel*</li> <li><input type="checkbox"/> Coordinate with Communications Center</li> <li><input type="checkbox"/> Collect incoming information, tips, leads</li> <li><input type="checkbox"/> Brief COMMAND</li> <li><input type="checkbox"/> Consider REUNIFICATION BRANCH</li> <li><input type="checkbox"/> Assign INVESTIGATIVE OPERATIONS GROUP</li> <li><input type="checkbox"/> Assign INTELLIGENCE GROUP</li> </ul>		
<p><b>First LE Supervisor</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Assume COMMAND</li> <li><input type="checkbox"/> Set COMMAND POST location</li> <li><input type="checkbox"/> Assign STAGING manager</li> <li><input type="checkbox"/> Assign PERIMETER GROUP</li> <li><input type="checkbox"/> Assign MEDICAL BRANCH to FDIEMS</li> </ul> <p><b>Second LE Supervisor</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Get briefing (verbal)</li> <li><input type="checkbox"/> Assume COMMAND</li> <li><input type="checkbox"/> Request additional resources</li> <li><input type="checkbox"/> Designate First LE Supervisor as LAW ENFORCEMENT BRANCH</li> </ul> <p><b>LAW ENFORCEMENT BRANCH</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assign INTELLIGENCE SECTION</li> <li><input type="checkbox"/> Assign LEAD PIO to establish JOINT INFORMATION CENTER</li> </ul>			
<p><b>First FDIEMS Supervisor</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Go to COMMAND POST</li> <li><input type="checkbox"/> Request MEDICAL BRANCH assignment</li> </ul>			

\* Separate radio channels are preferred for the following branches:  
 - INVESTIGATIVE OPERATIONS  
 - INTELLIGENCE SECTION  
 - PERIMETER GROUP  
 - TRANSPORT GROUP

## SECTION 1

# START HERE

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

**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 RadiomID 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 than 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

## START HERE

### LE First arriving

- Size up report
- Identify Hot Zone
- Establish COMMAND (mobile)
- Radio ID: CONTACT 1
- Engage

### LE 2nd-4th arriving

- Communicate with CONTACT 1
- Link-up

### LE 5th arriving (5th Man)

- Radio ID:TACTICAL
- Get briefing (verbal)
- Assume COMMAND
- Set STAGING location
- Request additional resources
- Assign more CONTACT TEAMS

### First LE Supervisor

- Get briefing (verbal)
- Assume COMMAND
- Set COMMAND POST location
- Assign STAGING manager
- Assign PERIMETER GROUP
- Assign MEDICAL BRANCH to FD/EMS

### Second LE Supervisor

- Get briefing (verbal)
- Assume COMMAND
- Request additional resources
- Designate First LE Supervisor as LAW ENFORCEMENT BRANCH
- Assign INTELLIGENCE SECTION
- Assign LEAD PIO to establish JOINT INFORMATION CENTER

### First FD/EMS Supervisor

- Go to COMMAND POST
- Request MEDICAL BRANCH assignment

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 than 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-

ing direction from COMMAND and handling radio traffic for COMMAND.

**[ ] Assign INTELLIGENCE SECTION** - Identify a resource qualified to begin the functions of this section chief, collocate this position close to the command post and provide the Checklist for this activity as part of the COMMAND GENERAL STAFF.

**[ ] Assign LEAD PIO to establish JOINT INFORMATION CENTER** - Identify a resource qualified to begin the functions of Lead Public Information Officer (PIO) to establish a Joint Information Center (JIC) (NIMS designates the Lead PIO as the leader of a JIC). Other PIOs should report to the JIC. A more qualified PIO may replace the Lead PIO later.

## FIRST FD/EMS SUPERVISOR

---

**[ ] Go to COMMAND POST** - Important that contact is made with the INCIDENT COMMANDER. Call dispatch to determine location of law enforcement COMMAND POST and move to that location in a safe manner.

**[ ] Request MEDICAL BRANCH assignment** - If not verbalized, confirm the assignment with a specific request. Remember, the situation is fluid and stressful. This singularly can assist the INCIDENT COMMANDER by off-loading critical tasks from him/her while supporting the operation.

## SECTION 2

LAW ENFORCEMENT 

## 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.

## Law Enforcement

## LAW ENFORCEMENT BRANCH

- Get briefing (verbal)
- Co-locate with MEDICAL BRANCH
- Coordinate with INTELLIGENCE SECTION

## TACTICAL GROUP

- Coordinate CONTACT TEAM(s)
- Prioritize 1Threat, 2Rescue, 3Clear
- Update Hot and Warm Zones
- Update casualty information to Triage Group

## CONTACT TEAM

- Contain or neutralize threat
- Update location as moving
- Report casualty locations, numbers
- Establish Casualty Collection Point(s)

## PERIMETER GROUP

- Separate radio channel\*
- Establish INNER PERIMETER
- Establish OUTER PERIMETER

## INTELLIGENCE / INVESTIGATIONS SECTION

- Get briefing (verbal)
- Separate radio channel\*
- Coordinate with Communications Center
- Collect incoming information, tips, leads
- Brief COMMAND
- Consider REUNIFICATION BRANCH
- Assign INVESTIGATIVE OPERATIONS GROUP
- Assign INTELLIGENCE GROUP

## 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

---

The **NIMS Intelligence/Investigations Function Guidance and Field Operations Guide** is hereby incorporated by reference and should be used for guidance on Intelligence/Investigative functions. <http://www.fema.gov/media-library/assets/documents/84807>.

[ ] **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://iloveguys.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.

## SECTION 3

FIRE / EMS 

## Fire / EMS Sub Checklist

**G**aining access to the injured, providing lifesaving treatment, evacuating the injured out of the Hot Zone and providing transportation to medical facilities as quickly and safely as possible is the responsibility of the MEDICAL BRANCH Director. It is **critical** that the MEDICAL BRANCH Director work closely and in coordination with the LAW ENFORCEMENT BRANCH (LEB). Task assignments must be proactively performed to shorten deployment reflex time to the minimum possible. Updating the LEB on team status and receiving low risk/safe avenues of ingress/egress is paramount.

Once the first arriving fire/EMS officer assumes the Medical Branch, focusing on the formation of Rescue Task Force(s) to meet the estimated need is paramount. Assigning the task to the Triage Group and committing the need resources as quickly as possible cannot be understated. Creating a Transport Group and delegating tasks to manage the movement of casualties is another priority.

## 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 do's/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

## Fire / EMS

### MEDICAL BRANCH

- Get briefing (verbal)
- Request additional resources
- Assign TRIAGE GROUP
- Assign TRANSPORT GROUP
- Co-locate with LAW ENFORCEMENT BRANCH
- Consider TREATMENT GROUP

### TRIAGE GROUP

- Get briefing (verbal)
- Stand-up RESCUE TASK FORCE(s)
- Co-locate with TACTICAL GROUP
- Get operable areas, routes, and Casualty Collection Point location(s)
- Deploy RESCUE TASK FORCE(s)

**RESCUE TASK FORCE†**

- Assemble team and equipment
- Notify TACTICAL when deploying
- If not done, establish Casualty Collection Point(s)
- Rapidly assess casualties
- Report counts to TRIAGE GROUP
- Identify Ambulance Exchange Point and confirm with TACTICAL
- Coordinate casualty evacuation

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.

There may be multiple RTF's and AEP's in use. Triage Group sets evacuation priority. Transport Group moves ambulances.

## 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.

### TRANSPORT GROUP

- Get briefing (verbal)
- Co-locate with TACTICAL GROUP
- Determine routes
- Separate radio channel\*
- Get Hospital capacity count
- Transport casualties from Ambulance Exchange Point(s)
- Target 3 per ambulance (1ea Red/Yel/Grn)
- Distribute to Hospitals
- Keep Transport Log

## SECTION 4

# MULTI-DISCIPLINE

## Multi-Discipline Elements Sub Checklist

**R**esources 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 but 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](https://www.fema.gov/media-library-data/20130726-1623-20490-0276/basic_guidance_for_pios_final_draft_12_06_07.pdf).

**[ ] 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.

### Multi-Discipline

#### STAGING

- Check-in and list resources
- Give resources assignment, location, and channel
- Prioritize assignments as directed
- Maintain minimum resources as directed

#### LEAD PIO (JOINT INFORMATION CENTER)

- Establish JOINT INFORMATION CENTER
- Establish Media Staging Area
- Clear all messaging and releases with COMMAND
- Announce Reunification site when authorized

**[ ] 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.

**[ ] 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.

## REUNIFICATION BRANCH

- Get briefing (verbal)
- Select Reunification Location
- Location approved by INTELLIGENCE SECTION
- Notify DISPATCH of Location **Not for public release**
- Assign REUNIFICATION STAGING MANAGER
- Request additional resources
- Assign SERVICES GROUP
- Assign ACCOUNTABILITY GROUP
- Assign ASSEMBLY GROUP
- Notify INTELLIGENCE SECTION when ready to announce Location to public

## REUNIFICATION SERVICES GROUP

- Assign Set-up Unit
- Assign Law Enforcement Unit
- Assign Transportation Unit
- Assign Medical Unit
- Establish Family Assistance Center

## REUNIFICATION ACCOUNTABILITY GROUP

- Assign Accountant Unit
- Assign Checker Unit
- Assign Greeter Unit
- Assign Reunifier Unit
- Assign Exit Control Unit

## REUNIFICATION ASSEMBLY GROUP

- Assign Class Leader Unit
- Assign Nutritional Support Unit
- Consider Entertainment Unit

**[ ] Assign Transportation Unit**- Bus transportation will likely be needed from the affected site.

**[ ] Assign Medical Unit**- The reunification site will need medical standby.

**[ ] Establish Family Assistance Center**- This will be essential for families of victims and casualties. This unit will provide counseling, support, information and coordination with other agencies to assist family members.

## REUNIFICATION ACCOUNTABILITY GROUP

---

**[ ] Assign Accountant Unit**- Assign an Accountant unit leader to organize and supervise the accountants. Accountants are responsible for both student and staff roster verifications. Recover Attendance from Class Leaders, assemble student rosters and Assemble staff rosters. They alert the unit leader when students or staff are known missing.

**[ ] 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 units 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 the reunite 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://iloveguys.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://iloveguys.org>

i love u guys Foundation® is a registered trademark of the I Love U Guys Foundation.



## SECTION 5

## IED



## 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.

**BOMBERS**

**ARE BOMBS**

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

**NEVER TOUCH BOMBS**

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>

### 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.

## Improvised Explosive Device (IED)

### DISCOVERY or DETONATION

- Announce "Bomb Cover" or "Bomb Go"
- Secondary threat scan (device, 5ft, 25ft)
- Maintain 540° scan
- NEVER TOUCH** Bombs
- Bombers are Bombs

### CONTACT and RESCUE

- Consider threat to life and alternate route
- Mark (Chem Lights) and bypass
- Provide security element if possible

### EXPOSED SURVIVOR RESCUE

- Direct survivor movement explicitly
- View area for secondary threats
- Establish narrow cordon in/out of area
- Provide Direct Threat Care only
- Evacuate to standoff / Isolate / Barricade

### FROM RADIO SAFE DISTANCE (300ft or standoff)

- Report IED location, description, size
- Report action taken
- Request Bomb Squad

### NO SURVIVORS THREATENED

- View area for secondary threats
- Reposition personnel to safe standoff
- Report impact to assignment and priority
- Cordon off 360° device kill zone
- Control cordon security awaiting Bomb Squad

### Standoff Distance<sup>†</sup>

IED	Size	Minimum with Cover Preferred	
		with Cover	Preferred
Pipe Bomb	5 lb	70 ft	1200 ft
Suicide Bomber	20	110	1700
Briefcase/Suitcase	50	150	1850
SUV / Van	1000	400	2400

<sup>†</sup>See Help Guide and DHS reference for IMPORTANT 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.

Threat Description		Explosives Capacity	Mandatory Evacuation Distance	Shelter-in-Place Zone	Preferred Evacuation Distance
	Pipe Bomb	5 lbs	70 ft	71-1199 ft	+1200 ft
	Suicide Bomber	20 lbs	110 ft	111-1699 ft	+1700 ft
	Briefcase/Suitcase	50 lbs	150 ft	151-1849 ft	+1850 ft
	Car	500 lbs	320 ft	321-1899 ft	+1900 ft
	SUV/Van	1,000 lbs	400 ft	401-2399 ft	+2400 ft
	Small Delivery Truck	4,000 lbs	640 ft	641-3799 ft	+3800 ft
	Container/Water Truck	10,000 lbs	860 ft	861-5099 ft	+5100 ft
	Semi-Trailer	60,000 lbs	1570 ft	1571-9299 ft	+9300 ft

## 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.

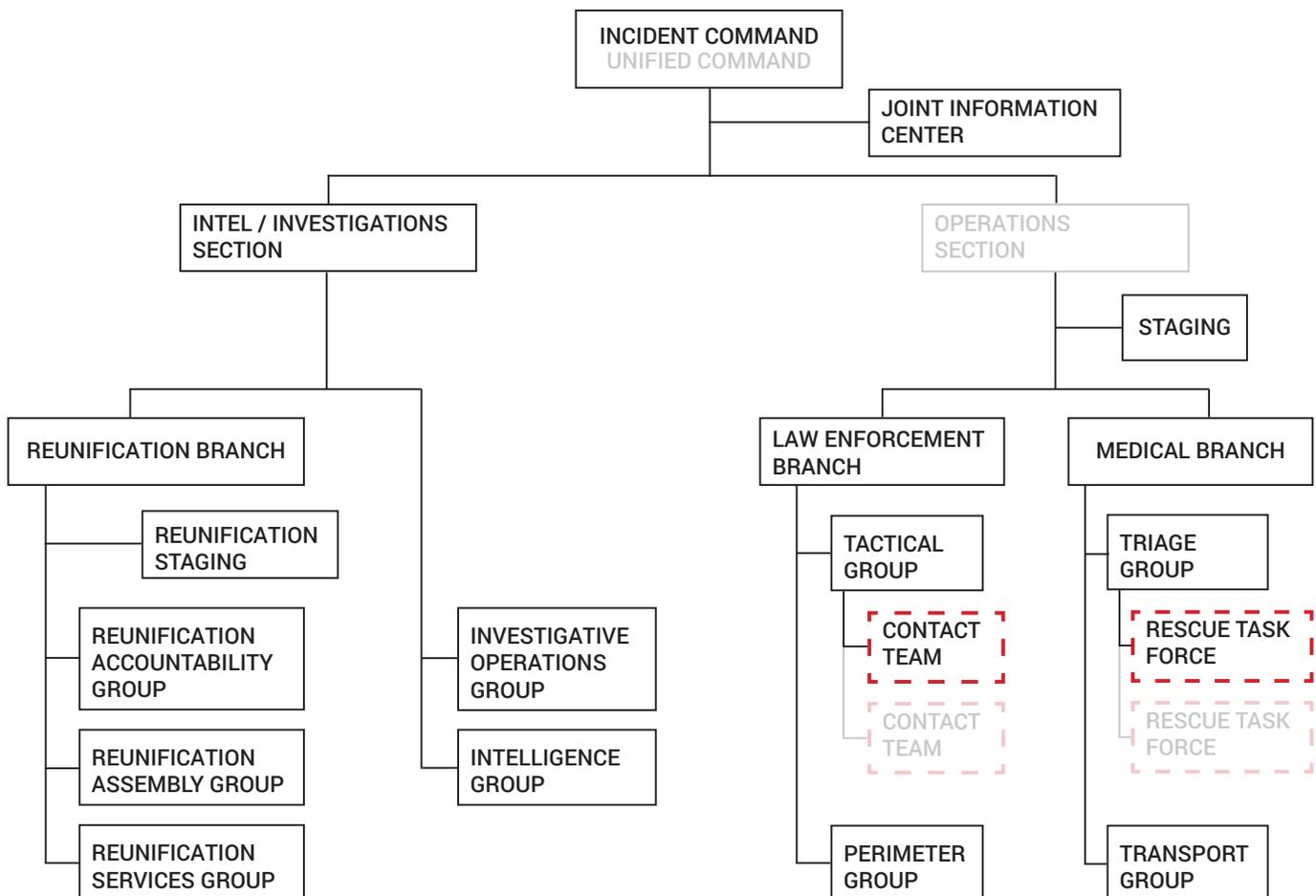
## SECTION 6

# ORG CHART



## 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.



# APPENDIX



## Abbreviations

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

## 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

---

- Bichelmeyer, Barbara (October 4, 2003). Checklist for Formatting Checklists. Retrieved from <https://wmich.edu/sites/default/files/attachments/u350/2014/formattingchecklist.pdf>
- Blair, Nichols, Burns, and Curnutt (2013). Active shooter events and response. Boca Raton, FL: CRC Press.
- Burian, B. K. (October 2006). Design guidance for emergency and abnormal checklists in aviation. In the Proceedings of the Human Factors and Ergonomics Society 50th Annual Meeting, San Francisco. Retrieved from [http://human-systems.arc.nasa.gov/flightcognition/Publications/EA\\_Checklist\\_Design.pdf](http://human-systems.arc.nasa.gov/flightcognition/Publications/EA_Checklist_Design.pdf)
- C3 Pathways: William Godfrey, Ron Otterbacher, David Agan, and Doug Fender (June 2013). 4 Best Practices for Active Shooter Incident Management: Lessons Learned from 10 Active Shooter Exercises with the University of North Florida. Retrieved from [https://www.c3pathways.com/whitepaper/White\\_Paper\\_4\\_Best\\_Practices\\_Active\\_Shooter.pdf](https://www.c3pathways.com/whitepaper/White_Paper_4_Best_Practices_Active_Shooter.pdf)
- Civil Aviation Authority (August 2006). CAP 676 Guidance on the Design, Presentation and Use of Emergency and Abnormal Checklists (Issue 3). Retrieved from <https://publicapps.caa.co.uk/docs/33/CAP676.PDF>
- Department of Homeland Security and Federal Bureau of Investigation (January 1, 2014). Bomb Threat Stand Off Card. Retrieved from <https://tripwire.dhs.gov/reports/220482>
- Department of the Army, United States Marine Corps (September 2005). Field Manual Interim: Improvised Explosive Device Defeat. Retrieved from <https://fas.org/irp/doddir/army/fmi3-34-119-excerpt.pdf>
- FEMA (October 18, 2013). NIMS Intelligence/Investigations Function Guidance and Field Operations Guide. Retrieved from <http://www.fema.gov/media-library/assets/documents/84807>
- Gawande, Atul (2012). The Checklist Manifesto: How to Get Things Right. New York, NY: Metropolitan Books Henry Holt and Company, LLC.
- Keyes, John Michael (April 2016). Standard Reunification Method. Retrieved from I love u guys Foundation: <http://iloveugays.org>
- NASA Ames Research Center: Asaf Degani, San Jose State (December 1992). On the Typography of Flight-Deck Documentation. Retrieved from [http://ti.arc.nasa.gov/m/profile/adegani/Flight-Deck\\_Documentation.pdf](http://ti.arc.nasa.gov/m/profile/adegani/Flight-Deck_Documentation.pdf)
- Perry, W (2019). Active Shooter Incident Management Module 5 Lecture. [Power Point Slides].
- Stufflebeam, Daniel L. (July 2000). Guidelines for Developing Evaluation Checklists: The Checklists Development Checklist (CDC). Retrieved from [https://wmich.edu/sites/default/files/attachments/u350/2014/guidelines\\_cdc.pdf](https://wmich.edu/sites/default/files/attachments/u350/2014/guidelines_cdc.pdf)
- US Fire Administration (September 2013). Fire/Emergency Medical Services Department Operational Considerations and Guide for Active Shooter and Mass Casualty Incidents. Retrieved from [http://www.usfa.fema.gov/downloads/pdf/publications/active\\_shooter\\_guide.pdf](http://www.usfa.fema.gov/downloads/pdf/publications/active_shooter_guide.pdf)

\*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

IMPROVING THROUGH PREPAREDNESS

# EMERGENCY RESPONSE



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

