



GREENVILLE COUNTY
SHERIFF'S OFFICE

GENERAL ORDERS

Active Threats

PURPOSE:

The purpose of this General Order is to establish guidelines for responding to Criminal Mass Casualty Incidents. (CMCI). These incidents include but are not limited to active shooter(s), bomb threats, hostage situations and more. The common element to all of these incidents is that there is a criminal element and the intent to injure or kill innocents. This SOP will help emergency personnel to quickly and effectively respond to and resolve such incidents with the priority of protecting human life, minimizing injury and expedite the treatment of the injured.

A common element in criminal mass casualty events is that Law Enforcement (LE), EMS and Fire understand each other's roles and responsibilities to mitigate confusion and provide a cohesive unified response. The overall objective for LE, Fire and EMS is to save life. This is achieved by LE utilizing rapid response tactics to mitigate the threat posed by the assailant, then establishing a Casualty Collection Point, (CCP) allowing for personnel the ability to administer further lifesaving aid and expedite the transportation process to definitive medical care. The purpose behind this methodology is simple: Let LE, Fire and EMS respond in the way they have been trained in their own disciplines. This keeps all agencies involved, operating in their own areas of expertise. This will ultimately provide an effective and efficient mode of operations for Criminal Mass Casualty Incidents.

The term "active shooter" is used generally in this document. Jointly we recognize the mechanism of injury which causes a CMCI can take various forms.

The intent of this protocol is to provide a framework to increase functionality and interoperability between LE, Fire and EMS to reduce confusion when responding to a criminal mass casualty incident. It is important to emphasize the dynamic nature of these events requires flexibility in the management of allocated resources and adaptability in mission execution based upon the size, scope and intensity of the incident.

**FIRST RESPONDER
PROCEDURES
REGARDING
AN ACTIVE
THREAT:**

Upon notification dispatch will immediately BOLO the call on all radio channels. Fire and EMS will be notified. SWAT, Hazardous Device, Aviation, Emergency Management and Infrastructure coordinator will be activated as appropriate.

En-route the following information should be considered and broadcast:

- Intelligence on locations and description of suspect(s).
- Type of weapons, explosives, or any stated threats or objectives.
- Victim Locations and injuries.
- Whether the threat is ongoing
- Primary operational channel of arriving units.

Deputies may deploy as a single deputy or in teams depending on their circumstances and arrival times.

Upon arrival, Deputies should:

- Consider approach route: vehicle/foot into incident location
- Minimize the need to cover large open areas on foot.
- All responding deputies must be clearly identifiable as Law Enforcement.

When faced with an active shooter, the first responding deputies will utilize a rapid response and deployment. If shots are being fired, the first responding deputies will enter the building and immediately attempt to locate and control the threat by containment, arrest or deadly force. Deputies will respond to the threat (sounds of gunfire, information of suspect(s) location or other stimulus) immediately. Deputies will move past victims and will not stop to provide immediate treatment of injuries. Although SWAT would be activated, the deputies on the scene should not wait for SWAT to arrive during an active shooter incident.

As additional units arrive on scene, they will assist in containing and isolating the subject(s), treating the injured, evacuating and securing the area.

When circumstances indicate a situation may have developed to the point of a hostage situation or an armed barricaded suspect(s) where there is no longer an active shooter situation, then the provisions of General Order 212 (Special Operations) are to be implemented. Additionally, under these circumstances the supervisor will attempt to avoid further confrontation in favor of controlling and containing the situation until the arrival of trained tactical and/or crisis negotiation personnel.

- The first ranking deputy on scene will assume command and begin determining hot, warm and cold zones to establish CCP so as to begin triage for treatment of victims as soon as possible. The ranking deputy will establish staging areas for Fire and EMS. The next ranking deputy will assist in the deployment of manpower to assist in searching for the suspect(s) as well as assigning deputies to provide security and over watch for Fire and EMS units to ready deployment of Rescue Task Force teams (RTF).

At the earliest possible time, the RTF will deploy to treat and evacuate victims. CCP's may also be used as Forward Operating Bases (FOB). This can be utilized to better evaluate and deploy manpower and other resources as the operational changes occur.

- Deputies should plan for the failure of radio communications. Line of sight/word of mouth communications must be established. The next ranking Supervisor will assist in establishing a command post using the Unified Incident Command Protocol (ICP) and coordinate with Fire and EMS to Establish and maintain clear routes for entering and exiting the incident location by foot and vehicle.
- SWAT and Hazardous Device team commanders will respond to the incident command post. The Criminal Investigations Division (CID) will begin gathering intelligence about the suspect(s) through all available resources including deputies assigned to Federal task forces.

Parking Considerations:

The design of the CCP requires a Fire engine(s) and ultimately ambulances to have unobstructed access to the CCP. LE response needs to take into account this eventuality. LE should try and park off roadways, on sidewalks and try and keep the asphalt clear as much as possible.

**FORWARD
OPERATION
BASE (FOB):**

INTENT:

The intent behind the FOB is to gain a stronghold inside the "hot zone" to efficiently manage the multiple waves of responding law enforcement personnel into the scene. A FOB can transform into a CCP based upon location, ease of ingress and egress and the ability to secure. The transition from FOB into CCP will likely be a natural progression and will satisfy two operational sub-objectives efficiently. A responding supervisor should attempt to establish a FOB inside the structure, or outside in a centralized area, to facilitate the economy of force of inbound law enforcement resources.

Establishing FOB/CCP:

Additional arriving Deputies and/or preferably a sergeant should begin to establish control of the additional waves of arriving law enforcement personnel entering the location.

A limited number of officers should therefore provide security in the designed area. The Commanding Personnel of the FOB should:

- 1) Assist in management of inbound resources.
- 2) Provide response direction to arriving officers reducing redundancy of already swept areas.
- 3) Direct resources to locations most needed.
- 4) Provide a centralized source of communications, especially if repeated channels go down.
- 5) Provide stability to the scene.
- 6) Provide a centralized source for communication with Unified Command.

**CAUSALITY
COLLECTION
POINT (CCP):**

The primary purpose of the CCP is for the rapid collection of victims to a single point for medical triaging and extrication to the hospital. Statistically, the speed of extrication, treatment, and transport will determine patient survivability outcomes. Additionally, the CCP provides a secure environment for Fire/EMS personnel to increase efficiency and speed of treatment and transport.

The CCP will be initiated once the following have been completed:

- The identified threat(s) is reasonably believed to be mitigated.
- The identified threat is barricaded, confined and/or at a location that cannot reasonably affect Fire/EMS personnel and operations.
- No further threatening indicators present, (i.e. Additional information from witnesses/victims or intelligence that would indicate the suspect is still active) or a Joint LE/Fire Command determines adequate protection can be provided for the CCP, to including the ingress and egress routes.

A CCP may be used as a response to a HazMat, to prevent unequipped and untrained personnel from entering the Hot Zone. However, support personnel will enter the Warm Zone to assist with decontamination, etc. Like a HazMat response, the CCP is based off a risk percentage. With present information of the hazard, Deputies will secure a Warm Zone in or around the structure. Fire/EMS will be under the protection of law enforcement creating this Warm Zone (lower risk). All personnel must be alert and employ contingent if the environment is to change. The key to CCP success is situational awareness and effective joint command communication.

**IDENTIFY
CASUALTY
COLLECTION
POINT:**

Deputies will quickly determine the location of the Casualty Collection Point. The primary factors influencing the location will be:

- 1) Ease of ingress/egress of Fire/EMS personnel/equipment.
- 2) Ability to secure
- 3) Large enough area for casualties to be triaged.
- 4) Should be assembled on the interior or at the closest exterior location that provides cover.
- 5) Initially it may only take a few officers to quickly lock down an area that will eventually grow into the CCP. It's important to remember, the quicker we can start the process of identifying the CCP, the quicker Fire personnel will ultimately arrive.
- 6) The initial startup phase of the CCP can also be viewed as a FOB, (Forward Operating Base). Here officers can more efficiently direct incoming units to areas of the structure that need to be swept.
- 7) When fire is introduced, they also bring with them a complement of items that aid LE in moving wounded (i.e. body boards & soft stretchers). Mass Casualty Incident bags can also be located on the fire engines.

EMPHASIS: LE does not need 100% confirmation that the suspect has been located prior to initiating the CCP. The goal of the CCP is effective lifesaving processes. Therefore, locating the suspect and setting up a CCP are not competing interests. These two functions can work in tandem.

Once interior officers have identified the CCP, Deputies will:

- Provide interior physical security to the CCP.
- Radio the location of CCP to Unified Command using as many specific identifiers as possible.
- Quadrant off building and any exterior identifiers if possible.
- Deputies should refer to the CCP as "Casualty Collection" as not to confuse with (CP- Command Post).

When Fire arrives at the CCP, Deputies at the CCP should exit the building and provide visual signaling to the in-bound fire. Fire "establishes" the CCP, meaning once Fire is introduced into the location, Fire may modify the location to better facilitate the needs of security, triage and transport. Once the immediate threat is sufficiently mitigated, LE should transition to casualty collection of the wounded and bring victims to the (CCP) Casualty Collection Point.

Late arriving Deputies should muster at the first staged Fire Engine in anticipation to be used as the CCP Inbound Security Detail.

- 1) Security roles on the Fire Engine and stationary over watch positions along the egress/ ingress route.
- 2) LE assigned to the Fire Engine will remain in the capacity of Fire Security throughout the CCP process may be substituted to give tired officers needed rest time.
- 3) Once LE enters CCP with Fire, an officer will remain in contact with Fire Lt. throughout the CCP process
- 4) LE assigned to Fire security will communicate with Fire Supervisor and Unified Command.

**INITIAL
SECURITY AT
CASUALTY
COLLECTION
POINT:**

The main objective is to always have a sufficient number of Deputies present at the CCP to provide security. Once Deputies have identified the location of the CCP, the number of deputies assigned to secure the CCP is based on the physical layout of the building and exposure. The purpose of CCP security is to provide interior over watch protection and to mitigate threat angles and exposure to wounded victims and fire personnel once introduced into the CCP. Deputies initially assigned to CCP security will remain in this capacity until relieved by additional arriving LE security details, (see additional below under "Arrival of Security Team at CCP"). Once relieved, these initial security Deputies may resume additional duties on the interior / exterior.

**MOVING VICTIMS
AND PROVIDING
INTERNAL
SECURITY:**

The primary goal of Deputies on the interior during this phase is gathering up the wounded and getting them to the CCP. Additional Deputies on the interior should remain functional to provide internal security, corridor lock down, etc. If additional units are needed for internal security and/or victim collection, this request should go to the Unified Command.

The primary focus during this phase is casualty collection not searching and evacuation. Quick sweeps of the interior will continue during this phase attempting to locate additional victims. Obviously if persons are found hiding they should be evacuated to the nearest exit point, away from the CCP.

**PREPARATION
OF SECURITY AT
FIRE STAGE**

LOCATION:

Later arriving Deputies can assemble at this location in preparation for Fire engine security and egress/ingress over watch security.

Fire Security consists of two main components:

- 1) CCP and Engine Security
- 2) Ingress / Egress

**FIRE
ENGINE
SECURITY:**

- A Deputy or Sergeant on this team will self-designate as the fire element security team leader and make contact with Fire.
- The primary goal of this link up is to ensure proper security is in place, (over watch) prior to Fire going en-route to the CCP.
- The secondary goal of the link up is to stay with the eight firefighters once arrival is made at the CCP.
- [Optional] riding on the fire truck is optional based on the needs of the incident. Maximum over watch protection is typically achieved through stationary positions along the ingress/egress route.

The Law Enforcement element leader is responsible for:

- Communicating with the Fire Supervisor regarding the ingress route to the CCP.
- Sufficient over watch is in place covering the structure, (counter sniper) to provide security for additional transporting agencies.
- Communicate with (UC) on the status of the security elements.
- Using Deputies responding from surrounding agencies to supplement this security.

**INGRESS/
EGRESS
OVERWATCH
SECURITY:**

Additional Deputies will be assigned by the External OIC to provide Over watch protection for the ingress/egress route for the inbound fire apparatus to the CCP.

The purpose of this assignment is migration of excess radio communications between fire engine security and over watch security and to ensure these two security elements work together in providing overall security to Fire.

NOTE: The formation of these over watch units should not unnecessarily delay the introduction of Fire into the scene. As a general guideline 2 to 4 Deputies should be assigned on over watch protection.

Once these units have assembled, this combined team, (Fire Engine Security and Over watch Security) will await instructions from UC where the CCP has been identified.

**AUTHORIZATION
TO PROCEED
TO CCP:**

Once UC has given the authorization to proceed to the CCP the fire engine security element leader will communicate with the over watch security element leader and ensure over watch elements are in place. First responding over watch cars entering the scene should take up a position where the deputy feels is the first primary threat angle to the ingress route from the structure.

All remaining patrol cars will fill in forward of this location in the trajectory of the CCP. These over watch units will effectively make a corridor of security facing the structure. Law Enforcement over watch needs to be set in place prior to fire going en-route to CCP. Once ingress over watch is set, LE will radio back to fire announcing fire can proceed to CCP. These over watch units will remain in place throughout the incident securing the ingress and egress route for additional arriving EMS teams. This ingress/egress route will be bolstered by additional arriving units.

IMPORTANT:

Although UC gives the "go ahead" to proceed to the CCP the designated Fire apparatus will not embark to the CCP until security and over watch are in place securing the ingress/egress route. The above security measures will take place on the designated channel.

**ARRIVAL OF
SECURITY
TEAM**

AT CCP: Once the fire apparatus arrives at the CCP Deputies will disembark the apparatus and assemble in a flared out fashion near the fire truck providing weapon security on the structure, while fire assembles their gear.

Once the Deputies have disembarked the engine, the fire truck element Security leader will wave back to the engine signaling permission for Fire to disembark.

Once completed, the entire LE/fire team will move on foot into the CCP.

IMPORTANT:

A Deputy at the identified CCP needs to exit the structure and flag in the arriving engine.

Once inside, the initial security units at the CCP may be released for additional security and victim retrieval duties on the interior.

The Fire Engine Security Element Leader will remain with the Fire OIC (officer in charge) throughout the triage and transport process in the CCP to ensure the security at the CCP and to provide updates. Coordinate with EMS regarding treatment and evacuation of victims.

Any security breaches on the interior need to be relayed to the Fire supervisor throughout the CCP process.

ADAPTABILITY:**Focus of priority**

Efficient site introduction of Fire into the CCP is vitally important. The first several minutes of the response will be heavily focused on getting as many LE officers into the structure as possible to eliminate/mitigate the threat. Quickly thereafter, the CCP process, (interior and exterior security) should assemble and assist in insertion of Fire.

CCP TIMER:

Dispatch will utilize a CAD-based timer to remind LE (broadcast on designated operational channel) on the progress in identifying the CCP. This will occur at the 7-minute mark from time of dispatch and then every 3 minutes thereafter.

LIFE SAVING TIMELINE:

Both LE and fire share in the responsibility of life saving during a criminal mass casualty incident. LE are initially tasked with mitigating the threat posed by the suspect(s) then continue the lifesaving process by effectively introducing Fire/EMS into the scene. Fire/EMS continues the process by efficiently triaging and transporting wounded to definitive medical care. Both LE and Fire bring with them a tremendous amount of expertise and resource. It is important we view this life saving process collectively and understand the various benchmarks to achieve our mission: To protect and save life.



Hobart Lewis, Sheriff