IS THE SCENE SAFE?

Law Enforcement and Emergency Medical Services Integration
Motivation

• The threat of coordinated armed attack is one that has emerged as one of the most probable in modern homeland security preparedness. It is critical that EMS and law enforcement agencies are planning and training together to prepare for this threat. This discussion will describe the threat and provide a model framework for agencies to use to consider in their own planning needs.
Objectives

• Describe and apply a homeland security risk assessment model
• Discuss a case study of successful planning process addressing law enforcement and EMS integration issues
• Describe the resulting LEEMS operational framework
• Introduce the Homeland Security Exercise and Evaluation Program to continue improving capability to address the threat
RISK ASSESSMENT
Target

• Target – Lives, Infrastructure, Property, or Environment

• A target is what we’re trying to protect.
WHAT ARE YOUR POTENTIAL TARGETS?
National Capital Region (NCR) Targets

- Lives
  - Approx. 5 million people
  - 22 Jurisdictions

- Infrastructure
  - Federal Government
  - State
  - Local

- Property
  - Billions of Dollars
  - Many symbolic and irreplaceable

- Environment
Threat

- Threat – Anything that can exploit a vulnerability, intentionally or accidentally, and obtain, damage, or destroy a target.

- A threat is what we’re trying to protect against.
WHAT ARE YOUR POTENTIAL THREATS?
Conventional Armed Attacks

- Columbine, CO
- Washington Metro Sniper
- Mumbai, India
- Virginia Tech, Virginia
- Tucson, AZ
- Aurora, CO
- I-96, Michigan
- Savannah, Georgia
Improvised Explosives

- Centennial Park, Atlanta
- Oklahoma City, Oklahoma
- Madrid, Spain
- Stafford County, Virginia
- Vancouver, Canada
Chem, Bio, Rad, Nuke

- Tokyo, Japan
- “Ameri-thrax”
- CCN Center, Atlanta
Vulnerability

- Vulnerability – Weaknesses or gaps that can be exploited by threats to effect a target.

- A vulnerability is a weakness or gap in our protection efforts – or a lack of capability.
WHAT ARE YOUR POTENTIAL VULNERABILITIES?
Risk is a function of threats exploiting vulnerabilities to obtain, damage or destroy targets.
WHAT IS YOUR RISK?
NCR Risk Assessment

- **Assets**
  - 5 million people
  - Multiple Targets

- **Threats**
  - Conventional Arms
  - Improvised Explosives

- **Vulnerabilities**
  - Resources
  - Coordination
SO NOW THAT WE KNOW THE RISK... WHAT DO YOU DO ABOUT IT?
Capability vs. Vulnerability

• Capability and Vulnerability are different measures of the same thing...
  • If you lack capability, you have vulnerability
  • If you lack vulnerability, you have capability
NCR Perceived Gaps

- Resources
  - Law Enforcement
    - 1000’s of Patrol Officers/Tactical Operators
    - Equipment?
  - Emergency Medical Services
    - 100’s of Transport Units/Mass Casualty Resources
    - Equipment?
- Training
- Coordination
DHS Core Capabilities

DHS National Preparedness Goal, 2011
Improving Capability

• The ability to connect a program to a DHS Core Capability is essential to justifying federal support.
• Strategic training efforts should be tied to core capabilities.
The Problem Statement...

• It is critical that the various stakeholders coordinate and discuss operational gaps to improve the public safety response.
EMS Mission

Minimize Mortality and Morbidity

Maximize Provider Safety
LE Mission

Control → Clear → Safe → Investigate
Coordinated?

Minimize Mortality and Morbidity

Control 
Clear 
Safe 
Investigate
The gap…

• Exists between law enforcement and Fire/EMS in the management of victims of a mass casualty incident (MCI) during a law enforcement incident.
Operational Reality

• Law enforcement takes actions to control, clear, and make the incident scene safe

• Appropriate EMS personnel must be given access to victims as soon as possible to prevent death from otherwise survivable injuries.
Challenge

- During significant law enforcement incidents, the individual agencies cannot accomplish all required tasks without the assistance of the others.
Challenge

- The number of law enforcement and fire/EMS agencies in the NCR make common operational concepts a necessity to properly execute an incident action plan regardless of daily interactions or experience across jurisdictional boundaries.
RISKS, MISSIONS, PROBLEMS, CHALLENGES…. NOW SOLUTIONS!
LAW ENFORCEMENT AND EMERGENCY MEDICAL SERVICES INTEGRATION WORK GROUP
Purpose

• Provide the response framework for combined law enforcement and fire and emergency medical services on the scene of a law enforcement incident.

• Intentions
  • to facilitate the rapid and effective movement of victims
  • promoting the highest chance of victim and responder survival.
Develop Consensus

- Representation from across
  - Geographic region
  - Professional disciplines
  - Levels of government
Consensus is easier said than done…

- NIMS Application
  - Unified Command
- Common “Plain” Language
  - Organizational Jargon
- Triage Concepts
  - Who goes first?
Terminology

Stack Witness
Suspect
Clear
Secure
Perimeter
Victim
Safe
Hot Zone
Operator
Patient
Terminology Settled

Danger/Threat

Secure

Law enforcement has possession or control of an area or person or object

Clear

Area/Space has been checked and does not contain a threat

Safe

Area/zone free from danger/attack
Common Tactical Picture

• Key Concept!
• Unified Command Discretion

• *Where do victims become patients?*
  • Cold Zone
  • Warm Zone
  • Hot Zone
Cold Zone Integration

- When limitations on training and resources requires patient care to be undertaken only in the cold zone
- Law Enforcement must take on a more active role
  - Incident Stabilization
  - Patient Movement
- Common in Daily Operation
  - Staging away from the scene awaiting LE Authorization to approach
Warm Zone Integration

- Requires Coordination between EMS and LE

Key Activities
- Casualty Collection Point in the Warm Zone
  - Requires EMS to move “forward” to improve patient care
  - Relative safety provided by LE resources securing the CCP
- Secure Corridor from CCP to the Treatment Area
  - Patient movement facilitated by both EMS and LE

- Stated Operational Goal of the NCR Chiefs
Hot Zone Integration

- EMS moves with LE elements before the incident is rendered safe
- Requires extreme coordination between EMS and LE
- Common Training
  - Such as TECC or TCCC
- Frequent Exercises
- Some NCR Departments can function this way, but not all
Command Decision Making

• Depending on the resources available and their level of training, the most appropriate integration choice can be selected for each incident
  • Units can identify their capability using common terminology
NOW THAT WE HAVE A FRAMEWORK... HOW DO WE APPLY IT?
Homeland Security Exercise and Evaluation Program

- Exercises are a valuable tool for assessing and improving performance.
- They obtain objective assessments of their capabilities so that gaps, deficiencies, and vulnerabilities are identified and remedied prior to a real incident.
- The intent of HSEEP is to provide common exercise policy and program guidance capable of constituting a national standard for all exercises.
HSEEP STRATEGY
Commitment

• Goal – Establish the “Warm Zone Integration” model as the regional baseline
• NCR Chiefs support the framework  
  • Time & Money
• Ideal – Do not restrict those jurisdictions that have or want to progress further
Crawl

• “Cold Zone Integration”
  • ALL EMS Providers, awareness training
  • ALL LE Officers, awareness training

• Improve daily operations by utilizing common terminology and incident coordination
Walk

• “Warm Zone Integration”
  • Moderate Training and Equipment Investment
• Provide Operations Level Training through PD and EMS In Service Training Seminars
• Support Inter-jurisdictional Exercises
Run

- “Hot Zone Integration”
  - Strategic Investment in training and equipment
- Provide TECC/TCCC training
- Jurisdictional Choice
HSEEP Design and Development

• Ensure that all responders are exposed to Cold Zone Integration concept and use it consistently
• Develop Warm Zone Integration Training to be delivered during regular in service training or continuing education
HSEEP Conduct

- **Training**
  - Seminars
    - In Service and CE Training

- **Exercise**
  - Incident Commander Tabletop Exercises
  - Inter-jurisdictional Functional Exercises
HSEEP Evaluation

- Consider past exercise experiences and After Action Reports
- Ensure evaluation criteria consistent with Core Capability exercise evaluation guides (EEG) are collected at every opportunity.
HSEEP Improvement Planning

- Utilize training and exercise experience to adjust training and exercise plans
- Ensure capability is developed consistently with the most current risk analysis.
- Revise training consistent with lessons learned
HSEEP Cycle

- HSEEP is a continuous process… there is no end.
- The more cycles you run the closer to the capability the system becomes.
- Keep on track!
Future Considerations

- Support additional Core Capabilities
  - Bomb Squad Integration
  - Fire Suppression Integration
  - Patient Decontamination
  - Mass Fatality Operations
Conclusion

• Each community must…
  • Assess the risk
  • Evaluate the relevant capabilities
  • Engage all responders
  • Develop realistic solutions
  • Train responders to perform to expectations
  • Exercise at all levels
  • Repeat…
THERE IS NO SHORTAGE OF OPPORTUNITY TO IMPROVE... GO OUT AND GET SOME!
References

  - [http://www.threatanalysis.com](http://www.threatanalysis.com)
  - [http://hseep.dhs.gov](http://hseep.dhs.gov)
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