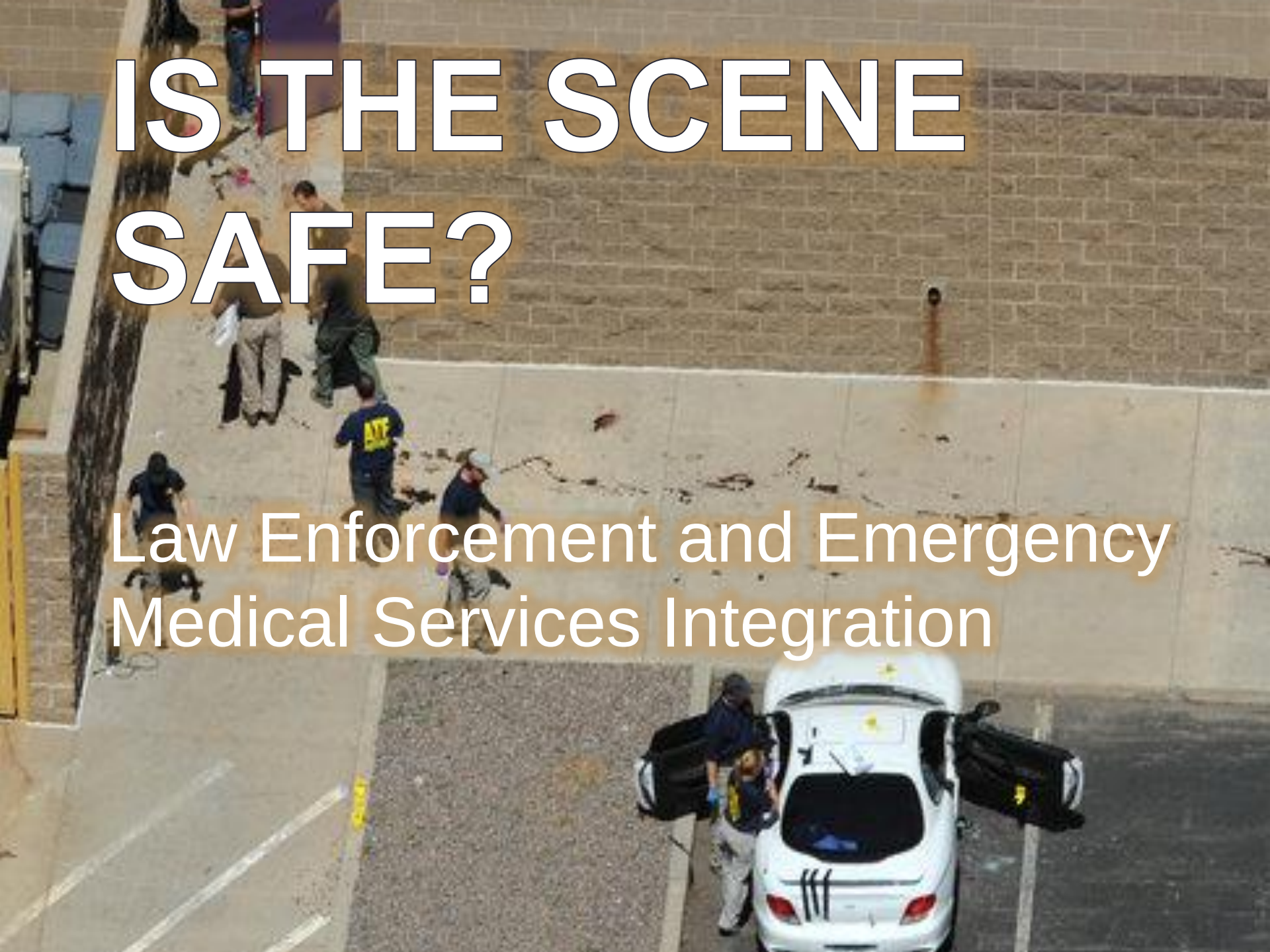


# IS THE SCENE SAFE?

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

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# Target

- Target – Lives, Infrastructure, Property, or Environment
- *A target is what we're trying to protect.*

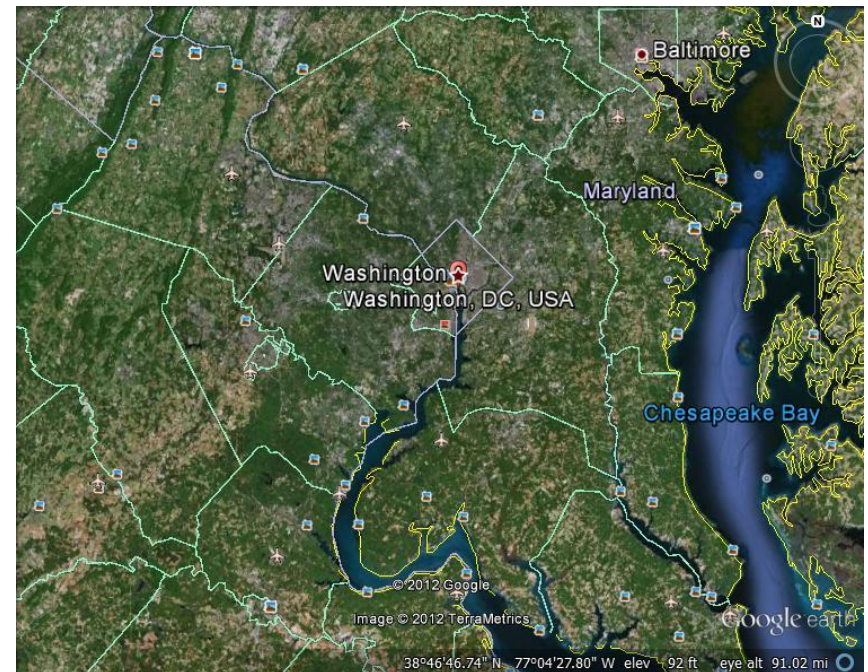


WHAT ARE YOUR  
POTENTIAL TARGETS?

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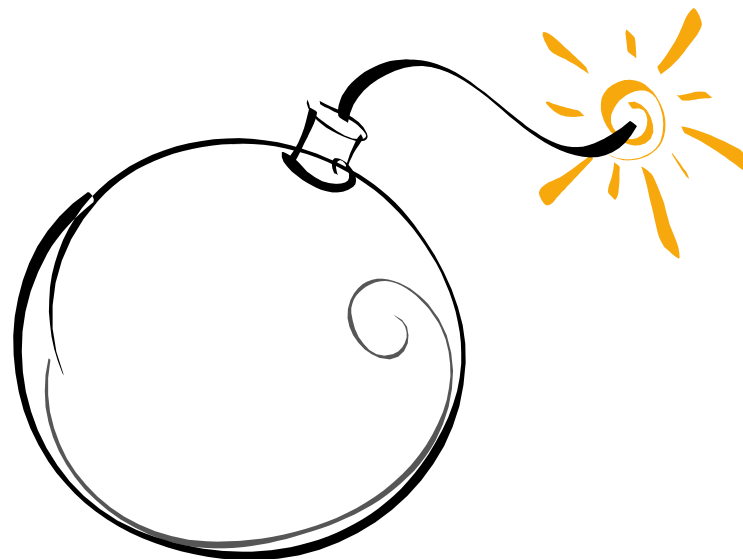
# National Capital Region (NCR) Targets

- Lives
  - Approx. 5 million people
  - 22 Jurisdictions
- Infrastructure
  - Federal Government
  - State
  - Local
- Property
  - Billions of Dollars
  - Many symbolic and irreplaceable
- Environment



# Threat

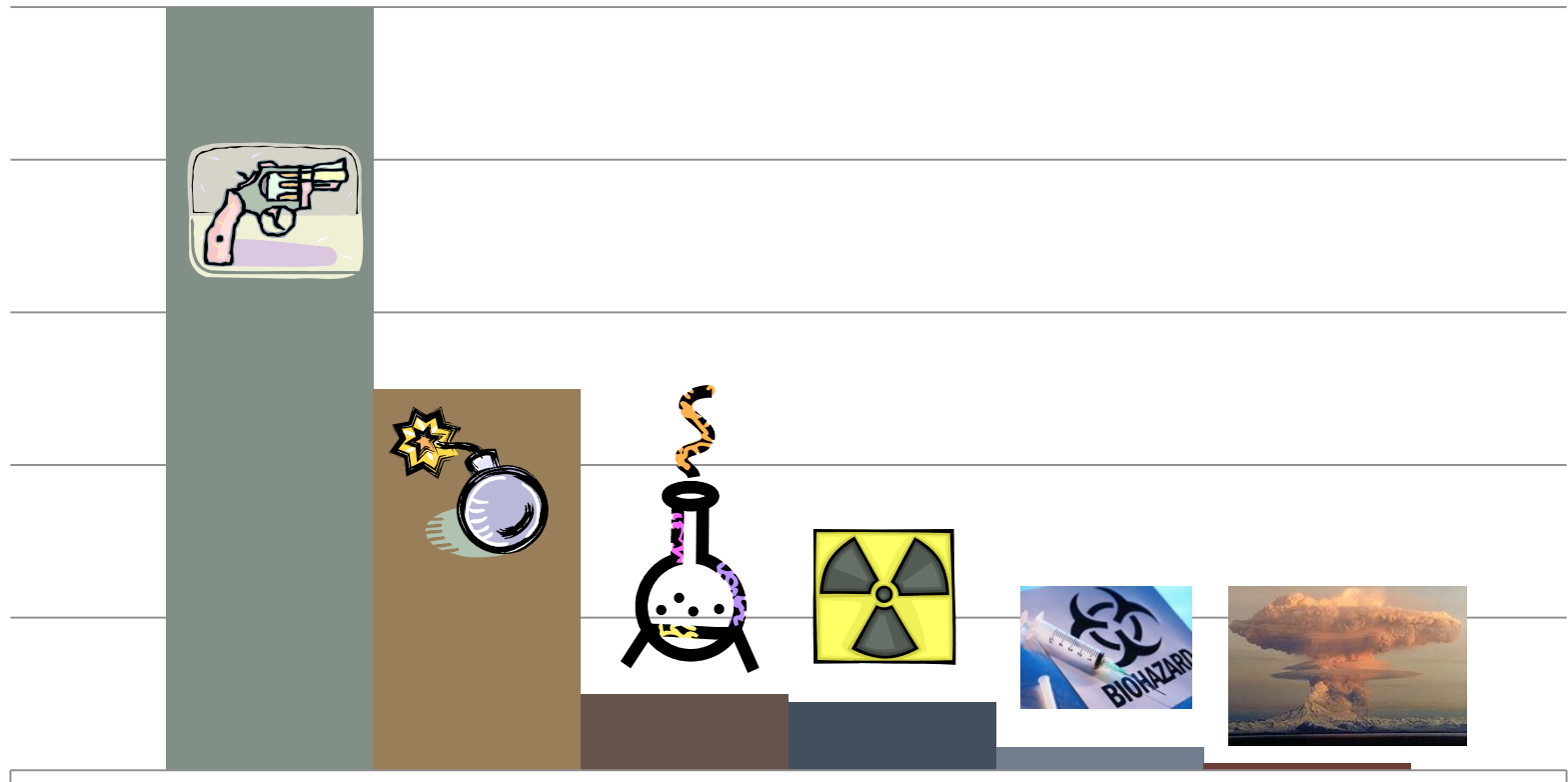
- Threat – Anything that can exploit a vulnerability, intentionally or accidentally, and obtain, damage, or destroy a target.
- *A threat is what we're trying to protect against.*



WHAT ARE YOUR  
POTENTIAL THREATS?

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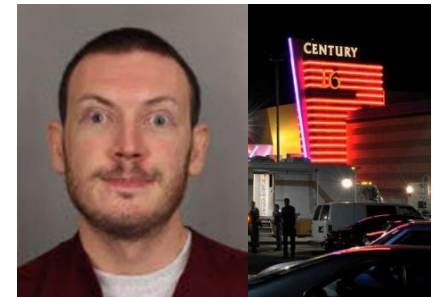
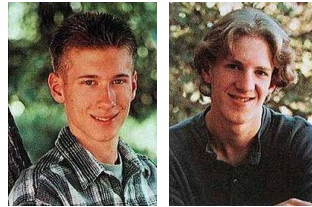
# Theoretical Threat Probability



Threats

# Conventional Armed Attacks

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



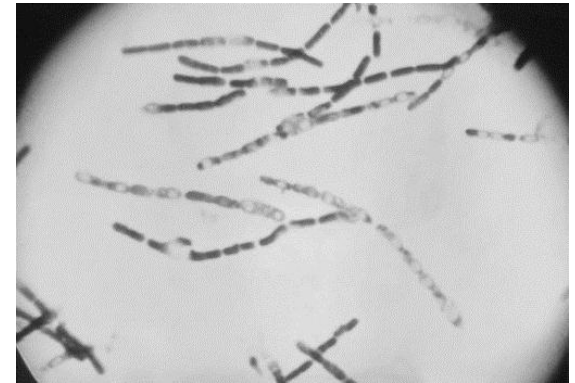
# Improvised Explosives

- 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?

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# RISK

- Risk is a function of threats exploiting vulnerabilities to obtain, damage or destroy targets.



# WHAT IS YOUR RISK?

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# NCR Risk Assessment

- Assets
  - 5 million people
  - Multiple Targets
- Threats
  - Conventional Arms
  - Improvised Explosives
- Vulnerabilities
  - Resources
  - Coordination

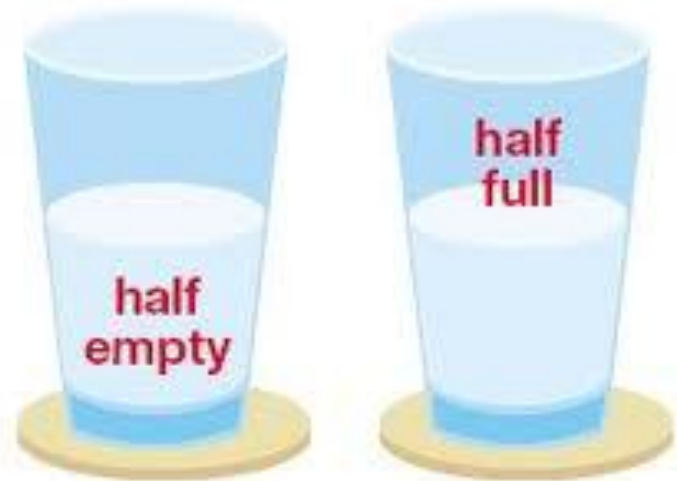


SO NOW THAT WE KNOW  
THE RISK... WHAT DO YOU  
DO ABOUT IT?

---

# 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

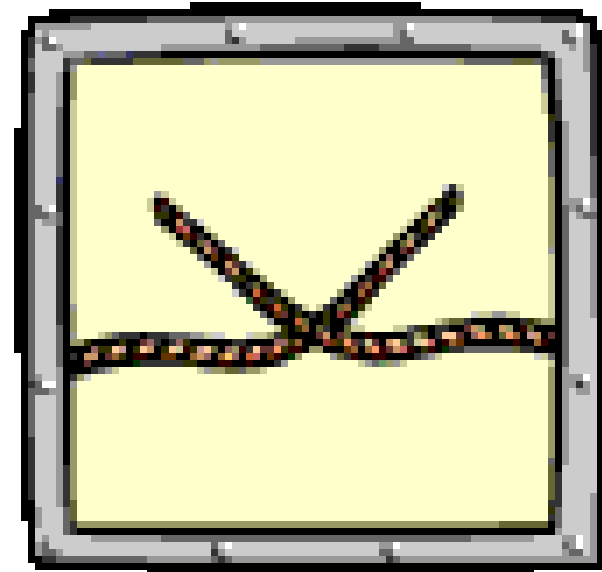
# DHS Core Capabilities



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.

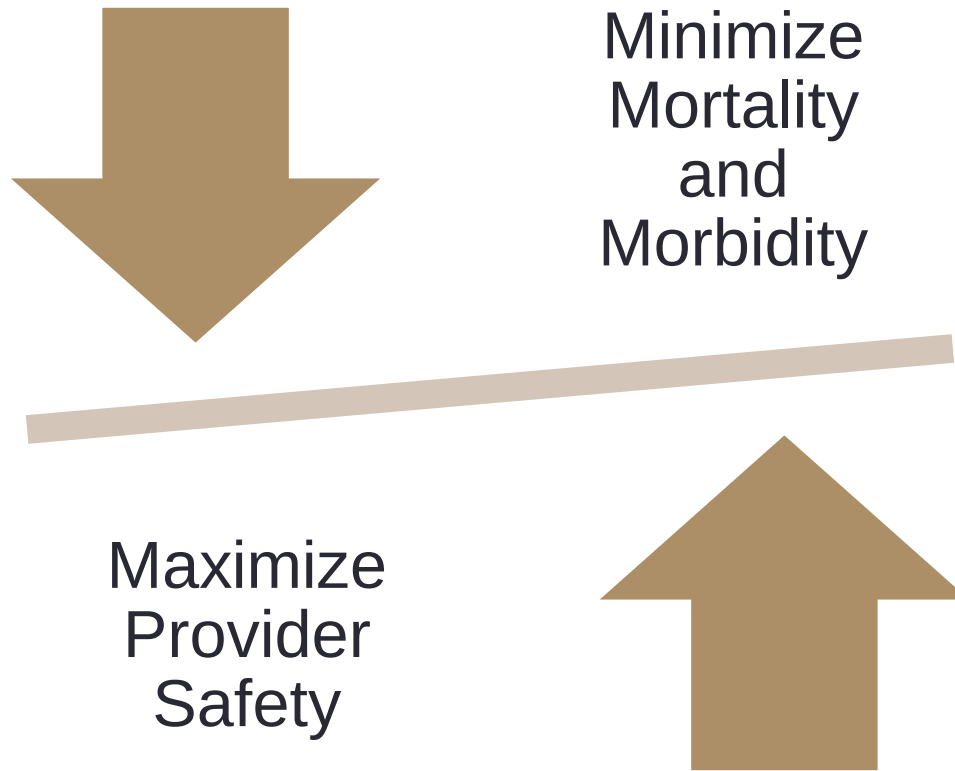


# The Problem Statement...

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



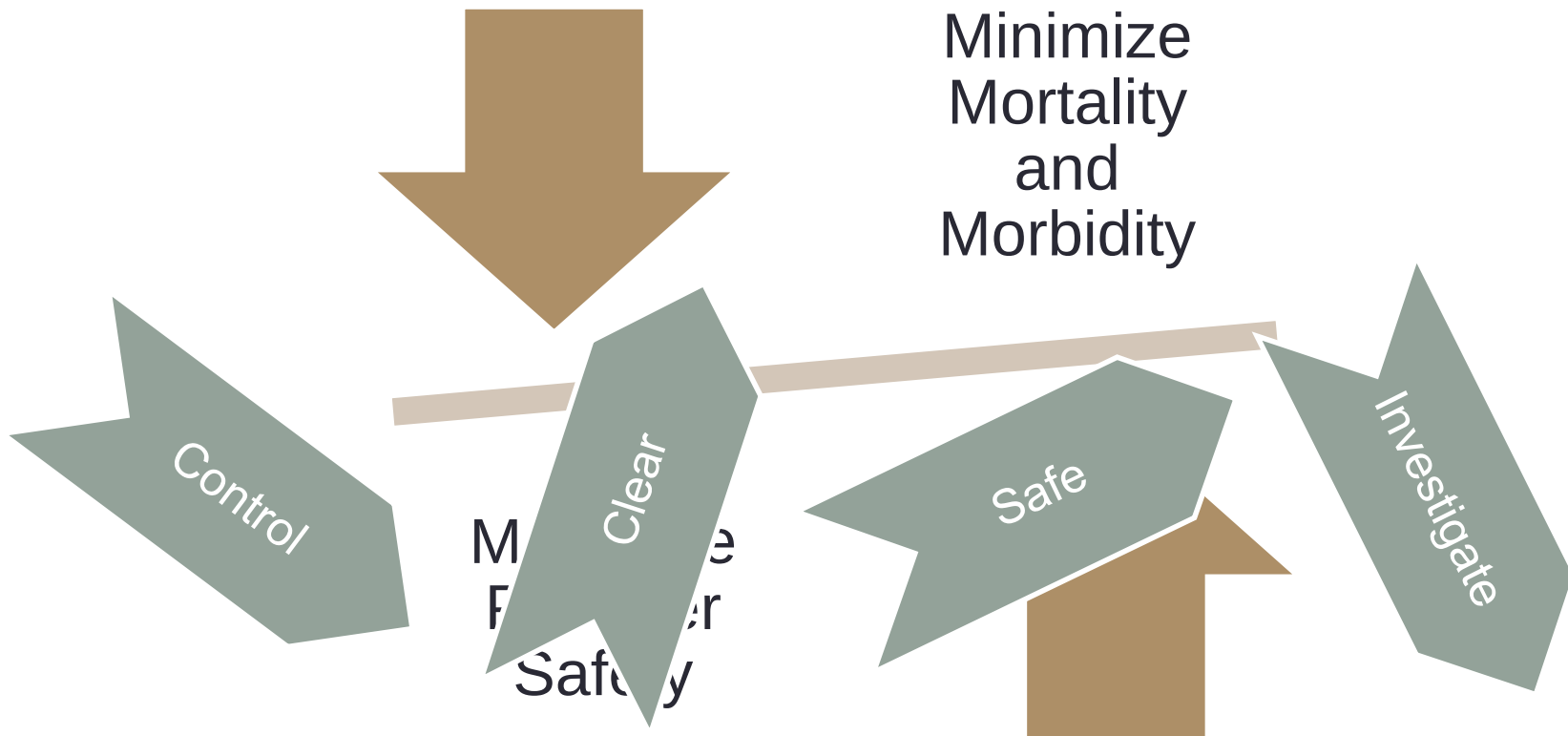
# EMS Mission



# LE Mission



# Coordinated?



# 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

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# 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

Perimeter

Clear

Secure

Victim

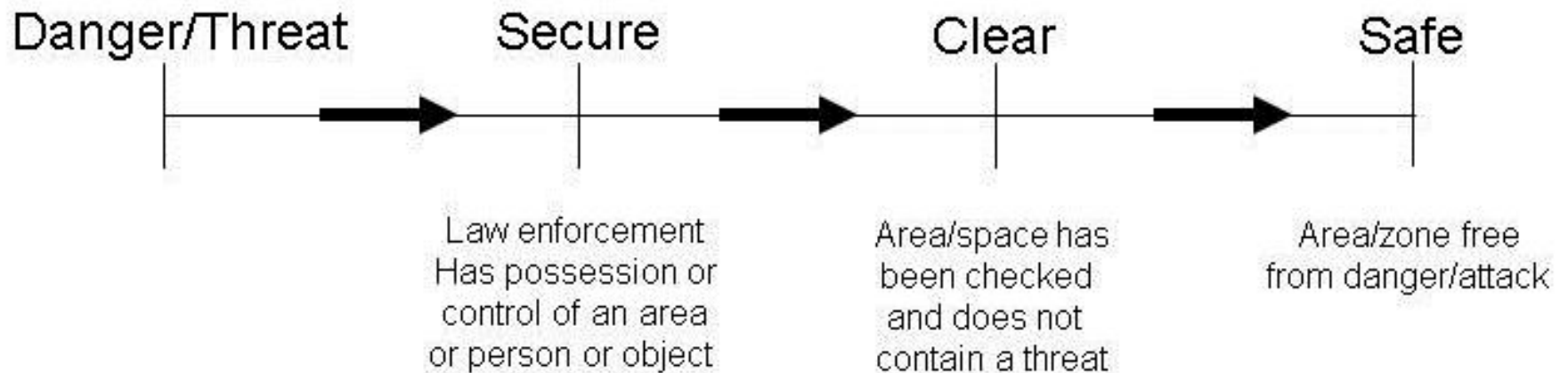
Safe

Hot Zone

Patient

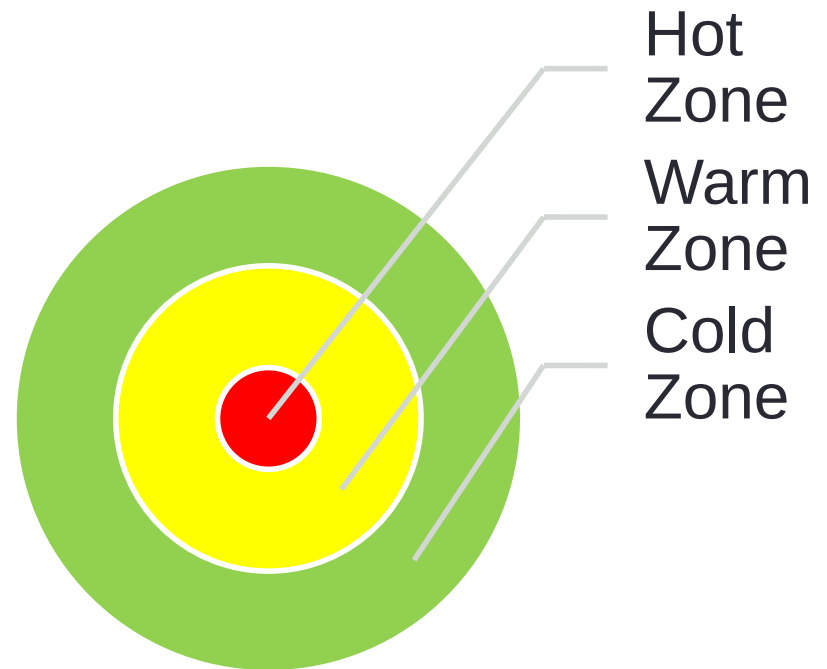
Operator

# Terminology Settled



# 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.

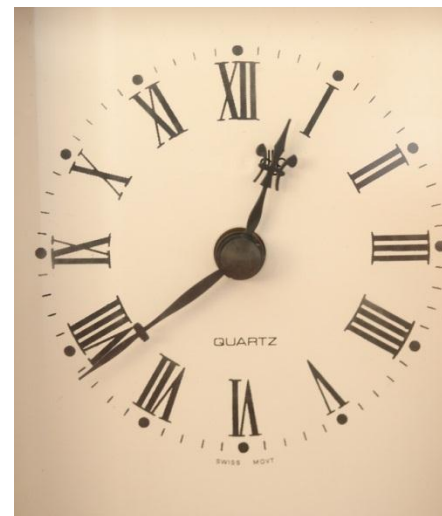


# HSEEP STRATEGY

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# 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!

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# References

- Metropolitan Washington Council of Governments - Model Framework for Law Enforcement and Fire/EMS Response to a Law Enforcement Incident - Approved April 2011
- <http://www.threatanalysis.com>
- <http://hseep.dhs.gov>

# Questions?

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