

PRUDENTIAL COMMITTEE MEETING  
2550 CRANBERRY HIGHWAY  
23 February 2023  
MINUTES

5:32 Chair Barrett Call meeting to order. No one is recording.

Present: Chair George Barrett, Ron Enos, Rick England, Brian Crocker, Chief Kelley, Capt. Smith

Correspondence:

\*Letter: Local 2810 regarding getting an inspection of Station 1's Air Quality. Captain Smith said the Union would pay.

Ron made a motion to have Capt Smith contact a company to inspect and have the cost come out of the Buildings and Grounds account. Brian 2<sup>nd</sup>. **4-0-0** Capt. Smith left the meeting 5:49

\*Letter: Commonwealth of Massachusetts, Plymouth County Retirement Board to pay the sum of \$1,291,428.00 for the fiscal year 2023-2024 share of the Wareham Fire District (see attached)

Ron Motion to pay, Brian 2<sup>nd</sup>. **4-0-0**

\*bill: Concord Electric for fuses Station 1, \$62.08. (attached)

Ron motion to pay, Brian 2<sup>nd</sup>, **4-0-0**

\*bill: Dependable Petroleum \$940.00 (attached)

Ron motion to pay, Brian 2<sup>nd</sup>, **4-0-0**

\*bill: Atty Ishihara \$956.25 services rendered (attached)

Ron motion to pay, Brian 2<sup>nd</sup>, **4-0-0**

\*bill: Norris, Murray & Peloquin, LLC \$1,856.25 Covid protocol, mandatory retirement (attached)

Ron motion to pay, Brian 2<sup>nd</sup>, **4-0-0**

\*Note from Clerk/Treasurer Re: Chief Kelley's carryover of unused vacation time. (attached)

Ron motion to approve, Brian 2<sup>nd</sup>, **4-0-0**

Minutes February 9, 2023: Brian motion to approve, Rick 2<sup>nd</sup>, **3-0-1**

Treasurers Report: Treasurer not present. (report attached) Finalized Pru Com Budget with Insurances, FICA/Medicare figures.

Ron motion to accept, Brian 2<sup>nd</sup>, **4-0-0**

FY24 Fire Department Funding source was discussed and rendered. (attached)

Chief's Report: Chief discussed the report (Attached). Also attached is a 10-page Report/General Order created by Chief Kelley regarding an Active Shooter.

Brian Motion to Adjourn, Ron 2<sup>nd</sup>. **7:15**

Respectively Submitted,  
Acting Clerk: Richard H. England, Jr.

Minutes reviewed and accepted on

Chair:

Transcribed by Rick England,

# Chief's report for week ending February 25, 2023

Sunday February 19<sup>th</sup>

- Employee out and will be on maternity leave.

Monday February 20<sup>th</sup>

- Water leak in shower room was repaired.
- Firefighter was injured on duty and out on 111F.

Tuesday February 21<sup>st</sup>

- Breaker 403 back in service.

Wednesday February 22<sup>nd</sup>

- Tower 1's cyanide meter out of service.
- Serv-Pro was contacted to view the past water leak issue.

Thursday February 23<sup>rd</sup>

- Meeting held with Greenwood fire apparatus.

**TO:** All Personnel

**CC:** A/C Haskell, A/C Rogers, HQ Office (via email)  
Dispatch (via email for: Sta1, Sta2, Sta3, Duty Captains., F/P,  
Mechanic)

**SUBJECT:** Active Shooter and Mass Causality Response

**DATE:** February 16, 2023

### ***General Order # 2023-02***

The purpose of this document is to provide guidance to Incident Commanders and First Responders arriving to a hostile or violent situation or an incident that may become hostile or violent. The primary goal is to ensure the Joint Command and Communications Elements from The Wareham Fire Department and The Wareham Police Department minimize the risk and, maximize the safety of all emergency response personnel. Additionally, to provide a common Incident Management System (IMS) framework on which the involved agencies may build an Action Plan to rescue the injured in a rapid and coordinated fashion. The IMS framework ensures coordination between agencies resulting in scene control, victim treatment, and evidence preservation, while maintaining the safety of all emergency personnel. These types of incidents require that the Wareham Fire Dept. and the Wareham Police Dept. have common tactics, terminology, unified command and full utilization of an IMS that meet the parameters of the National Incident Management System (NIMS), to have seamless, effective operations. No Policy can cover all possible contingencies which Wareham Fire Department personnel may encounter. The prime consideration must be the SAFETY of all department members by a constant assessment of RISK vs. BENEFIT factors in all operations undertaken by all personnel.

*This General Order will remain in effect until revised or revoked in writing. This General Order will supersede all conflicting Procedures, General Orders, etc.*

*As with all General Orders, it will be considered Standard Operating Procedure (S.O.P.). All officers are responsible for insuring compliance by individuals in their command.*

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John G. Kelley  
Fire Chief

It shall be the responsibility of the individual Agency to utilize this document as a guideline for Agency Policy, as well as to understand the need for training between The Wareham Fire Department and The Wareham Police Department on the required skills specific to large scale hostile and violent incidents.

An Active Shooter/Hostile Situation presents unique problems not normally encountered in everyday emergency operations. These dangers require situational awareness, common sense and a high degree of concern for the safety of Wareham Fire Department personnel.

- It is vital that The Wareham Fire Dept. and The Wareham Police Dept. work in a unified command structure. This will allow for a collaborative and cohesive command structure that will yield the highest degree of mission success and safety for agency personnel.
- Wareham Fire Dept. personnel, apparatus and equipment are not to be used for crowd control, the disbursement of people, disturbance control or combative intervention against the perpetrators. Wareham Fire Dept. personnel will avoid any physical contact with persons involved in the disturbance.
- Wareham Fire Dept. apparatus and personnel may be used to provide road closures to limit vehicle traffic at an incident.
- Decisions are to be made in the interest of reasonable degrees of safety for responding personnel, balanced against the department's responsibility to the public for emergency fire, police, and EMS response.
- During a response to, or arrival at, a Hostile/Violent Incident, the Wareham Fire Department will maintain a safe work environment for its responding personnel and will provide essential emergency and rescue services. This is in coordination with The Wareham Police Dept., to the public utilizing a risk vs. benefit analysis model similar to interior structural firefighting.

The NIMS advocates the use of IMS/ ICS for all emergency and non-emergency management of personnel. All Wareham Fire Department and Wareham Police Department personnel shall utilize the NIMS model when responding to a High Risk/Hostile Incident.

- Due to the highly dynamic nature of these incidents, command will be established by the first arriving unit and expanded as additional resources arrive.
- All members must don all issued PPE for an Active Shooter/Hostile Mass Casualty Incident.
- Upon arrival, The Wareham Fire Dept. and Wareham Police Dept. Command staff shall establish a Unified Command Post as soon as possible to include The Onset Fire Dept. and Wareham EMS.

- Wareham Fire Department personnel should be aware that The Wareham Police Department and other Law Enforcement Agencies will be actively sending personnel into the Hot Zone to directly engage the threat, secure the perimeter to ensure the perpetrator doesn't evade, and to exclude inappropriate entry by additional perpetrators.
- The Wareham Fire Department IC should establish a Staging Officer and staging area(s) as soon as is practical in order to control and account for incoming Fire Resources.
- The staging area for Fire Dept. personnel shall be in a location that is not in view from the affected structure/area and provides cover for all personnel. The staging distance shall be such that once Wareham Police personnel have cleared an access point to the structure, there will be a minimum response time.
- When warranted, the Wareham Fire Department IC shall initiate the MCI procedures and fulfill all required functional positions with The Wareham EMS Director or designee.
- A Rescue Task Force shall be established and be prepared for deployment by the Incident Commander when called upon.
- As soon as is practical, an Incident Safety Officer (ISO) shall be identified to ensure that any issues that may arise are addressed at the earliest opportunity.
- The Unified Command Post shall establish a Casualty Collection Point in the Warm Zone for the purpose of treating and ultimately evacuating victims to definitive medical care.

## **Communications**

- Immediately upon recognition of an Active Shooter/Hostile Situation, the Wareham Fire Department shall notify the Fire Chief and the two Assistant Chief Officers.
- To maintain a redundant communications system throughout the incident, the Wareham Fire Department and the Wareham Police department will operate on separate radio channels. The Wareham Fire Department will operate on the fire department channel that they are assigned.
- Upon confirmation of an Active Shooter/Violent Incident, the IC should consider requesting a Level 2 MCI response if the number of victims is unknown. Dispatch will activate this through Plymouth County Control. Once the victim count is verified, then the MCI level can be upgraded or downgraded as needed.
- When possible or practical, a Mutual Aid channel should be assigned, and all resources moved to this channel, for example Staging Officer, EMS Operations, and Incident Operations.
- Depending upon the complexity of the incident and/or the number of victims, the Wareham Fire Department IC may request dispatch to obtain three (3) Mutual Aid communication channels from Plymouth County Control. The radio channels will be assigned for the following functions:

- Incident Operations
  - Medical Branch/EMS Operations
  - Staging Officer
- Consideration should be given to requesting a Communication Center Supervisor to report to the Command Post if warranted by both fire and police dispatch, or the Department of Fire Service ISU (Incident Support Unit) if activated, for more direct communications support.
  - The Public Information Officer (PIO) shall be activated on all Active Shooter Incidents.

## Operations

Once an Active Shooter/Hostile situation is identified, a primary objective should be establishing Command. Ideally, a Unified Command with the Wareham Police Department and other Law Enforcement agencies having authority is the first choice. However, in the absence of Law Enforcement, Command shall be established by the first arriving Wareham Fire unit and transferred as when practical to the appropriate person.

- The primary responsibility for overall incident safety, security, and stabilization during an Active Shooter/Violent Person Incident rests with the Law Enforcement agency having authority. The Wareham Fire Department plays a support role in these types of events and must either integrate into an existing Incident Management System or establish Command.
- Because of the likelihood of multiple incidents occurring simultaneously or a rapidly expanding incident, The Wareham Fire Dept. must take a proactive approach in activating the Incident Support Unit (ISU) from the Department of Fire Services through Plymouth County Control. The Incident Commander (IC) must determine the likelihood of disturbance escalation and request additional ISU activations as needed.

**When responding to an Active Shooter Incident, as with all responses, the following Incident priorities will be safely achieved:**

- Life Safety
- Incident Stabilization
- Property Conservation
- Evidence Preservation

If Wareham Fire Dept. personnel are aware of an Active Shooter/Hostile Incident, Wareham Fire Dept. units will adhere to the following Staging Protocol:

- **Stage for Wareham Police and wait for the scene to be secured, and do not enter until I/C gives order.**

The initial arriving unit shall be responsible for establishing Command. A Unified Command should be established as soon as possible. For more complex incidents, Safety Zones should be created. Personnel shall understand that these Zones are dynamic and can change as the incident develops.

Upon announcement or establishment of Unified Command, all involved Agency Command Personnel shall report to the Command Post (CP).

- The CP shall be established in a safe location, with an assigned security element.
- Expand the Incident Command Structure as needed.
- The Incident Management System will be determined by the scale of the emergency.
- Response into a “Restricted Area or Warm (Yellow) Zone” will only occur by Wareham Police. Law Enforcement must always remain with Wareham Fire Department units until the threat is mitigated, then escorted out of the “Restricted Area”. The IC will be advised immediately of any exceptions. The Wareham Fire Dept. WILL NOT respond into “Denied Areas or Hot (Red) Zones.”
- Units in staging will NOT be deployed into a known or suspected lockdown area until the IC believes that Wareham Police personnel have the area secured, and that they can maintain the security of areas that Wareham Fire Department personnel will operate within.
- All Wareham Fire Dept. or Mutual-Aid units assigned to the incident, or in staging, should be kept up-to-date of current situations, through the IC or designee.
- The organizational structure utilized to effectively handle the MCI shall be initiated as soon as possible.
- The MCI functions of triage and treatment will take place in the Casualty Collection Point (CCP). If the scene is determined to be a safe “Cold Zone,” triage may be performed where the victims are, then the victims can be moved to a treatment area until transport is available from an established staging area.

Once a critical victim of an Active Shooting/Violent Incident has been loaded into a transport vehicle from the CCP/treatment area, it should not stop at a secondary location at the scene. Transport to the hospital with immediate Advanced Life Support care provided.

- Consideration should be given to acquiring a sizeable staging area that allows for reliable ingress and egress for a large number of apparatus. If securing a parking lot, it will take approximately eight (8) parking spaces for each fire apparatus in staging.
- The staging area should be established in an area that Wareham Police personnel determine to be safe from a hostile threat.
- Code 3 - warning lights, sirens, and horns are **NOT** to be used while responding within Lockdown Areas. Responses will be in a non-emergency mode unless directed.



- Wareham Fire Department resources will be committed to an incident in the Lockdown Area only if there is a threat to life, exposures or the IC determines that the benefits outweigh the risks. Fire Alarm shall make sure all stations are back-filled with Mutual Aid through Plymouth County Control.

If there is active fire, the mode of operation should be defensive in nature and be conducted so that personnel safety is maximized. Consideration should be given by all deployed companies to providing a quick retreat should the conditions become untenable or ill advised.

- Active fires will be allowed to burn until confirmation of a secure scene has occurred.
- Additional fire resources should be pre-staged, with consideration of the worst-case scenario.
- Personnel should operate from a position of cover or remain in vehicles whenever practical.

Emergency medical transportation is to be accomplished by “load and go” procedures in those situations where either the scene stability or victim stability is questionable, or where Wareham Police personnel report that the prolonged sustainability of a secure scene is questionable.

- Rapid life-saving interventions may be performed in the Warm (yellow) Zone at the discretion of the I/C utilizing Risk vs. Benefit analysis.
- After moving the patient to a CCP/treatment area, Wareham EMS will perform all appropriate pre-hospital medical procedures as per protocol. Rapid access, extrication and transport can save lives.
- Chemical agents are sometimes used by Law Enforcement for emergency suspect control and may subsequently contaminate Wareham Fire Department personnel. Decontamination will be accomplished through coordination with the Massachusetts Department of Fire Services Hazardous Materials Team. Due to the nature of the incident, the Wareham Fire Department (MDU) Mass Decontamination Unit may be deployed to Tobey Hospital.
- If personnel are physically or verbally attacked or threatened, personnel will immediately take cover and will withdraw immediately. If ordered to evacuate, place the equipment back on the apparatus only if it can be done without jeopardizing personnel safety.

## **Recovery/Demobilization**

- Evidence preservation is essential. All efforts to protect the scene and any evidence should be taken.
- Records retention is crucial. Document all information, in detail, for investigative purposes which shall be considered Public Safety Sensitive (PSS).

- Photos by authorized personnel of any damage to our property or apparatus should be taken before any repairs are made.
- The Fire Department Chaplain shall be notified to respond to Station 1 and wait for orders of deployment.
- Critical Incident Stress Management Team (CISM) response for responders will be mandatory.

## **DEFINITIONS**

**Active Shooter and Mass Casualty Incidents (AS/MCIs):** This is a general term intended to cover Active Shooter incidents involving one or more subjects who participate in a random or systematic shooting spree, demonstrating their intent to continuously harm others. AS/MCIs range from extensively planned terror-related events to unplanned, revenge-motivated or random events.

**Casualty Collection Point (CCP):** A location in the “Strong Hold” (warm zone) where Fire Rescue can receive and treat victims brought by Law Enforcement. This area should remain the primary treatment area for life threatening injuries until transport is available or the scene is determined to be “cold” and the CCP will transition to the treatment area. Victims may be brought to the CCP by Law Enforcement members or Fire Rescue personnel, usually by being dragged or carried out of the Hot Zone.

**Cold (Green) Zone:** An operational (geographic) area surrounding the Warm Zone, where First Responders can operate with minimal threat to personal safety or health. In this Zone, personnel can provide treatment to victims.

**Concealment:** Concealment is a Law Enforcement term that represents an object that only provides protection from observation.

**Contact Team:** A rapidly-assembled team of Law Enforcement members responsible for locating and stopping an Active Shooter.

**Cover:** Cover is a Law Enforcement term that represents an object or location that provide protection from direct gunfire.

**Emergency Operations Plan (EOP):** The framework for command and control at AS/MCIs. Coordinates the activities of Police, Fire Rescue and other supporting Agencies.

**Force Protection (FP):** Is preventive measures taken to mitigate hostile actions in specific areas or against a specific population, those protected by FP can include civilians and unarmed Responders.

**Hot (Red) Zone:** An operational (geographic) area consisting of the immediate incident location with a direct and immediate threat to personal safety or health (not a secure area). Only SWAT Tactical Medics are authorized to operate in this area and Law Enforcement Officers will remove victims from this area into a Warm (yellow) Zone where practical.

**Incident Commander (IC):** The person responsible for directing/controlling resources at an incident by virtue of explicit legal, agency or delegated authority.

**Improvised Explosive Device (IED):** Is an explosive device constructed and deployed in ways other than in conventional military action. It may be constructed of conventional military explosives, or from commonly found chemical ingredients.

**Incident Management System (IMS):** A standardized approach to Incident Management used to facilitate coordination between all Responders including public and private entities.

**Incident Command Post (ICP):** This is a single location which encompasses all functions that assist with the unified command structure.

**Mass Casualty Incident (MCI):** Any incident in which emergency medical services resources are overwhelmed by the number and severity of the casualties.

**National Incident Management System (NIMS):** The national system utilized to provide systematic, proactive direction in the event of an incident that public and private agencies at all levels are tasked with managing to protect life, property and the environment.

**Rescue Team:** A designated group of Law Enforcement Officers that are not involved with the Contact Team, they will begin to assist with victim removal and coordinate with Fire Rescue personnel for removal of critical patients.

**Risk vs. Benefit:** A critical decision-making formula that states “Risk a lot to save a lot, Risk a little to save a little, Risk nothing to save what’s not savable.”

**Strong Hold:** An area of the scene, typically inside a structure that serves a defensible area with relative security. Examples can be a portion of the interior of a structure that has doorways and access covered by armed protection.

**“THREAT”:** An acronym that stands for; Threat Suppression, Hemorrhage Control, and Rapid Extrication to Safety, Assessment by Medical Providers, and Transport to Definitive Care.

**Unified Command:** Is the integration of Command Personnel from each responding Agency to a multi-jurisdictional or multi-agency operational event to enhance communication, planning, and logistics for all responding Agencies by the utilization of shared resources, knowledge, and expertise.

**Warm (Yellow) Zone:** An operational (geographic) area with a potential threat to personal safety or health. The Warm Zone typically exists between the Hot Zones and the Cold Zones. This Zone is established by Unified Command and secured by Law Enforcement. (PEM) Teams may be able to enter and provide rapid direct medical intervention (i.e. direct pressure on a wound) may be performed within the LE security detail prior to evacuating the victim if deemed warranted. Personnel shall be escorted by a LE security detail at all times while in this area. Only essential units will be given authority and clear direction to operate in the Warm (Yellow) zone.