

EMERGENCY RESPONSE TO AN ARMED INTRUDER

TRAINING PEOPLE TO SURVIVE THE UNTHINKABLE

SAFARILAND™
TRAINING GROUP



Missoula County
Sheriff's Office



Missoula City
Police
Department



University of
Montana Police
Department



WHEN SECONDS COUNT THE POLICE ARE ONLY MINUTES AWAY

This course was designed to give those involved in an active shooter or active threat incident practical measures to utilize to help ensure their safety and the safety of others until law enforcement arrives.

PRIMARY GOAL

Our goal is to share information with those that could find themselves in one of these critical events and provide life saving training for an “active shooter” / “active threat” incident.

PRIMARY LEARNING OBJECTIVES

- RUN / LOCK / FIGHT
- Brief history and overview
- Disaster response psychology
- What you can do before an incident
- What you can do during an incident
- What to expect from law enforcement



RUN / LOCK / FIGHT

HIDING AND HOPING IS NOT AN OPTION



HISTORY & OVERVIEW

Section One

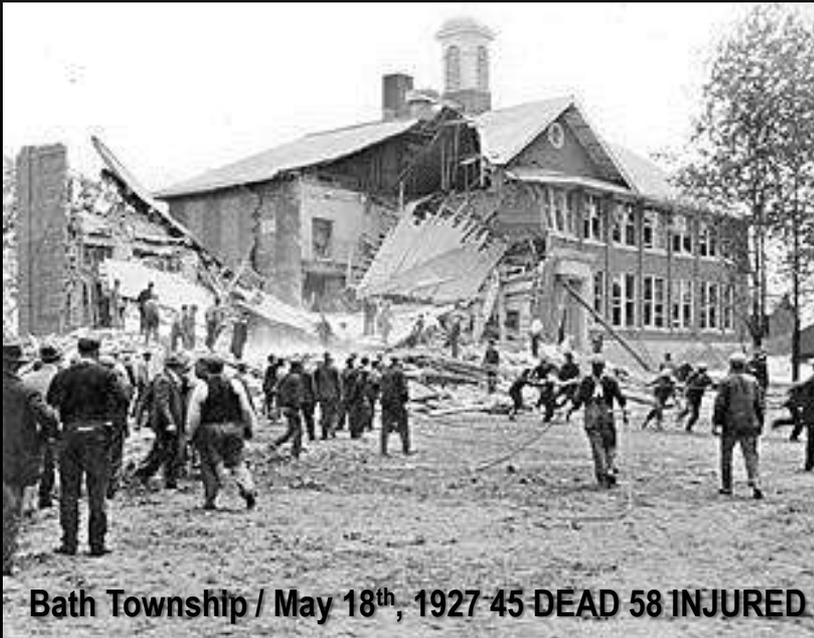
Brief history and overview of the active shooter / active threat phenomenon

WHAT IS AN ACTIVE SHOOTER?

The *National Tactical Officers Association*...

“One or more subjects who participate in a random or systematic shooting spree, demonstrating their intent to continuously harm others. Their overriding objective appears to be that of mass murder, rather than any other criminal activity such as robbery, kidnapping, etc. Includes use of *any* deadly weapon.”

HISTORY



The Bath School disaster is the historical name of the violent attacks perpetrated by Andrew Kehoe on May 18, 1927, in Bath Township, Michigan, that killed 38 elementary school children and six adults in total, and injured at least 58 other people. Kehoe first killed his wife, fire-bombed his farm and set off a major explosion in the Bath Consolidated School, before committing suicide by detonating a final explosion in his truck. It is the deadliest mass murder in a school in United States history.

HISTORY



Charles Joseph Whitman (June 24, 1941 – August 1, 1966) was an American engineering student and former U.S. Marine, who killed seventeen people and wounded thirty-two others in a mass shooting rampage in and around the Tower of the University of Texas in Austin on the afternoon of August 1, 1966. Three people were shot and killed inside the university's tower and eleven others were murdered after Whitman fired at random from the 28th-floor observation deck of the Main Building. Whitman was shot and killed by Austin police officer Houston McCoy.

Prior to the shootings at the University of Texas, Whitman had murdered both his wife and mother in Austin.



HISTORY



The Columbine High School massacre was a school shooting which occurred on April 20, 1999, at Columbine High School in Columbine, an unincorporated area of Jefferson County in the State of Colorado. In addition to the shootings, the complex and highly planned attack involved a fire bomb to divert firefighters, propane tanks converted to bombs placed in the cafeteria, 99 explosive devices, and bombs rigged in cars. The perpetrators, two senior students Eric Harris and Dylan Klebold, murdered a total of 12 students and one teacher. They injured 21 additional people, with three others being injured while attempting to escape the school. The pair then committed suicide.[1][2]



HISTORY

Between 1966 and 2009 there have been at least 81 School shootings causing 208 deaths. This does not take into account the multitude of shootings and mass killings in other venues like malls, theaters and other public places. Over this same time period there have been **NO** school fatalities attributed to fire.

THE CLOCK IS TICKING



- Someone dies every fifteen seconds
- Typical event is over in 3 to 4 minutes
- Municipal Police response 5 to 7 minutes
- County Sheriff response 7 to 20 minutes
- The math is ***NOT*** on our side

DISASTER RESPONSE PSYCHOLOGY

Section Two

Understanding how we respond in crisis

DECISION MAKING

It is critical to understand how the decision making process works.

YOU

CAN NOT ACT UNTIL YOU MAKE A DECISION

DECISION MAKING & THE OODA LOOP

it is important to understand how people make decisions that they act on. There is a specific process everyone goes through when making decisions. An active shooter has already been through his loop prior to entering the building and starting his rampage. To disrupt ACTIONS you must throw in something he will not be prepared for and make him start his loop over again.

DECISION MAKING & THE OODA LOOP

- Observe
- Orient
- Decide
- Act

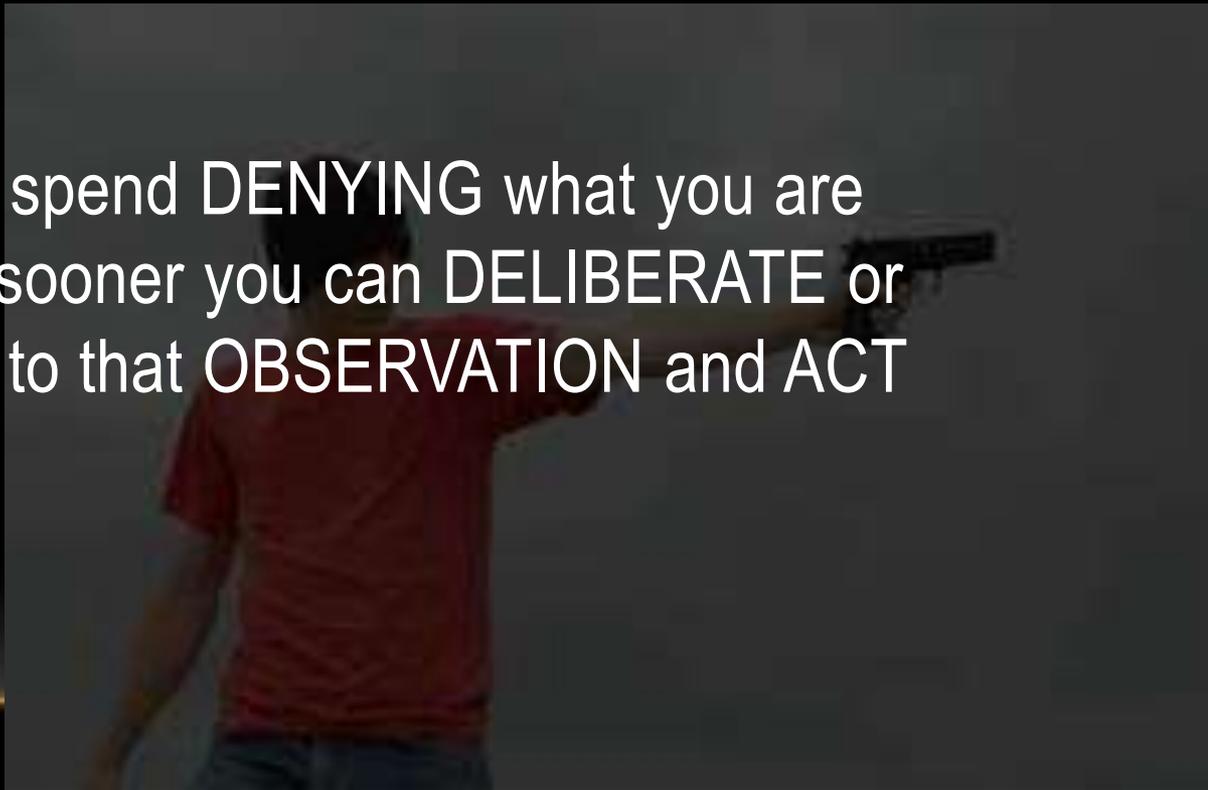


An individual that can process this cycle quickly, observing and reacting to unfolding events more rapidly than an opponent, can thereby "get inside" the opponent's decision cycle (LOOP) and gain the advantage.

OBSERVATION & DENIAL

OBSERVATION – Is the first phase of the loop but it must not be obstructed by denial.

- The less time you spend DENYING what you are OBSERVING the sooner you can DELIBERATE or ORIENT yourself to that OBSERVATION and ACT DECISIVELY.



DENIAL



DENIAL

Denial delays ACTION!

**Delaying ACTION cost
TIME!**

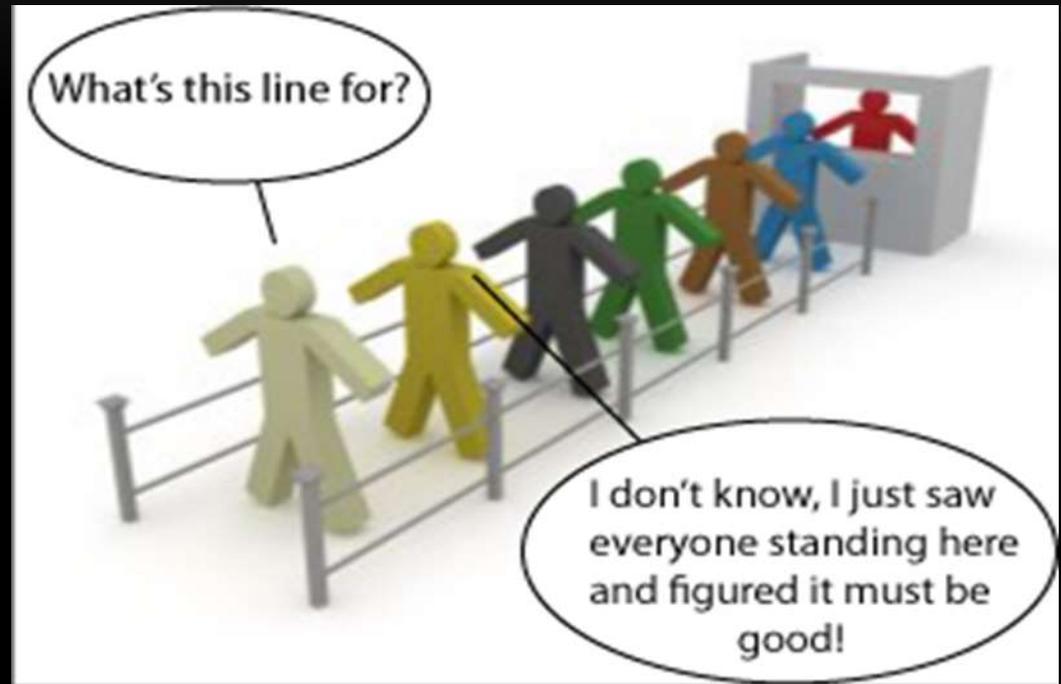
**LOST TIME CAN NOT
BE MADE UP AND
COST LIVES!**

DIFFUSION OF RESPONSIBILITY

In ambiguous situations we look at others for cues on how to act!

If others do nothing, you will do nothing!

If others act, you will act!



DELIBERATION

- We made it past Denial
- Now decide what to do....
- Fear enters the equation
- Brain is not working well

de·lib·er·a·tion

/diˌlibəˈrāʃhən/ 

Noun

1. Long and careful consideration or discussion.
2. Slow and careful movement or thought.

Synonyms

consideration - consultation - counsel - debate

CRISIS COMMUNICATION

There is a time to talk and a time when you should realize that talking
WILL NOT WORK

NO TIME TO TALK

- During an active threat there is NO time to talk.
- If the threat is communicating he is not an active shooter. Someone communicating would be a hostage taker or barricaded gunman.
- Crisis communication techniques only work with individuals interested in dialog. Active shooters are only interested in a high body count.
- The recognition that talking is not an option should be very apparent.

WHEN THERE IS TIME TO TALK

CRISIS COMMUNICATION

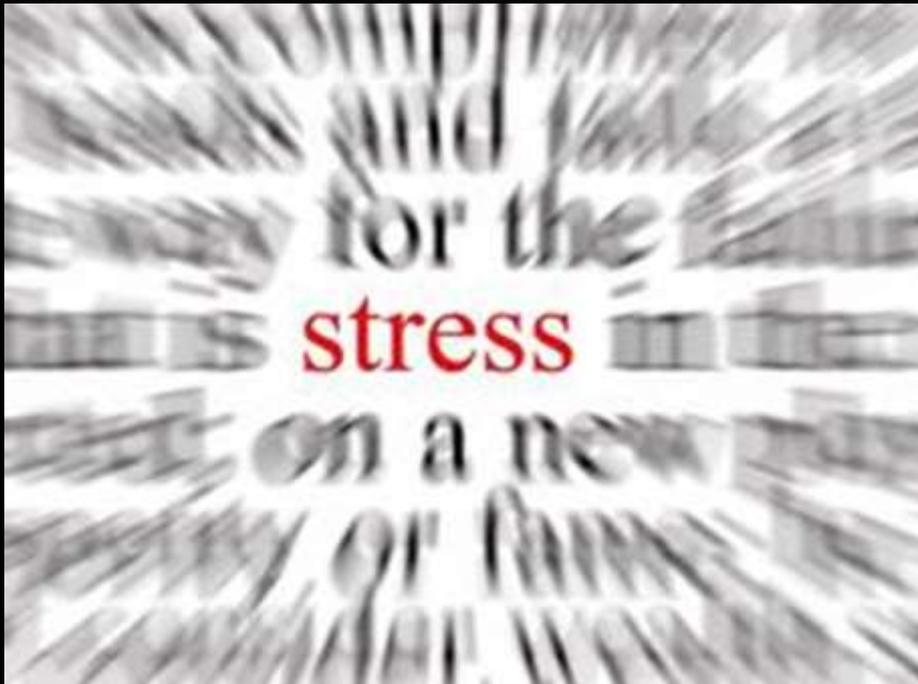
- Introduce yourself / make yourself human.
- Remain Calm
- Speak slowly and with a low / quiet tone.
- Build Rapport.
- Attempt to get them out of their LOOP by asking questions that cannot be answered with a YES or No response.



DEALING WITH STRESS & FEAR

It is critical to understand how your body reacts to fear and stress

FEAR & STRESS



- Adrenaline dump
- Heart and breathing rates increase
- Blood moves to the large muscles and essential organs
- Blood vessels constrict
- Blood pressure spikes

THE SIDE EFFECTS OF STRESS

- Stress Side Effects
 - Ability to think is seriously impaired
 - Vision narrows
 - Time distortion
 - Auditory exclusion
 - Fine motor skills deteriorate

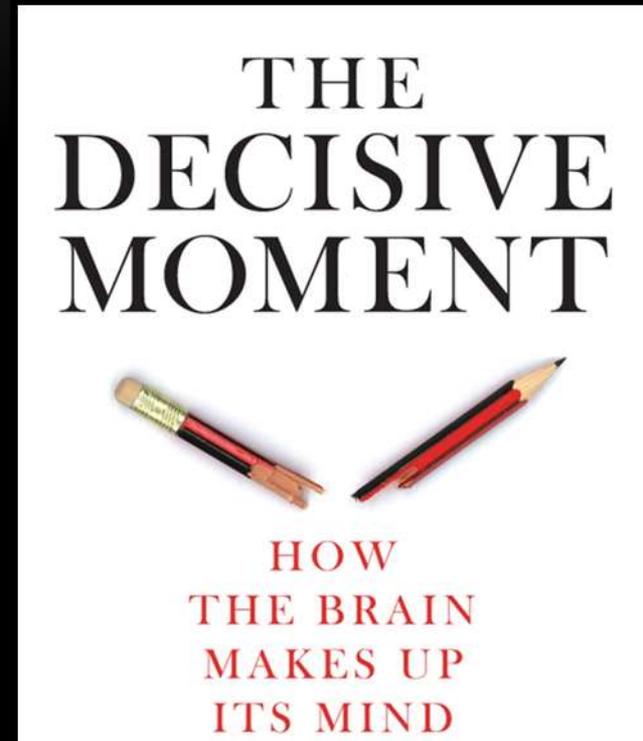


TIME FOR ACTION

YOU MUST DO SOMETHING

DECISIVE MOVEMENT

- Denied
- Deliberated
- Time to ACT!



ACTION

- You have OBSERVED the threat and made it through DENIAL.
- You have ORIENTED yourself to the THREAT and made a DECISION.
- Now you must ACT DECISIVELY!

PLANNING & PREPARING

Section Three

Prepare for the worst with a plan

Have a Plan

Know Your Plan

Practice Your Plan

PLANNING & PREPARING

WHAT CAN I DO?

PLANS

PROGRAMING RESPONSES



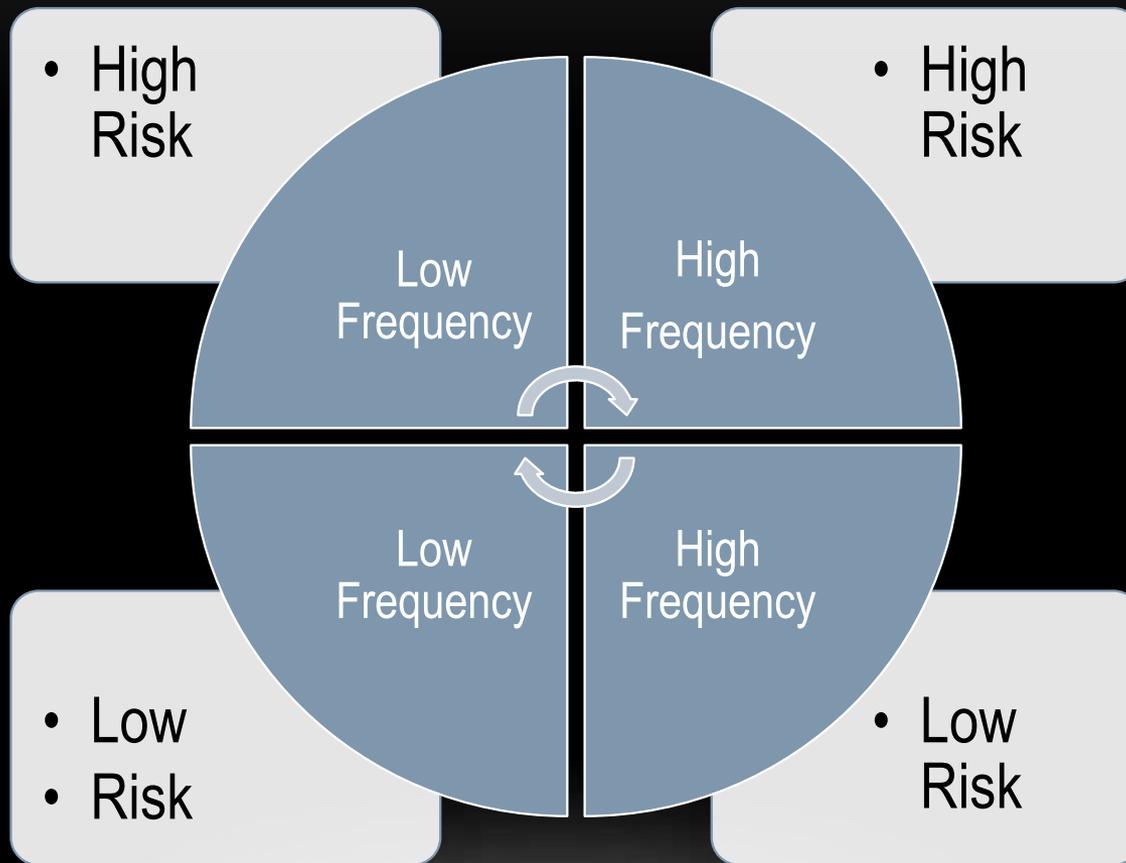
- Think through events before a disaster
- Plan your response
- Practice your response

“The best way to get the brain to perform under extreme stress is to repeatedly run it through rehearsals beforehand...”

PROGRAMING RESPONSES

- RISK MANAGEMENT 101
- “If its predictable its preventable”
- Identification of RISK LEVEL
- Identification of FREQUENCY
- Program responses “TRAIN” for
 - HIGHEST RISK
 - LOWEST FREQUENCY

PROGRAMMING RESPONSES



OUR PROPOSED PLAN

- **RUN**
- **LOCK**
- **FIGHT**



Having medical training and the necessary equipment to do self aid and buddy aid until help arrives

RUN

- You must know when to run!
- Can you hear where the shooter is?
- You must know where to run!
 - Escape Routes
 - Safe Rooms
 - Exits – Doors / Windows
 - Pre-identified places to LOCK AWAY
- **KEEP THINKING!!** Be prepared to LOCK or FIGHT

LOCK

- **Close Locked Door**
 - You should always keep your doors locked but propped open
- **Barricade**
 - Door Wedges
 - Rope
 - Chain etc...
- **Cover Windows**
- **Darken and Silence Room**
- **KEEP THINKING!! Be prepared to RUN or FIGHT**

BARRICADING DOORS

OPEN OUT DOORS

- Eye bolts
- Rope

OPEN IN DOORS

- Furniture
- Kick bars
- Door stops

BARRICADING DOORS

Doors With Locks



Open In Doors

- Keep the door locked & open at all times.
- No windows preferred
- Hard wood solid core doors or steel doors.
- Heavy duty locks with dead bolts if possible.

BARRICADING DOORS

Open Out Door



Open In Doors



BARRICADING DOORS

Open In Door



Chains and Hooks



BARRICADING DOORS

Open In Door



Chains and Hooks



BARRICADING DOORS

Chains and Hooks



Chains and Hooks



FIGHT

- Escaping **SHOULD ALWAYS** be the first option
- Be mentally prepared to fight for your life and those around you
- Use any weapon
- Use pack mentality
- Attack weak spots
- **KEEP THINKING!!** Be prepared to **RUN** or **LOCK**

FIGHT

- **Improvised weapons**
 - **Fire Extinguishers**
 - **Wasp Spray**
 - **Scissors**
 - **Chairs**
 - **Computers / screens**



FIGHT

- Have a survivor's (not a victim's) mindset
- Decide right now that you are going to do whatever it takes to survive
- Getting shot does not mean that you are dead
- You can and must keep going!

Kristina Anderson, Virginia Tech survivor. She was in room 211 and was shot 3 times. She never gave up

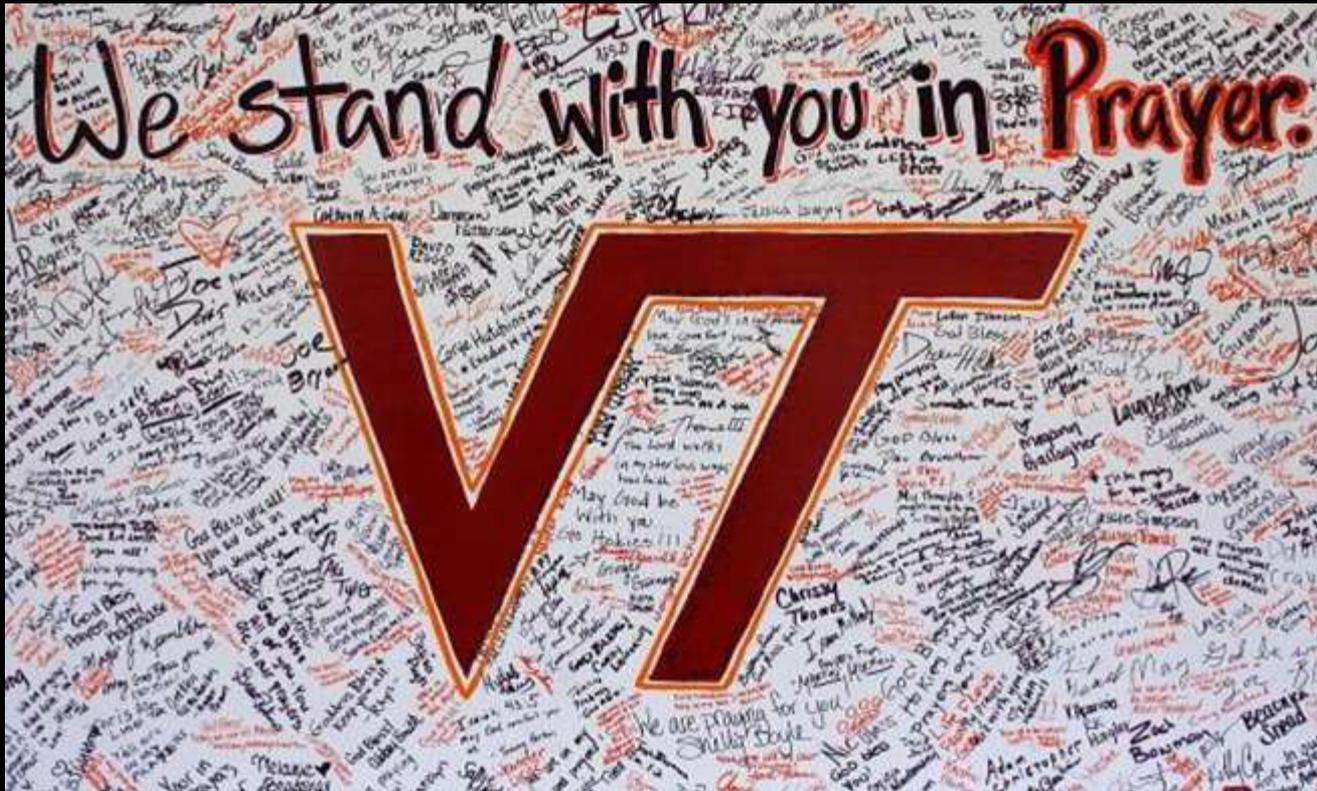


MEDICAL

There following medical considerations should be planned for:

- Proper Training
 - Self Aid & Buddy Aid
- Proper Equipment
 - Manufactured Devices
 - Treatment of major hemorrhages
 - Improvised Devices
 - Treatment of major hemorrhages

VIRGINIA TECH A CASE STUDY



NORRIS HALL

UPDATED: APRIL 23

E-MAIL | FEEDBACK

Deadly Rampage at Virginia Tech

Events leading to the deaths of 32 people and the gunman during two shooting attacks at Virginia Polytechnic Institute on Monday.

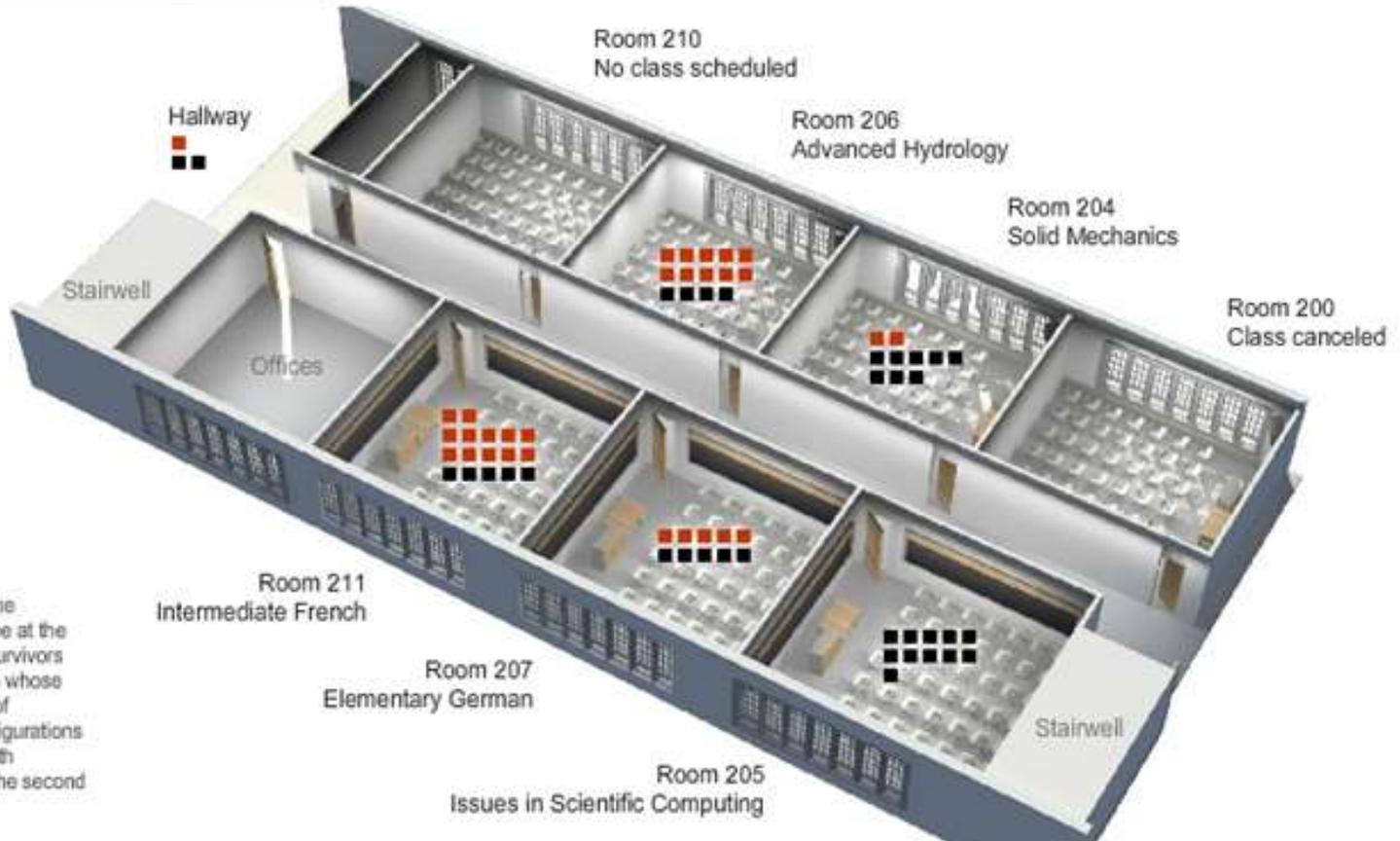
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- NEXT ▶

On the Second Floor

Mr. Cho tries to attack the five second-floor classrooms that are occupied that morning, according to accounts from survivors. The order in which he attacked the rooms is unclear, and survivors say that he returned to several of the rooms at least once.

- Deaths
- Known survivors

Death counts for each location are based on the classrooms where people were scheduled to be at the time of the shootings. The number of known survivors from each room are based on a count of those whose names could be confirmed. The total number of survivors could not be determined. Room configurations and the floorplan are drawn from interviews with professors and students who had classes on the second floor and from file photos of the rooms.



ROOM 206 (No action / No time)

Deadly Rampage at Virginia Tech

Events leading to the deaths of 32 people and the gunman during two shooting attacks at Virginia Polytechnic Institute on Monday.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 NEXT ▶

Room 206: Advanced Hydrology

10 deaths

4 known survivors

15 registered students

Mr. Cho enters, stands by the door and begins shooting. He is calm and the shots are rhythmic, according to a survivor, Chang-Min Park. Mr. Park believes his class is the first to be attacked because he did not hear any shooting before Mr. Cho entered.



ROOM 211 (Failed Lock Down)

Deadly Rampage at Virginia Tech

Events leading to the deaths of 32 people and the gunman during two shooting attacks at Virginia Polytechnic Institute on Monday.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 NEXT ▶

Room 211: Intermediate French

12 deaths

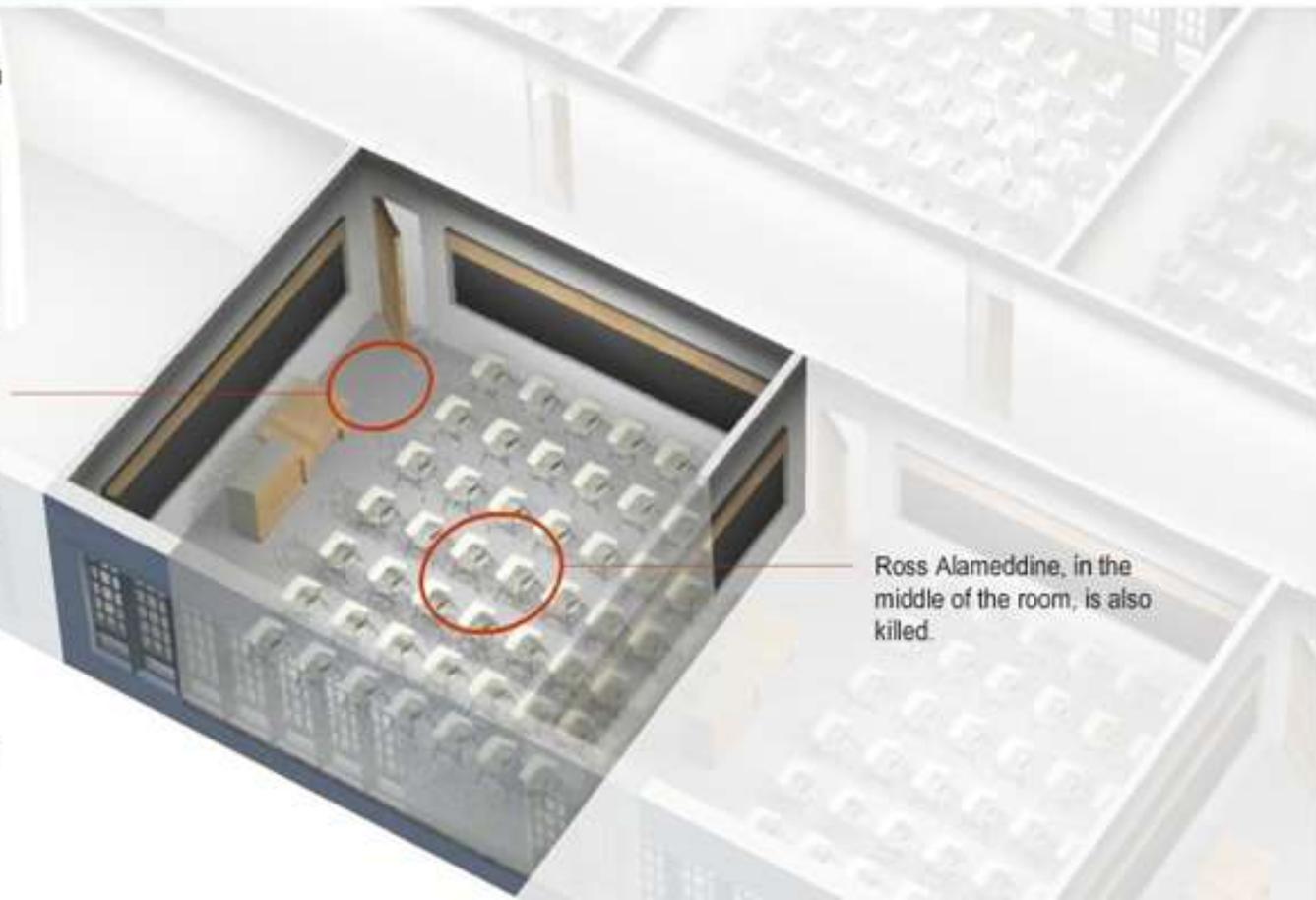
5 known survivors

22 registered students

Halfway through class, shots are heard, and Professor Jocelyne Couture-Nowak puts a desk in front of the door. Mr. Cho "aggressively nudges" it open, according to Clay Violand. The professor is among the first to be killed.

Mr. Violand dives under a desk and plays dead. He is not hit. But Leslie Sherman, who is sitting next to Mr. Violand, is shot dead.

Mr. Cho returns to the class a second time and shoots at the wounded students again and again, according to Mr. Violand.



Ross Alameddine, in the middle of the room, is also killed.

ROOM 204 (Failed Lock Down / Run)

Deadly Rampage at Virginia Tech

Events leading to the deaths of 32 people and the gunman during two shooting attacks at Virginia Polytechnic Institute on Monday.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 NEXT ▶

Room 204: Solid Mechanics

2 deaths

8 known survivors

23 registered students

Josh Wargo, a student, is sitting along the wall near the back when he hears shots and screaming through the wall.

Their professor, Liviu Librescu, urges the students to escape by jumping out the windows. Caroline Merrey, in rear of the room near the window, believes she was the third to escape.



ROOM 205 (Successful Lock Down)

Deadly Rampage at Virginia Tech

Events leading to the deaths of 32 people and the gunman during two shooting attacks at Virginia Polytechnic Institute on Monday.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 NEXT ▶

Room 205: Issues in Scientific Computing

No deaths

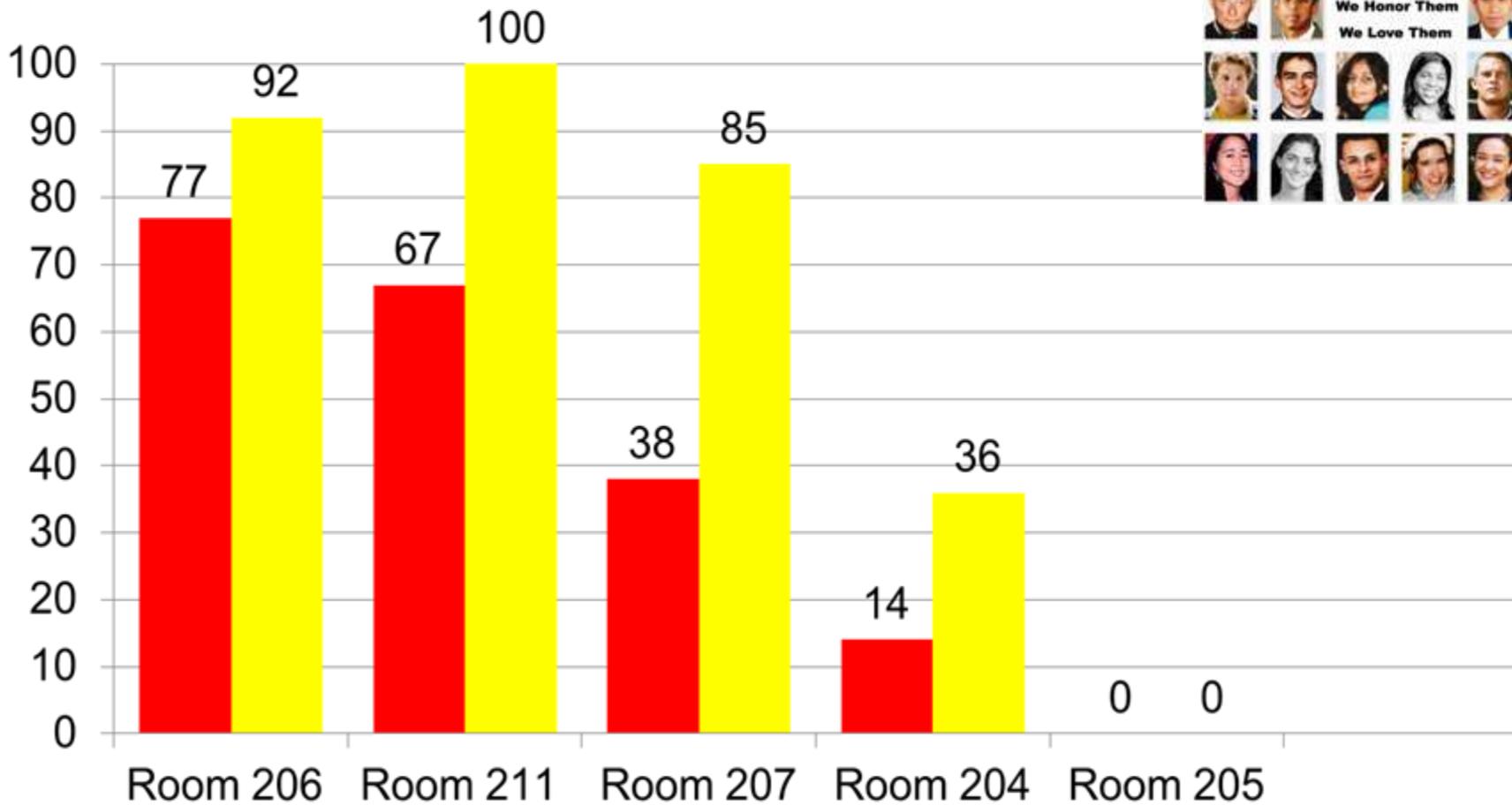
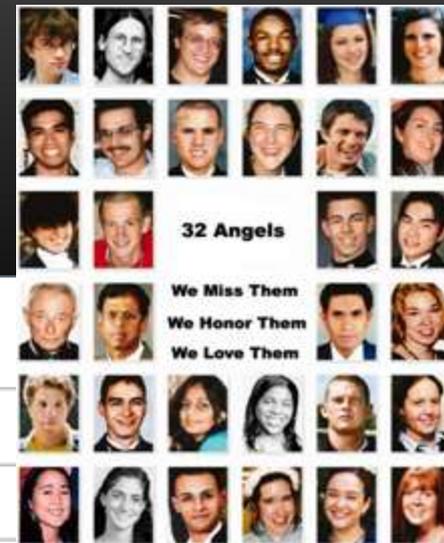
11 known survivors

14 registered students

The teaching assistant leading the class and a student look out into the hallway and see Mr. Cho. The class decides to barricade the door with the table from the front of the room. They position the table top against the door with the legs on either side. Mr. Cho approaches the door and tries to force his way in. Unable to enter, he shoots twice into the door and leaves.



WOUNDED & KILLED



■ % Killed
■ % Wounded

THE LAW ENFORCEMENT RESPONSE



WHEN LAW ENFORCEMENT ARRIVES

Understanding the POLICE point of view

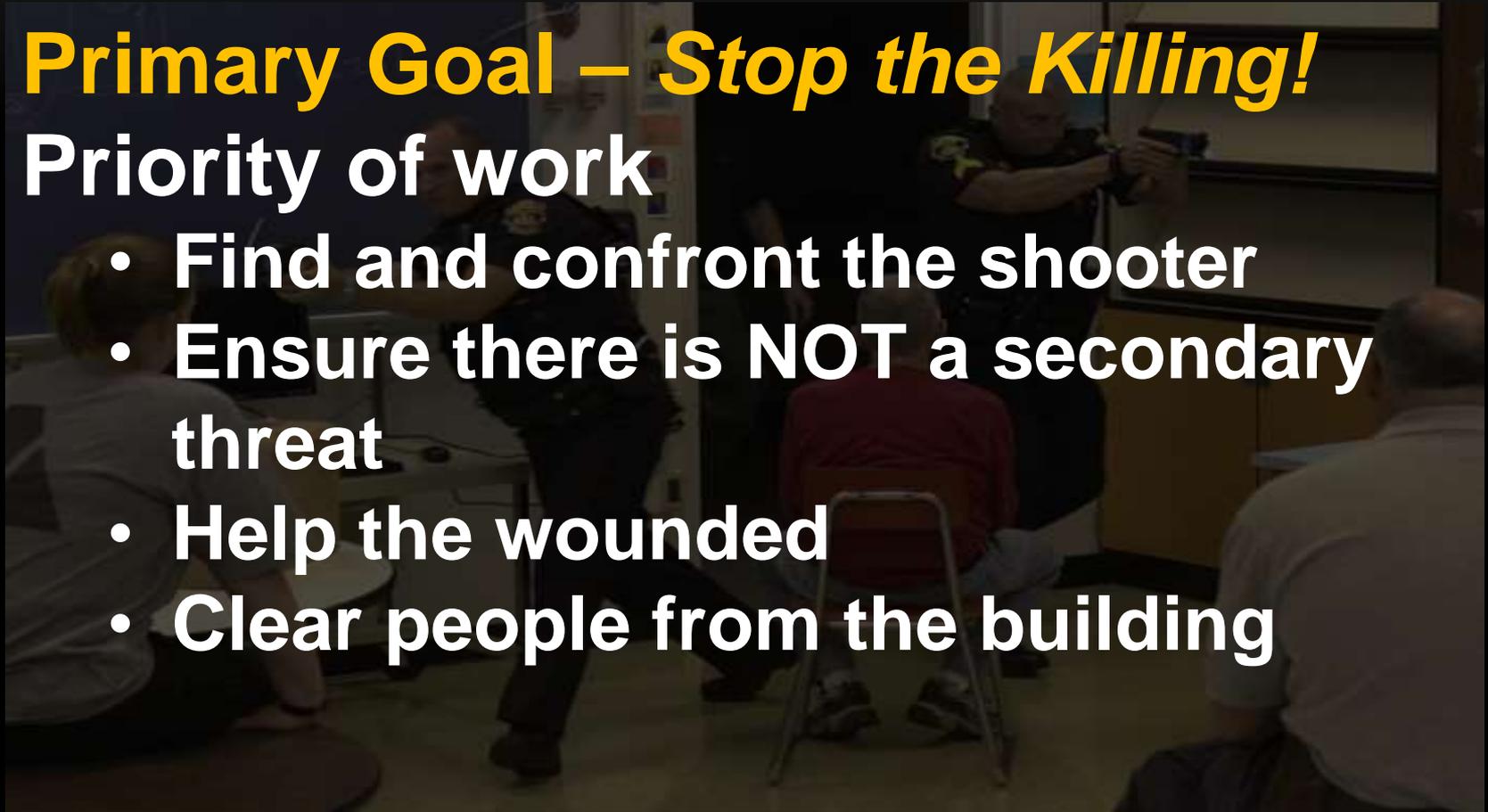
- The situation will be chaotic
- They do not know who is a victim or suspect
- They will treat everyone as a suspect until proven otherwise
- Officers will be experiencing high stress, just like you

LAW ENFORCEMENT PRIORITIES

Primary Goal – *Stop the Killing!*

Priority of work

- Find and confront the shooter
- Ensure there is **NOT** a secondary threat
- Help the wounded
- Clear people from the building



WHAT LAW ENFORCEMENT NEEDS FROM YOU

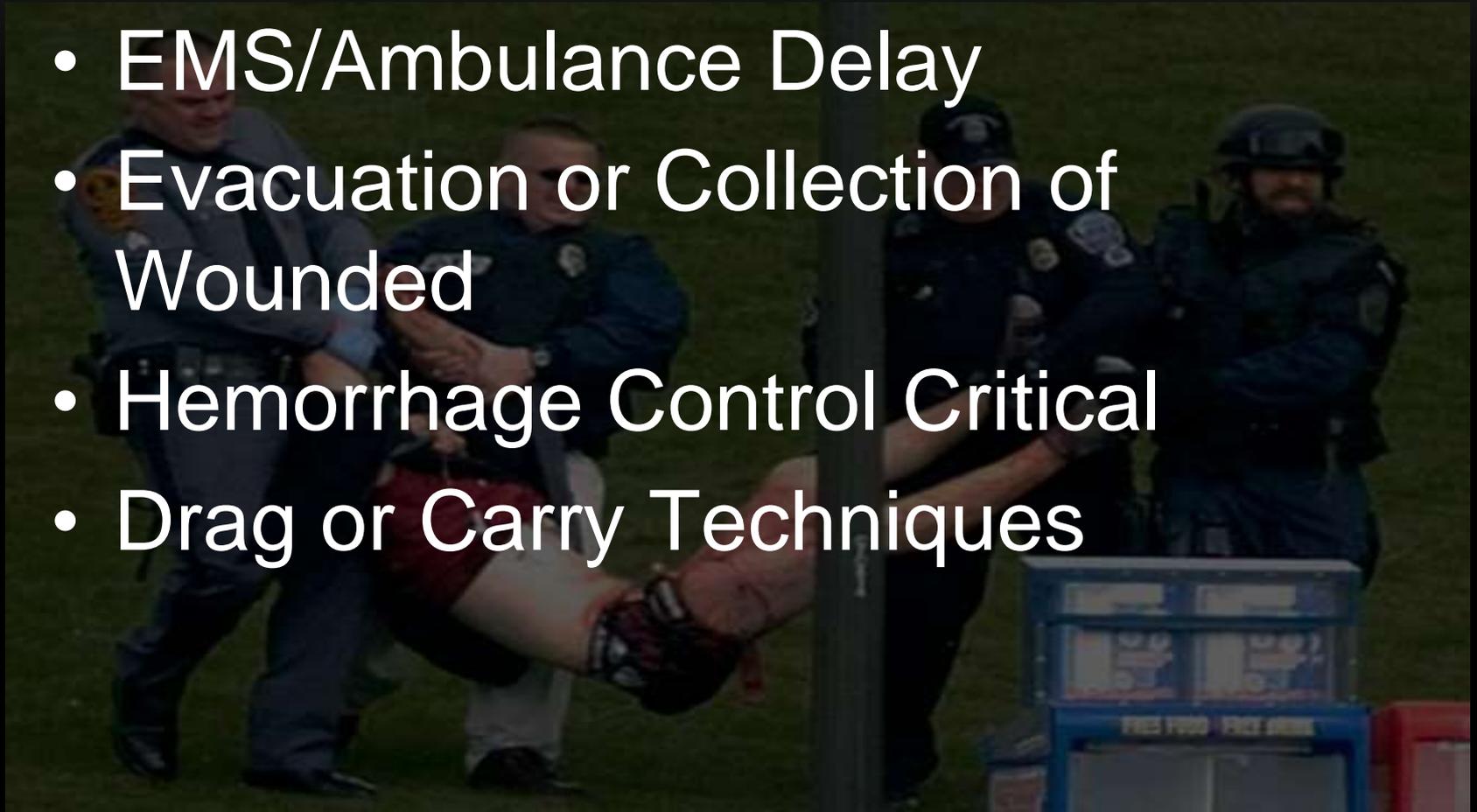
Respond Accordingly

- Follow Commands
- We want to see hands
- Provide any intelligence
- You may be put to work



RESCUE & MEDICAL AID

- EMS/Ambulance Delay
- Evacuation or Collection of Wounded
- Hemorrhage Control Critical
- Drag or Carry Techniques



CONCLUSIONS

- We have discussed several critical issues about dealing with an armed intruder. There are never guarantees and innocent lives will likely be lost.

The GOAL is that:

- **You Have a Plan**
- **You Know Your Plan**
- **You Practice Your Plan**
- **You Survive the Encounter**

QUESTIONS & ANSWERS

What's next?

- Practical Exercise Stations
- Scenario-based Exercises



I WILL SURVIVE