



ACTIVE SHOOTER RESPONSE OPTIONS FOR CIVILIANS

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TESTIMONIALS

"I have been to a lot of training classes over the years and I just wanted to tell you that the class you taught this today was, by far, the best one I have ever attended.
By far." – Cindy G

"You immediately captured and held the full attention of every member of our team." –John G.

Our Training



Active Shooter Response Options for Civilians -
Our Active Shooter Response Options for Civilians class offers a comprehensive review of nationally recognized response options should you find yourself involved in an Active Shooter situation. Our program is a compilation of proven techniques for civilians to employ in these situations.
The program combines the nationally recognized concepts with our extensive tactics

**IN ORDER TO ENCOURAGE AN OPEN
AND INFORMATIVE DIALOGUE
BETWEEN PRESENTERS AND
PARTICIPANTS IN THIS SESSION
NO AUDIO OR VIDEO RECORDING IS
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PROFILE OF AN ACTIVE SHOOTER

- Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.
- Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.
- Because active shooter situations are often over within **10 to 15** minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

How Long is Too Long?

- Time to place a call to 911 = 2 minutes = 8 casualties
- Time to get to dispatcher = 1 minute = 4 casualties
- Time for officer on scene = 3 minutes = 12 casualties
- Time for officer to engage threat = 1 minute = 4 casualties

• **TOTAL = 28 Casualties**



160

incidents occurred between 2000 and 2013

An average of **11.4**

incidents occurred annually, with an increasing trend from 2000 to 2013.

1,043

Casualties, including killed and wounded (shooters were not included in this total)

486

were killed in 160 incidents

557

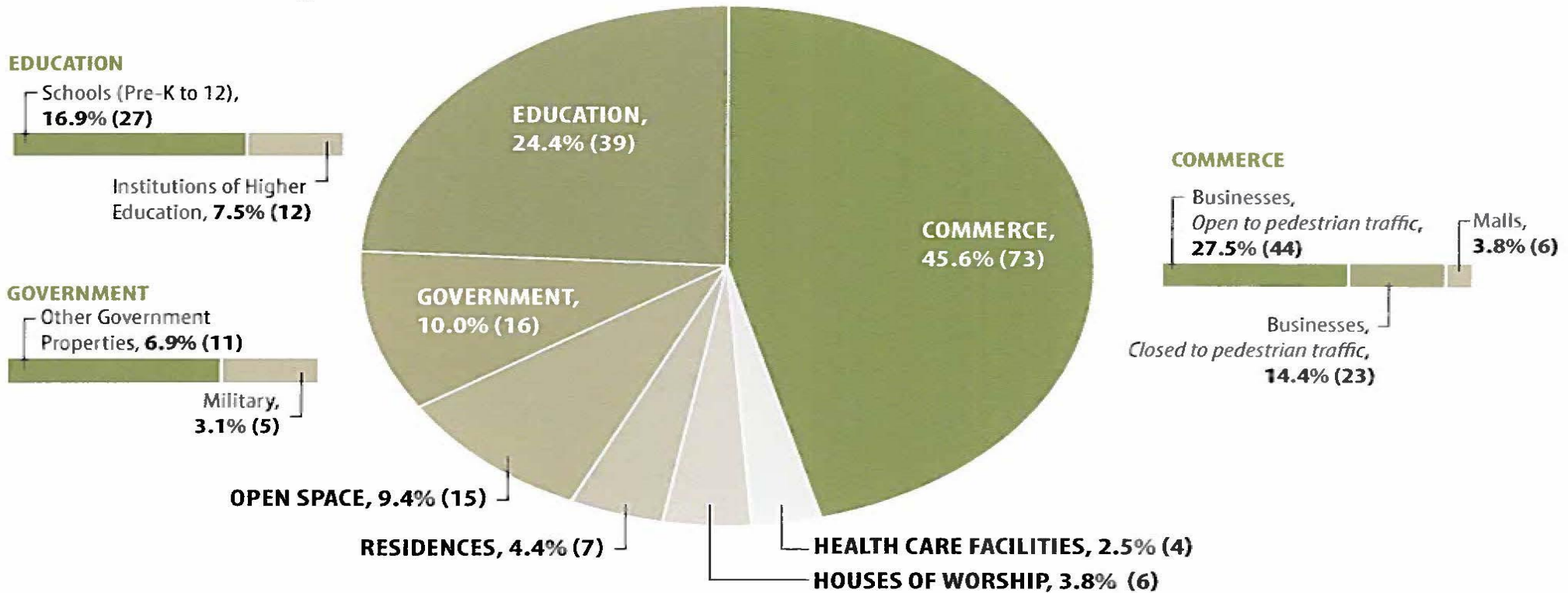
were wounded* in 160 incidents.



How Frequently are they occurring?

- 2000-2007: 6.4 incidents per year
- 2007-2014: 16.4 incidents per year
- 2014-2017: 20 incidents per year
- 2017: 30 incidents
- 2018: 27 incidents (**first 4 months of 2018 we were averaging 1 per week**)

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013: Location Categories

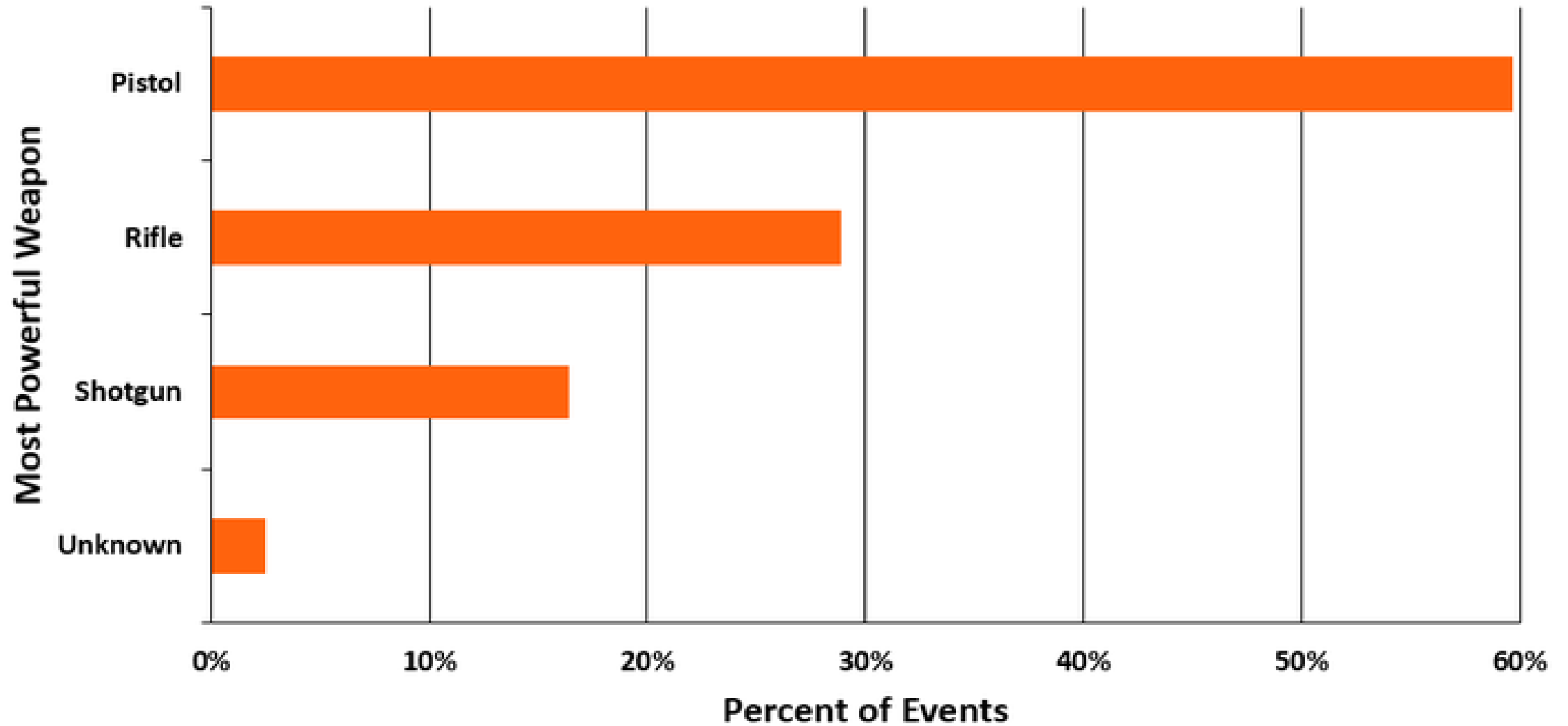


Source: Federal Bureau of Investigation, 2014

RESOLUTIONS

- In 37 incidents (23.1%), the shooter committed suicide at the scene before police arrived.
- In 21 incidents (13.1%), the situation ended after unarmed citizens safely and successfully restrained the shooter.
- In 5 incidents (3.1%), the shooting ended after armed individuals who were not law enforcement personnel exchanged gunfire with the shooters.
- In 2 incidents (1.3%), 2 armed, off-duty police officers engaged the shooters, resulting in the death of the shooters.
- Even when law enforcement arrived quickly, many times the shooter still chose to end his life. In 17 (10.6%) of the 160 incidents, the shooter committed suicide at the scene after law enforcement arrived but before officers could act.

Most Powerful Weapons Used in the Event



CASUALTY RATE IS DETERMINED BY:

1. ASSAILANT CAPABILITIES
2. ENVIRONMENT
3. RESPONSE

ASSAILANT CAPABILITIES

1. NUMBER OF ASSAILANTS- LONE WOLF VS. MULTIPLE SUBJECTS
2. TRAINING OF ASSAILANTS- PRIOR MILITARY/ADVANCED TRAINING
3. TYPE OF WEAPONRY- LONG GUN VS. HANDGUN/STRAIGHT EDGE
4. ANCILLARY WEAPONRY- IMPROVISED EXPLOSIVE DEVICES
5. KNOWLEDGE OF GEOGRAPHY TO THE “X”
6. BODY ARMOR/PERSONAL PROTECTION EQUIPMENT
7. MOTIVE-REVENGE VS. IDEOLOGY

ENVIRONMENT

1. TRAINING- ACTIVE ASSAILANT TRAINING TO RAISE “S.A.”
2. PHYSICAL SECURITY- ENGRESS/EGRESS, CONTROLLED ACCESS,CATV
3. COMMUNICATION-ABILITY TO IMMEDIATELY SOUND THE ALARM
4. EMERGENCY ACTION PLANS- DRILLS, TABLETOP, EXERCISE
5. MEMBER ASSISTANCE PROGRAMS- MENTAL HEALTH COUNSELING
6. PLANNING FOR SPECIAL EVENTS AND OR PEAK HOURS WITH DENSITY

RESPONSE

1. IMMEDIATE AND RAPID NOTIFICATIONS-SOUND THE ALARM
2. ESTABLISH COMMUNICATION WITH ALL AFFECTED PARTIES
3. PROVIDE LAW ENFORCEMENT GOOD INTEL.
4. EVACUATE AND/ OR LOCK DOWN EFFECTED AREAS.
5. INITIATING THE TACTICAL OPERATIONS/UNIFIED COMMAND
6. DEPLOYING RESOURCES TO AREAS OF KEY TERRAIN
7. CREATING WARM ROUTES AND WARM ZONES
8. ESTABLISH HOLDING AREAS/STAGING AREAS
9. CREATING A PERIMETER FROM INSIDE OUT.

Active Shooter Continuum

Pre-Attack

People don't "Just Snap"

- It should be understood that an ASI is a plan of attack implemented over a period of time. It is not typically a impulsive act. Many times these events are personal in nature and the shooter senses his actions are self-justified.

FBI STUDY OF PRE-ATTACK BEHAVIORS 2000-2013

- Research from the FBI Behavioral Analysis unit examined 160 events
- 77% of the subjects spent a week or longer planning the attack
- The majority of AA's obtained firearms legally.
- Only 25% were diagnosed with a mental illness (only 3 with psychotic disorder).
- AA's were typically experiencing multiple stressors (3.6 on avg)
- Each AA displayed 4-5 concerning behaviors (problematic interpersonal interactions and leakage of violent intent)

FBI STUDY OF PRE-ATTACK BEHAVIORS 2000-2013

- For AA's under the age of 18, school peers and teachers were most likely to observe concerning behaviors than family members.
- For AA's 18 or older, spouses and domestic partners were most likely to observe concerning behaviors.
- When concerning behaviors were observed by others 83% communicated directly with the AA instead of reporting it.
- In cases where the AA's primary grievance could be identified the most common were interpersonal or employment action (49%)
- In majority of cases (64%) at least one of the victims was specifically targeted by the AA.

According to experts there are five stages the shooter passes through prior to an attack.

Stage #1- Fantasy

- The potential attacker may express thought about what he wants to do.
- Thinking about something is not a criminal offense.
- Without intervention these thoughts and fantasies can be very dangerous if the thought persist.

Stage #2- Planning

- At this stage the fantasy become reality.
- The shooter becomes determined in what needs to be done.
- The shooter typically spends significant time researching past events, (copycat syndrome).
- Begins to design his plan

Stage #3- Preparation

- The plan is now being tested through surveillance and other means.
- This is the phase where the intentions of the shooter are most notable.
- His conduct has changed over from what he was to who he wants to become, (seeking revenge/fame)

Stage #4- Approach

- This is the time frame that the attacker becomes most dangerous.
- His plan is in place, he is prepared and armed.
- He is on his way to carry out his plan-down to days or hours.

Stage #5- Implementation

- The attack is usually initiated without hesitation once the shooter reaches the X.
- The Shooter knows he only has a limited amount of time to fulfill his fantasy before Law Enforcement arrives.

Active Shooter Continuum

Response

0-8 Minutes: Victim Response

- The true “First Responders” are the targets of the event. How well they respond will directly impact the casualty rate.
- Most events are over prior to or immediately following the law enforcement response.
- Proper use of the “multiple response option” model as well as adequate physical security measures will also impact the casualty rate.

8-15 Minutes: Law Enforcement Response

- Rapid Response to the sound of gunfire.
- Entering multiple entries in a variety of uniforms.
- Seizing key-terrain
- Creating layers of leadership for searches
- Neutralizing/Containing the shooter

10-30 Minutes: FIRE/EMS Response

- Rapid Response to TOC.
- Creating extraction teams.
- Developing CCP's
- Triage/Treat/Transport patients using triage tags
- Black/Red/Yellow/Green
- Coordination with appropriate medical providers.

30 minutes to several days (weeks)

- Reunification (parents and loved ones)
- Investigation begins and lead agency decided.
- Numerous crime scenes processed.
- News outlets running the wheel.
- Victims and families grieve.
- Politics and finger-pointing.

Weeks/Months and Years

- Funerals
- Protests
- Criminal Prosecutions
- Civil Litigation.

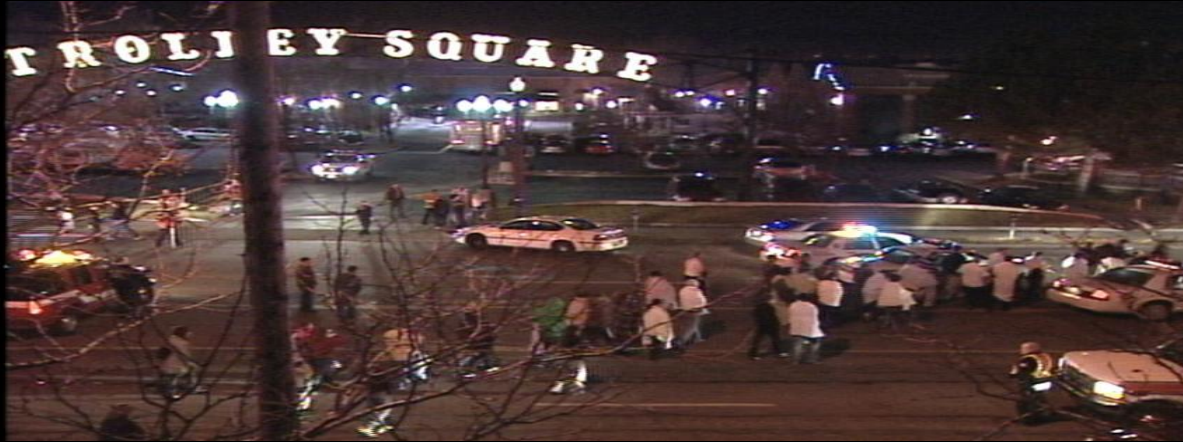
DURING A MARJORY STONEMAN DOUGLAS HIGH SCHOOL PUBLIC SAFETY COMMISSION MEETING, THE BROWARD SHERIFF'S OFFICE PRESENTED THIS CHILLING ANIMATION.



Marjory Stoneman Douglas High School - Parkland, Florida February 14th, 2018

- Lone gunman
- AR-15 Rifle
- 17 killed (students and teachers)

Incidents



- Trolley Square Mall, Salt Lake City, Utah February 12, 2007 6 minutes
- Lone Subject
- Shot 2 people in the parking garage before entering the mall to continue the killing spree
- 12 Gauge Shotgun and a .38 caliber revolver
- 5 people killed
- 4 people wounded
- Off-duty law enforcement officer engaged the subject with gunfire before 3 responding officer joined him and killed the subject

Incidents



- Century 16 Movie Theater, Aurora, Colorado July 20, 2012 7 minutes
- Lone Subject wearing “tactical clothing”
- Entered theater with a ticket
- Left theater, via exit door, armed himself, and returned via the same exit door now dressed extensively in body armor.
- “Tear gas”, grenades, and multiple firearms
- 12 people killed
- 70 people wounded
- Law enforcement contacted and apprehended the subject in the parking lot

Incidents



Reynolds, Smith & Hills, Orlando, Florida November 6, 2009 Less than 2 minutes

- Lone subject fired two years earlier
- Entered office of former employer on 8th floor of office building that housed numerous businesses
- Handgun in holster under shirt
- Shot and killed receptionist
- 1 person killed
- 5 people wounded
- Shooter fled scene and was apprehended several hours later

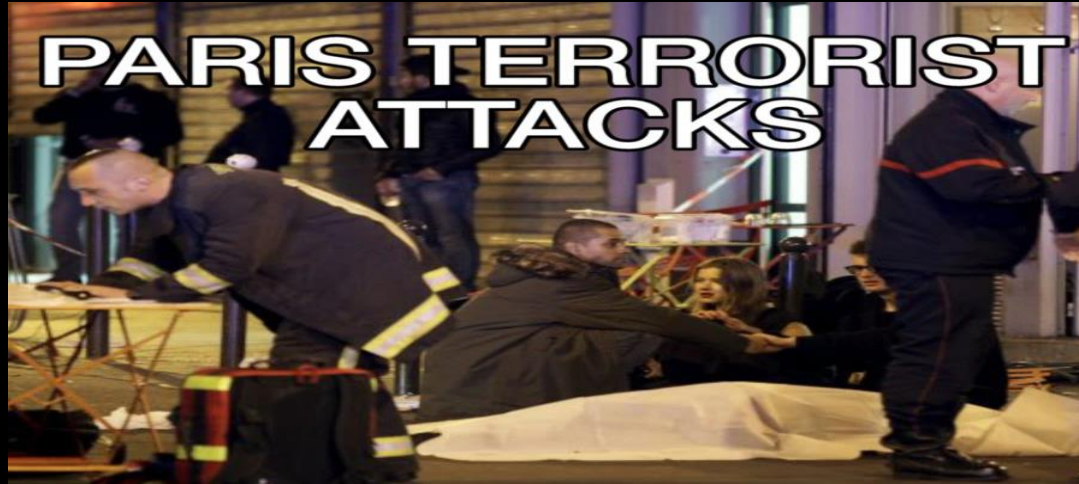
Incidents



Port El Kantaoui, Tunisia
June 26, 2015

- Lone killer, member of Ansar al-Sharia, which is aligned with ISIS.
- Approached from the beach behind a five star resort hotel, shooting primarily western tourists on the beach before continuing his rampage at the hotel and a neighboring hotel
- AK 47 Rifle, 4 magazines, and grenades
- 38 people killed
- 39 people wounded
- Security forces contacted and killed the attacker

Incidents



Attack on Paris, France November 13, 2015 3 hours

- At least 8 members of Islamic State of Iraq and Syria with indications of prior training and pre-operational activity
- 3 groups of attackers executed near simultaneous attacks on a soccer stadium, 3 restaurants, and a concert hall
- AK-47 rifles, grenades, and suicide vests
- 130 people killed
- 368 people wounded
- 7 of the attackers either killed themselves or were killed during military and law enforcement contact

Incidents



San Bernadino, California December 2, 2015 Less than 4 minutes

- 2 subjects claiming allegiance to ISIS
- AR15 type rifles and improvised explosive devices(pipe bombs)
- 14 people killed
- 22 people wounded
- Law enforcement contacted and killed both attackers

Incidents



Pulse Nightclub - Orlando, Florida June 12th, 2016 5 hours

- Lone Wolf gunman claiming allegiance to ISIS-Self radicalized
- Multiple Firearms including HK AR-15, Glock 17 (9mm)
- Worst active shooter massacre on US Soil 49 Dead, 53 Wounded.
- Shooter enters nightclub while contract Ofc. is distracted.
- Initial shots were believed to be part of the music inside nightclub.
- Officers entered immediately pinning the gunman in bathroom area with hostages.
- Early morning hours extractions were made, gunmen killed by LEO's.

Section 2

What can you do?

RUN

HIDE

FIGHT

Run Hide
trademark

ALICE

TRAINING INSTITUTE

- Alert
- Lookdown
- Inform
- Counter
- Excuse

**Avoid
Deny
Defend®**
What You Do Matters.™



Which one is best for you?

- Make the best decision that you can, as quickly as you can.

DO SOMETHING!!!

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

1. Run/Evacuate/Avoid

- If there is an accessible escape path, attempt to evacuate the premises. Be sure to:
- Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.
- Have an escape route and plan in mind
- Evacuate regardless of whether others agree to follow
- Leave your belongings behind
- Help others escape, if possible
- Prevent individuals from entering an area where the active shooter may be
- Keep your hands visible
- Follow the instructions of any police officers
- Do not attempt to move wounded people
- Call 911 when you are safe

3 Concepts

- Exits
- Cover and Concealment
- Bounding

Running "evasively"???



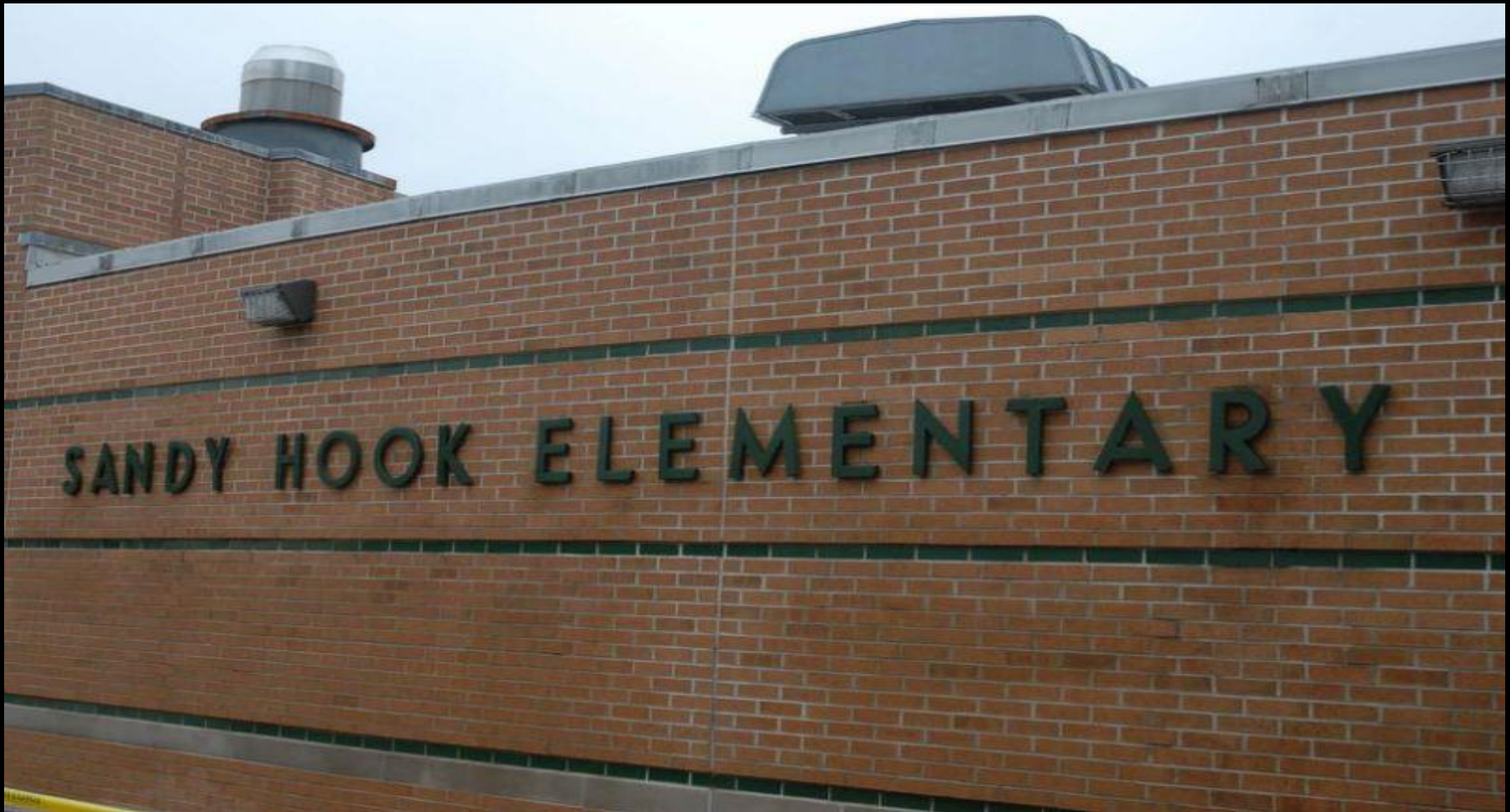
HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

2. Hide/ Deny (Barricade)/ Lockdown

- If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
- **Your hiding place should:**
 - Be out of the active shooter's view
 - Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door)
 - Not trap you or restrict your options for movement
- **To prevent an active shooter from entering your hiding place:**
 - Lock the door
 - Blockade the door with heavy furniture

2 CONCEPTS

- Upgrade your position
 - How can you make where you are right now, better than what it is right now with the time that you have?
- Barricade



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Victoria Soto



Capabilities of your space

- Door Lock? (From inside or outside)?
- Door open in or out?
- Scissor Hinge or what type of hinge?
- Door window? Covering (blind or improvised)?
- Dead space in room? (marked)?
- Door location in room? (centered two side accessible or one side to create element of surprise)?
- Windows in room? (First or Second Floor)?
- Do windows open? If not, can they be broken out or Impact glass?
- Connecting room access?
- Items in the space that can be used to create barricade (computer cords, rope, tables, door stop, etc...)?



HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

- **If the active shooter is nearby:**
- Lock the door
- Silence your cell phone and/or pager
- Turn off any source of noise (i.e., radios, televisions)
- Hide behind large items (i.e., cabinets, desks)
- Remain quiet
- Remain calm
- Dial 911, if possible, to alert police to the active shooter's location
- If you cannot speak, leave the line open and allow the dispatcher to listen

Kristina Anderson-Virginia Tech



Section 3

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

3. Take action against the active shooter/ **FIGHT!**

As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:

- Acting as aggressively as possible against him/her
- Throwing items and improvising weapons
- Yelling
- Committing to your actions

What is in your plan?

- Movement (harder to hit)
- Cover/Concealment/Barricade
- Come up with a plan
- Spacing (spread out)
- Distraction (something to throw at the assailant)
- Element of surprise (create it)
- Try to attack from a position of advantage if possible (flank/rear)
- Teamwork (do your job)
- Survival Mindset- WIN!!!!



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CRAYON

REDACTED

Lilly - Please see me

18 - Please see me

I
BLEEDING
TO
DEATH

CRAYON

PREVENTABLE CAUSES OF DEATH

- 60% **Bleeding** from extremity wounds
- 33% Tension Pneumothorax (chest wall defect)
- 6% Airway obstruction (tongue, blood, vomit, etc...)

CATEGORIES OF CASUALTIES

- Those who will live regardless
- Those who will die regardless
- Those who will die from preventable deaths *unless* proper life-saving steps are taken immediately

NEW
AT 6:00



-2:35



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Technology



HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

How to react when law enforcement arrives:

- Remain calm, and follow officers' instructions
- Put down any items in your hands (i.e., bags, jackets)
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as holding on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

Law enforcement's purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

- Officers will arrive individually and in teams of various numbers
- Officers may wear regular patrol uniforms, plain clothes, or external bulletproof vests, Kevlar helmets, and other tactical equipment
- Officers may be armed with rifles, shotguns, handguns
- Officers may use pepper spray or tear gas to control the situation
- Officers may shout commands, and may push individuals to the ground for their safety
- Follow all officer commands

HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

Information to provide to law enforcement or 911 operator:

- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises

Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.

Section 4

PREPARING FOR AND MANAGING AN ACTIVE SHOOTER SITUATION

Facility Manager Responsibilities

- Institute access controls (i.e., keys, security system pass codes)
- Distribute critical items to appropriate managers / employees, including:
 - Floor plans
 - Keys
 - Facility personnel lists and telephone numbers
- Coordinate with the facility's security department to ensure the physical security of the location
- Assemble crisis kits containing:
 - Radios
 - floor plans
 - staff roster, and staff emergency contact numbers
 - first aid kits
 - Flashlights
- Place removable floor plans near entrances and exits for emergency responders
- Activate the emergency notification system when an emergency situation occurs

PREPARING FOR AND MANAGING AN ACTIVE SHOOTER SITUATION

Your human resources department and facility managers should engage in planning for emergency situations, including an active shooter scenario. Planning for emergency situations will help to mitigate the likelihood of an incident by establishing the mechanisms described below.

Human Resources' Responsibilities

- Conduct effective employee screening and background checks
- Create a system for reporting signs of potentially violent behavior
- Make counseling services available to employees
- Develop an EAP which includes policies and procedures for dealing with an active shooter situation, as well as after action planning

RECOGNIZING POTENTIAL WORKPLACE VIOLENCE

An active shooter in your workplace may be a current or former employee, or an acquaintance of a current or former employee. Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee. Alert your Human Resources Department if you believe an employee or coworker exhibits potentially violent behavior.

Indicators of Potential Violence by an Employee

Employees typically do not just “snap,” but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include one or more of the following (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression / withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about “putting things in order”
- Behavior which is suspect of paranoia, (“everybody is against me”)
- Increasingly talks of problems at home
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes

Additional Ways to Prepare For and Prevent an Active Shooter Situation

- **Preparedness**

- Ensure that your facility has at least two evacuation routes
- Post evacuation routes in conspicuous locations throughout your facility
- Include local law enforcement and first responders during training exercises
- Encourage law enforcement, emergency responders, SWAT teams, K-9 teams, and bomb squads to train for an active shooter scenario at your location

- **Prevention**

- Foster a respectful workplace
- Be aware of indications of workplace violence and take remedial actions accordingly

For more information on creating an EAP contact the U.S. Department of Labor, Occupational Health and Safety Administration, www.osha.gov.

TRAINING YOUR STAFF FOR AN ACTIVE SHOOTER SITUATION

To best prepare your staff for an active shooter situation, create an Emergency Action Plan (EAP), and conduct training exercises. Together, the EAP and training exercises will prepare your staff to effectively respond and help minimize loss of life.

Components of an Emergency Action Plan (EAP)

Create the EAP with input from several stakeholders including your human resources department, your training department (if one exists), facility owners / operators, your property manager, and local law enforcement and/or emergency responders. An effective EAP includes:

- A preferred method for reporting fires and other emergencies
- An evacuation policy and procedure
- Emergency escape procedures and route assignments (i.e., floor plans, safe areas)
- Contact information for, and responsibilities of individuals to be contacted under the EAP
- Information concerning local area hospitals (i.e., name, telephone number, and distance from your location)
- An emergency notification system to alert various parties of an emergency including:
 - Individuals at remote locations within premises
 - Local law enforcement
 - Local area hospitals

Components of Training Exercises

The most effective way to train your staff to respond to an active shooter situation is to conduct mock active shooter training exercises.

Local law enforcement is an excellent resource in designing training exercises.

- Recognizing the sound of gunshots
- Reacting quickly when gunshots are heard and/or when a shooting is witnessed:
 - Evacuating the area
 - Hiding out
 - Acting against the shooter as a last resort
- Calling 911
- Reacting when law enforcement arrives
- Adopting the survival mind set during times of crisis

Reactions of Managers During an Active Shooter Situation

Employees and customers are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with their EAP, and be prepared to:

- Take immediate action
- Remain calm
- Lock and barricade doors
- Evacuate staff and customers via a preplanned evacuation route to a safe area

Assisting Individuals with Special Needs and/or Disabilities

- Ensure that EAPs, evacuation instructions and any other relevant information address to individuals with special needs and/or disabilities
- Your building should be handicap-accessible, in compliance with ADA requirements.

MANAGING THE CONSEQUENCES OF AN ACTIVE SHOOTER SITUATION

After the active shooter has been incapacitated and is no longer a threat, human resources and/or management should engage in post-event assessments and activities, including:

- An accounting of all individuals at a designated assembly point to determine who, if anyone, is missing and potentially injured
- Determining a method for notifying families of individuals affected by the active shooter, including notification of any casualties
- Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly
- Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter

LESSONS LEARNED

To facilitate effective planning for future emergencies, it is important to analyze the recent active shooter situation and create an after action report. The analysis and reporting contained in this report is useful for:

- Serving as documentation for response activities
- Identifying successes and failures that occurred during the event
- Providing an analysis of the effectiveness of the existing EAP
- Describing and defining a plan for making improvements to the EAP

Reporting Suspicious Activity

While a community member may choose to remain anonymous, in their reporting a name and callback number is always preferred; so, an assigned Intelligence Detective can communicate directly with the source of the information.

Minimum information requested:

- Who or what you saw
- When you saw it
- Where it occurred
- Why it's suspicious to you

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