

High-Risk Unified Commander (HRUC)

**Achieving Simultaneous Tactical and Medical Objectives
During Active Violence**

Jim Etzin

Allie and Zach's Dad

Staff Lieutenant

Farmington Hills (Michigan) Fire Department

**Fire Department and Emergency Medical Services Coordinator
Oakland County Tactical Training Consortium**

Founder and Executive Director

International Tactical EMS Association





“Ten minutes!

This thing will be over in two minutes! Get on it!”

Actor James Tolkan

Commander Tom “Stinger” Jardian

Top Gun



“Come quickly! We are terrified”

**Kristina Anderson Froling
Executive Director
The Koshka Foundation**



Rules of Engagement

We'll be discussing low-hanging fruit, black swans, gray rhinos, doomed captives, and potential solutions ... not THE solutions.

If anyone needs to take a break, please do so and confidentially let me know if you need anything.

My cell is (248) 842-7044.

Operational Goals

- 1. Stop the Killing**
- 2. Stop the Dying**
- 3. Stop the Crying**



First Things First ...

Tactical Emergency Medical Support (TEMS) is a necessity. If your local Special Weapons and Tactics (SWAT) team doesn't possess this capability, they're wrong.

**Tactical Response and
Operations Standard
for
Law Enforcement Agencies**



National Tactical Officers Association

Published April, 2018

THANKS FOR THE COPY



Welcome To
IT COULD NEVER
HAPPEN HERE,
USA
A Suburb of Seattle, Honolulu,
Fort Worth, Los Angeles, Atlanta,
Chicago

OXFORD HIGH SCHOOL

DEER CREEK COMMUNITY SCHOOL

HOME OF THE WILDCATS

STRONG





“And if you’re going to tell my child to stay put ... that you’re coming to get her. Then either go in there and do something or take off the uniform and find another job. But that day, you were a cop and that day you chose to stand by and listen to homicide.”

**Dawn Anna
Mother of deceased Columbine student Lauren Townsend
Interview with Ed Bradley for 60 Minutes II
April 17, 2001**



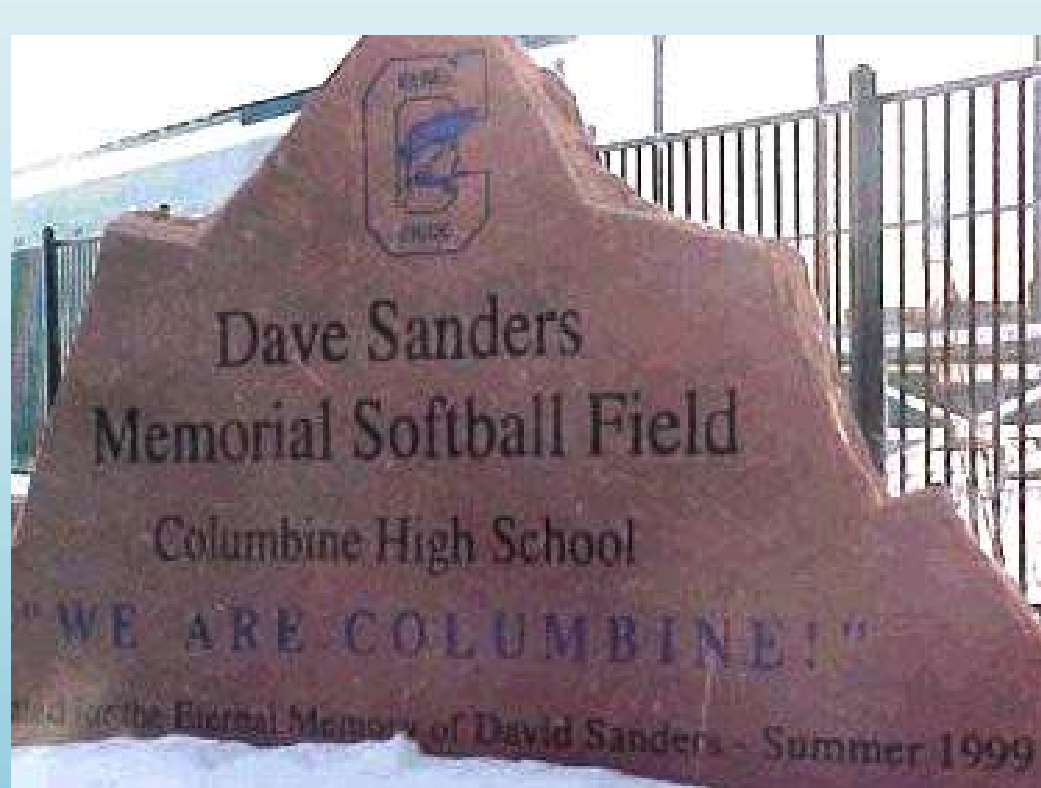
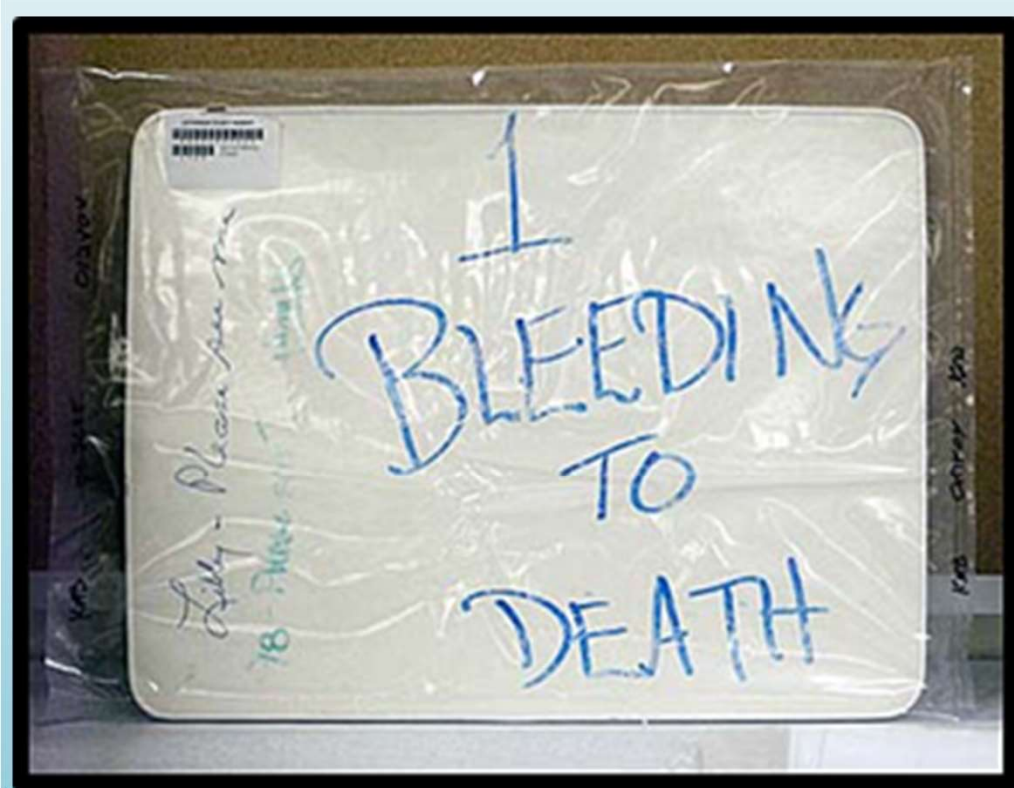
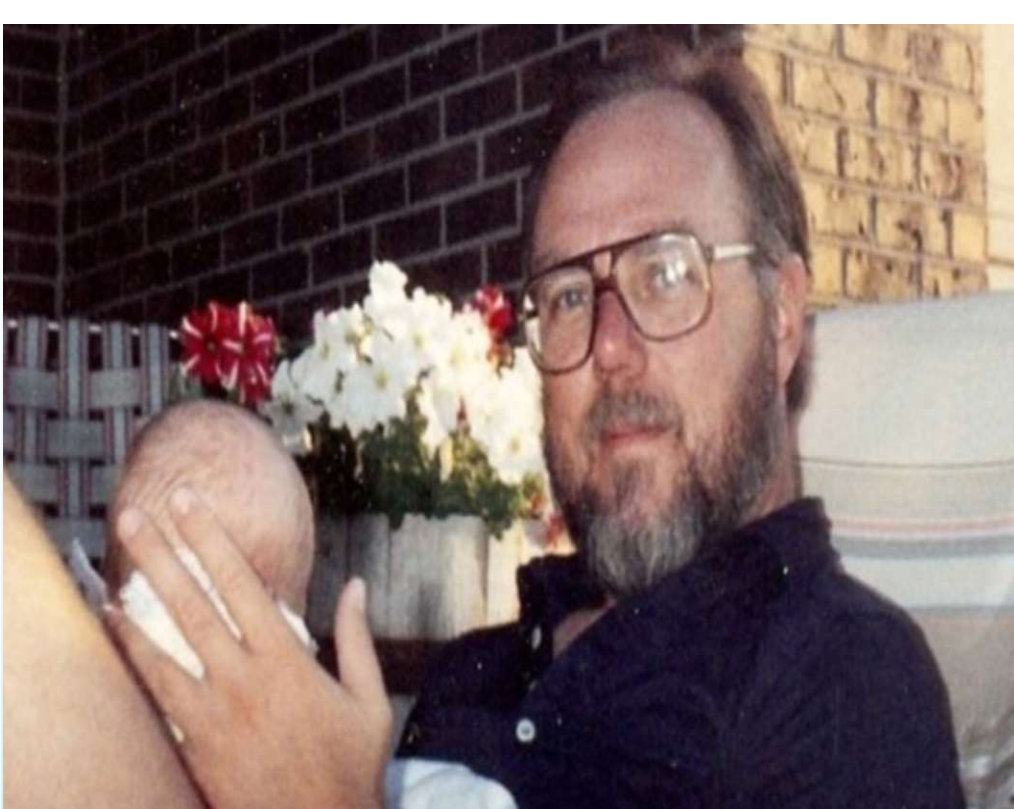
01.05.2006















“Is it safe?”

**Actor Laurence Olivier
Dr. Christian Szell
Marathon Man**

We've Been Doing This Awhile ...

- 1. Extraordinary Deployment**
- 2. Contained Threat Escort Tactics**
- 3. High-Risk Extraction Protocol**
- 4. Rescue Task Force**
- 5. Warm Zone Care**

Module 1
The History of Active Violence

Active Shooter

“an individual actively engaged in killing or attempting to kill people in a populated area; in most cases, active shooters use firearm[s] and there is no pattern or method to their selection of victims.”

Department of Homeland Security

“one or more subjects who participate in a random or systematic shooting spree, demonstrating their intent to continuously harm others. An active shooter’s overriding objective appears to be that of mass murder, rather than criminal conduct such as robbery, kidnapping, etc. The definition of an active shooter can include any assault with a deadly weapon causing a mass homicide.”

National Tactical Officers Association

Domestic Violent Extremist

“An individual based and operating primarily within the United States or its territories without direction or inspiration from a foreign terrorist group or other foreign power who seeks to further political or social goals wholly or in part through unlawful acts of force or violence.”

**Department of Homeland Security
Department of Justice**

In 2013, President Obama signed into law the Investigative Assistance for Violent Crimes Act of 2012, which granted the attorney general the authority to assist in the investigation of “violent acts and shootings occurring in a place of public use” and in the investigation of “mass killings and attempted mass killings at the request of an appropriate law enforcement official of a state or political subdivision.”

**Investigative Assistance for Violent Crimes Act of 2012,
28 USC 530C(b)(1)(M)(i)**

Active Shooter Event

The standard researcher's definition of an active shooter event:

“Three or more people shot in a public place with no related gang or drug activity and not secondary to the commission of another crime.”

This definition highlights the apparent randomness of the attacks.

It should be noted that no incident since 2000 has included three offenders and only 2% have included two.

Not so fast my friend!





April 9, 2014 (0 Killed and 21 Injured)

the ultimate mowing machine vanya irahimi



Inspire Magazine (2011, Issue 2)

JUST TERROR TACTICS

Stationed behind enemy lines, the just terror mujahid has at his disposal a multitude of weapons and techniques that he may employ at any given time to inflict misery and destruction upon the enemies of Allah, demonstrating by his actions an unforgettable lesson for every hardheaded, obstinate kafir nation that wishes to engage in war on the Islamic State. Allah ﷻ said, "Through them, disperse those behind them, that they might take heed" (Al-Anfal 57). Ibn Kathir ﷺ said, explaining this verse, "It means, punish them severely and massacre them violently so that other enemies from the Arabs and non-Arabs are terrified and those punished and massacred become a lesson for the other enemies 'that they might take heed.'"

When seeking to initiate an attack, it is important to define the objective. One's attack may be to harvest a large kill count. It may be aimed at disrupting the financial stability of a specific nation. It may simply be aimed at terrorizing the enemies of Allah and depriving them of a peaceful sleep. Accordingly, as the objective of the attack varies, the mujahid must choose a method that best suits the operation at hand.

TARGETS



Vehicle Attacks

Though being an essential part of modern life, very few actually comprehend the deadly and destructive capability of the motor vehicle and its capacity of reaping large numbers of casualties if used in a premeditated manner. This was superbly demonstrated in the attack launched by the brother Mohamed Lahouaiej-Bouhlel who, while traveling at the speed of approximately 90 kilometers per hour, plowed his 19-ton load-bearing truck into crowds celebrating Bastille Day in Nice, France, harvesting through his attack the slaughter of 86 Crusader citizens and injuring 434 more.

The method of such an attack is that a vehicle is plunged at a high speed into a large congregation of kuffar, smashing their bodies with the vehicle's strong outer frame, while advancing forward – crushing their heads, torsos, and limbs under the vehicle's wheels and chassis – and leaving behind a trail of carnage.

JUST TERROR TACTICS

TRUCK ATTACKS

The Ideal Vehicle

Slightly Raised Chassis and Bumper



Fast in Speed or Rate of Acceleration



Double-Wheeled, Load-Bearing Truck



Large in Size Heavy in Weight

How to Acquire a Vehicle

- 1 Buying
- 2 Renting
- 3 Taking from a Kafir by Force or Deception
- 4 "Borrowing" from a Kafir or Murtadd.



Ideal Targets

- 1 Large Outdoor Festivals, Conventions, Celebrations, and Parades
- 2 Pedestrian-Congested Streets (High/Main Streets)
- 3 Outdoor Markets
- 4 Outdoor Rallies



RUMIYAH



April 15, 2013 (3 Killed and 265 Injured)

Resources

National Fire Protection Association

Department of Homeland Security

Department of Justice

United States Fire Administration

International Association of Chiefs of Police

International Association of Fire Chiefs

International Association of Fire Fighters

National Tactical Officers Association

Advanced Law Enforcement Rapid Response Training

Committee on Tactical Emergency Casualty Care

Hartford Consensus



Codified on April 10, 2018

International Association of Fire Chiefs Maintaining Building and Fire Safety During Active Assailant Events and Other Terrorist Events

An action item for every school to address is once a school is in a lock-down situation, what is their response when a fire alarm is activated? This is a training issue that is not easily managed, except through hyper vigilance of administration and teachers.

Ensure plans address the response to a fire alarm when a lock-down has been initiated.

Ensure training of teachers and staff has occurred and a means for mass-communication is established within the school.

Develop and train on response plans to alert first responders that the building is in lock down and that responding firefighters to a fire alarm are accurately informed as the specific hazard to which they are responding.

Develop training to include when a classroom should be evacuated due to active fire in a hallway or smoke entering a classroom with or without the presence of an assailant. An alternative means to evacuate a classroom that is under assault or fire and smoke should be identified.

There is talk about having schools go into “lock down” and/or defend-in-place when a fire alarm is activated. Staff should be trained to evaluate current conditions and determine proper egress actions while remaining vigilant to movement of students. Sheltering in place is a dire concern when the threat of fire is a possibility, especially depending on building characteristics. We cannot forget the multiple fires that are occurring in our schools.



ACTIVE SHOOTER INCIDENTS

20-Year Review 2000-2019



May 2021

20-Year Active Shooter Summary

Incidents

333

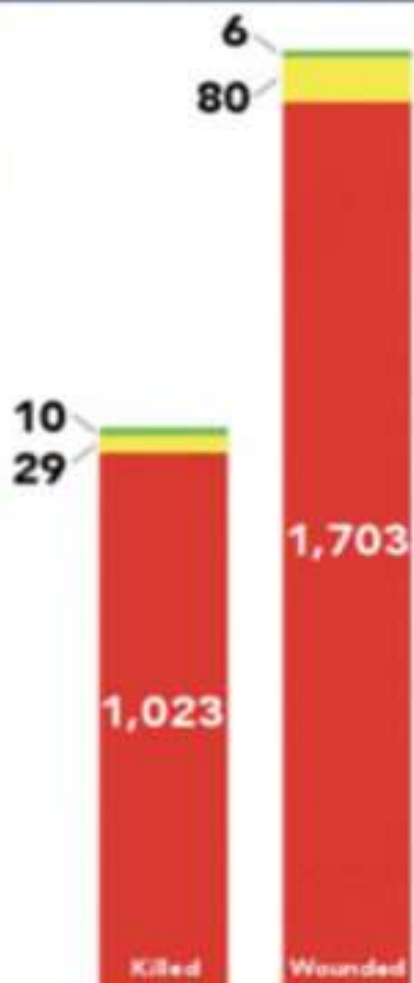
(in 43 states and the District of Columbia)

Casualties

2,851

(excluding the shooters)

135 incidents met "mass killing" definition (3 or more killings in a single incident)



■ Civilian
■ Law Enforcement
■ Security

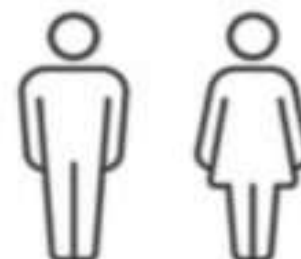
1,062 killed, including 29 law enforcement officers and 10 security guards. 1,789 wounded, including 80 law enforcement officers and 6 security guards.

Number of Shooters

345

(16 wore body armor)

Shooter Gender



Male: 332 Female: 13

119 Shooters Committed Suicide



Other Shooter Outcomes





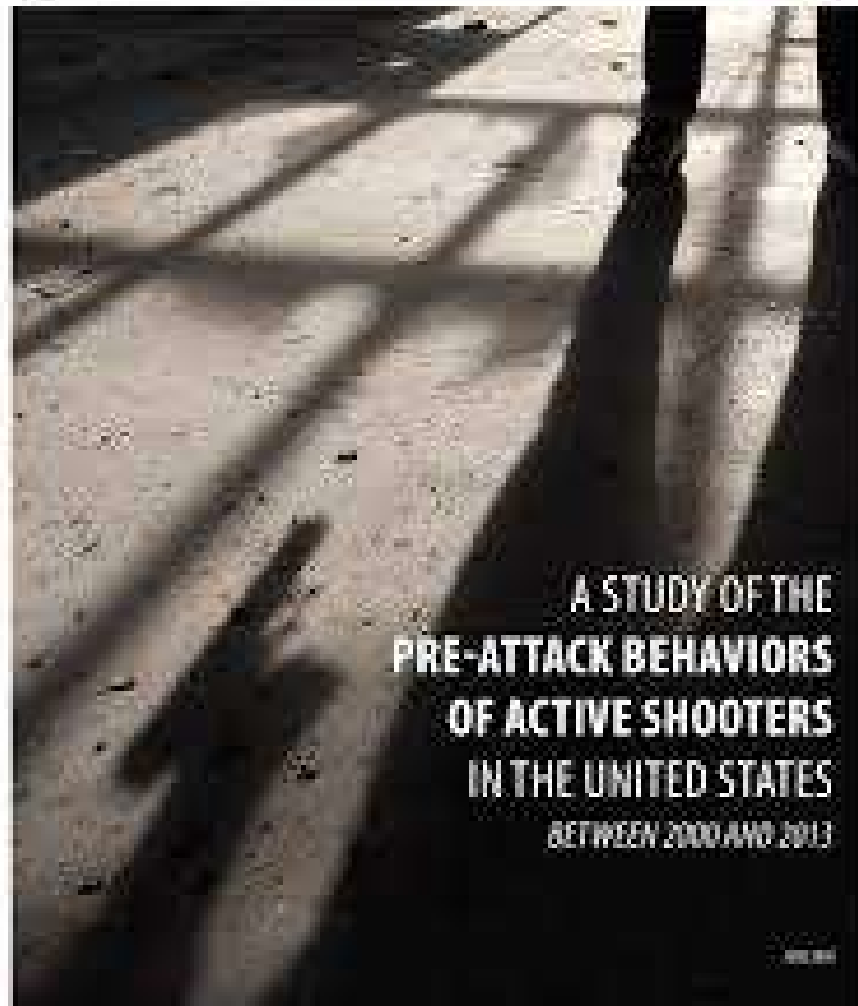
New York City Police Department

Active Shooter

*Recommendations and Analysis
for Risk Mitigation*

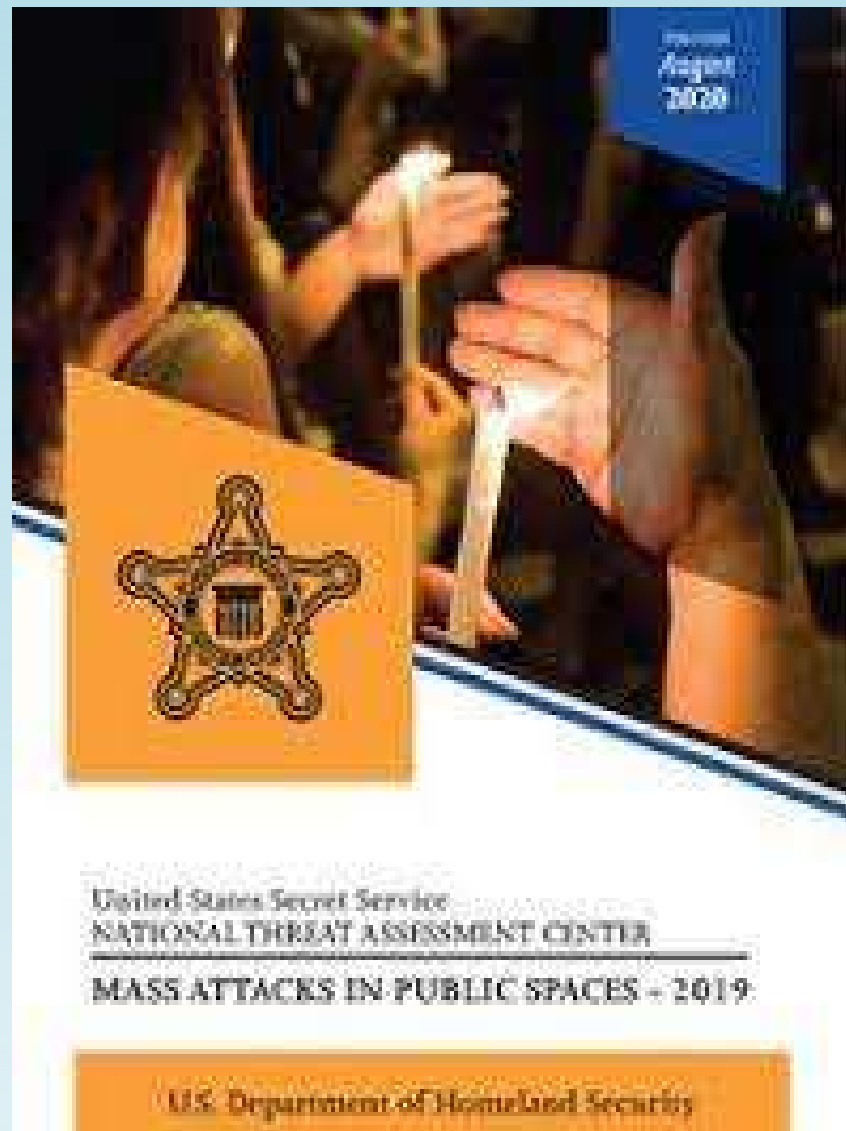
Raymond W. Kelly
Police Commissioner





**A STUDY OF THE
PRE-ATTACK BEHAVIORS
OF ACTIVE SHOOTERS
IN THE UNITED STATES**
BETWEEN 2000 AND 2013

100-104



United States Secret Service
NATIONAL THREAT ASSESSMENT CENTER
MASS ATTACKS IN PUBLIC SPACES - 2019

U.S. Department of Homeland Security



2021

Averting Targeted School Violence

A U.S. SECRET SERVICE ANALYSIS OF
PLOTS AGAINST SCHOOLS

U.S. DEPARTMENT OF HOMELAND SECURITY
UNITED STATES SECRET SERVICE

NATIONAL THREAT ASSESSMENT CENTER



NO NOTORIETY MEDIA PROTOCOL

To reduce rampage acts of mass violence due to media-inspired fame.

- Adhere to the journalistic principle to "Minimize Harm," keeping in mind the responsibility of balancing the public's need for information vs. potential harm.
- Recognize that the prospect of infamy serves as a motivating factor for other individuals to kill and inspires copycat crimes
- Report the facts surrounding the mindset, demographic and motivational profile, without adding complimentary color to the individual or their actions, and downplay the individual's name and likeness, unless the alleged assailant is at large.
- Limit the name to once per piece as a reference point, never in the headlines and no photo above the fold. Refuse to broadcast/publish self-serving statements, photos, videos and/or manifestos made by the individual. After initial identification, limit the name and likeness of the individual in reporting, except when the alleged assailant is still at large and, in doing so, would aid in the assailant's capture.
- Elevate the names and likenesses of all victims killed and/or injured to send the message their lives are more important than the killer's actions.
- Agree to promote data and analysis from experts in mental health, public safety, and other relevant professions to support further steps to help eliminate the motivation behind mass murder.

IT'S A MATTER OF PUBLIC SAFETY

No Name. No Photo. #NoNotoriety.

www.nonotoriety.com



The first recorded active violence incident in the United States arguably occurred in what is now Antrim Township, Pennsylvania on July 26, 1764. Often referred to by historians as the Enoch Brown Schoolhouse Massacre, it involved four Native Americans entering a schoolhouse for English settlers, beating to death and scalping the headmaster and 10 children, and wounding one other student. Earlier that day, the same Indians had murdered a pregnant settler and cut the baby out of her body.



May 18, 1927 (44 Killed and 58 Injured)

Read It First In The Express

San Antonio Express

FINAL EDITION

Telephone CA 5-7411, Classified CA 5-1611

100th Year, No. 225

SAN ANTONIO, TEXAS, TUESDAY, AUGUST 2, 1966

48 PAGES IN 4 SECTIONS

F

5 CENTS

They'll Never Forget Terror of Tower

By SAM KIRDBICK Staff Writer
AUSTIN — It was a fearful scene Monday which finally ended the awful day at Austin.

Ed-Marie Charles Whitman, the terror of the tower who turned the University of Texas campus into a blood-washed slaughter ground, is dead.

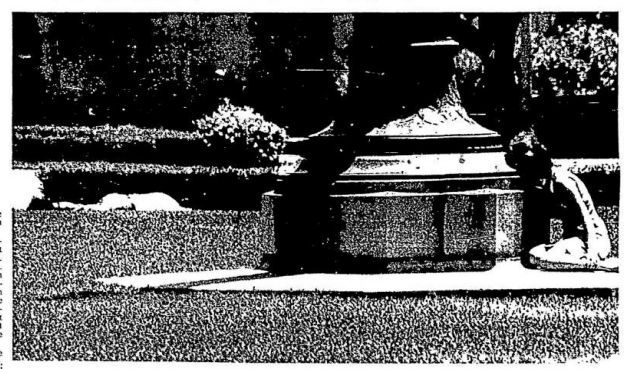
Miss Caldwell was in the English building when Whitman's gun first began raining death upon pedestrians far below the University of Texas tower.

Others came leaping to the aid of reality as the shock effects from Whitman's great crime began to wear thin.

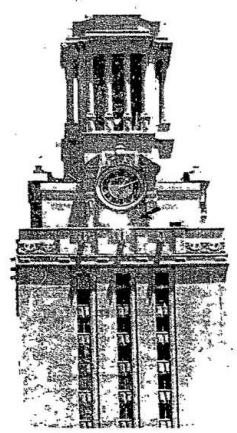
It was a mortal wound which shattered her. As attendants wheeled the reporter off for surgery, he recalled:

There was no pain at first. Just numbness. But the force of the slug took me down fast.

Student Slays 15 From Tower Perch



HIDING FROM SNIPER—An unidentified girl hides behind the campus flagpole as a wounded man lies on the ground in Austin during attack by sniper.—UPI Telephoto.



DUST FROM BULLETS—Dust kicks up in front of the clock on the University of Texas Tower as police return fire of a sniper.—UPI Telephoto.

Some Cool-Headed, Others Confused

By KAY BIX Staff Writer
AUSTIN — The shooting involved everyone. Even those who were not of danger.

Today's Chuckle
The just checking account appears to be a device that permits the woman to test you in the draw.

Tower Sniper Coverage

Extensive coverage of the University of Texas tower sniper can be found on Pages 2A, 4A, 5A, 6A and 7A.

SPACE YO-YO—As their daring September mission approaches, Gemini 11 Astronauts Pate Conrad and Dick Gordon are practicing a plan to spin their spaceship deliberately like a cosmic yo-yo. Page 4B.

NOT GUILTY PLEA—Not guilty plea was entered for Richard Speck in Chicago Monday in the eight indictments for murder in the deaths of eight student nurses last month. Speck, heavily guarded, appeared in public for the first time since his July 17 capture. Page 6B.

Astronomy ... 11A Death ... 4D Sports ... 1-13D
Baseball ... 11A Basketball ... 11B Television ... 11B
Castles ... 4D Editorials ... 11R Theaters ... 11D
Classified ... 5-12C Leaders, Ann. ... 3A White Box ... 11B
Comics ... 11B Markets ... 4-11B
Crossword ... 11B Notices ... 8-11D News ... 5-11A

AUDIT BUREAU OF CIRCULATION STATISTICS
San Antonio Express-News combined circulation ... 140,173
San Antonio light circulation ... 115,184

IF YOU SUBSCRIBE to only the Express or only the Evening News, you can have the second paper delivered to your home for only 5¢ extra additional per month. Call CA 5-7411.

Same Non-Answer: Something Snapped

By LARRY DEEM Staff Writer
AUSTIN — There was a big boom and then my friend said, 'I'm bleeding.'

Forecast Sees No Changes

Weather Data, Page 7D
No change is seen in the near 100 degree temperatures in San Antonio with partly cloudy skies.

'Obviously Deranged'

AUSTIN, Tex. (AP)—Charles Whitman, 24, slayer of 15 people, was obviously deranged, a psychiatrist said Monday.

Mass Slayer Had 'Nice Guy' Image



SHOT SNIPER—Austin Patrolman Ramon Martinez is being led from the University of Texas tower after he shot Charles Whitman.—UPI Telephoto.

Gunfire Wounds 15 Others

AUSTIN (AP)—A young student and scoutmaster, firing with cold and deadly accuracy, killed 15 persons Monday from a sniper's perch high in the University of Texas tower after slaying his wife and mother with knife and gun.

Forecast Sees No Changes

Weather Data, Page 7D
No change is seen in the near 100 degree temperatures in San Antonio with partly cloudy skies.

'Obviously Deranged'

AUSTIN, Tex. (AP)—Charles Whitman, 24, slayer of 15 people, was obviously deranged, a psychiatrist said Monday.



THE TEXAS SNIPER





Lessons Learned

- 1. The Potential for Familicide and Multiple Scenes**
- 2. Combating Vertical Threats**
- 3. Training for Open Air Rescues**



July 18, 1984 (21 Killed and 19 Injured)



Lessons Learned

- 1. Situational Awareness for Firefighters**
- 2. Open Air Assaults at the Patrol Level**
- 3. Mental Health for Emergency Responders**



October 16, 1991 (24 Killed and 20 Injured)

Victims of the Luby's Cafeteria Shooting



Patricia Carney

Jimmie Caruthers

Kitty Davis

Steven Dody

Al & Ursula Gratia

Debra Gray

Michael Griffith

Venice Henehan



Sylvia King

Connie Miller

Ruth Pujol

Su-Zann Rashott

John Romero, Jr.

Thomas Simmons



Nancy Stansbury

Olgica Taylor

Lula Welsh

Juanita Williams

Not pictured: Clodine Humphrey, Zona Mae Lynn, Glen Spivey, James Welsh
If you are able to find pictures of them, please submit them to findagrave.com

Lessons Learned

- 1. Offender Use of Vehicles for Breaching**
- 2. Specific Targeting of Women**
- 3. Dignified Transportation of the Deceased**

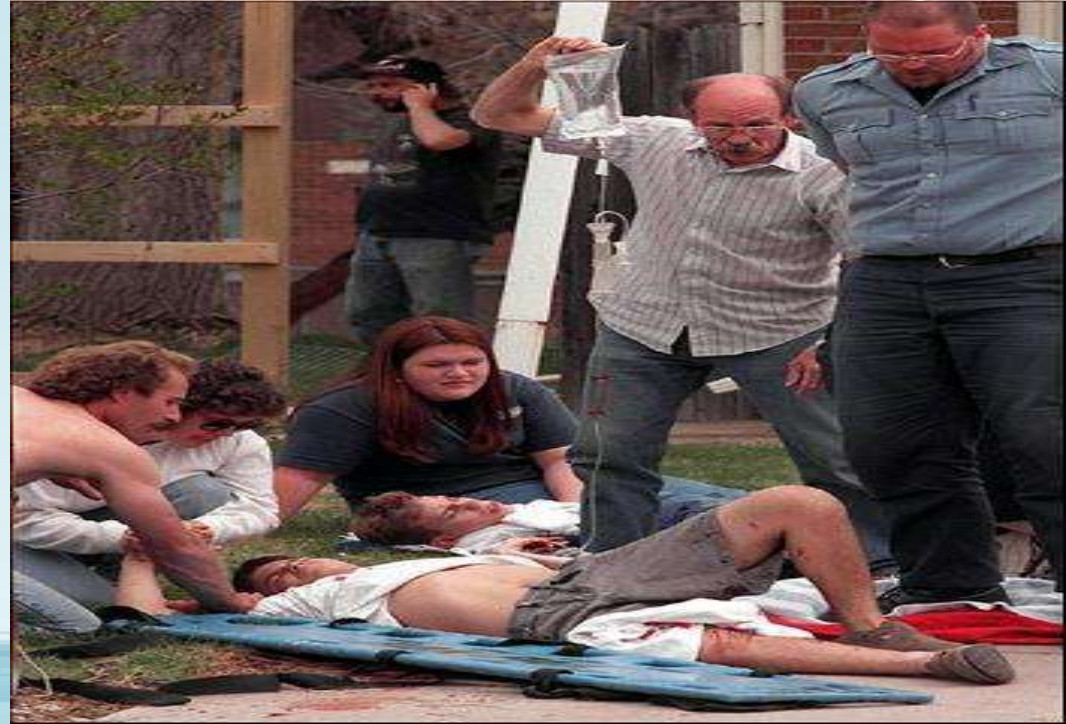


February 28, 1997 (0 Killed and 18 Injured)

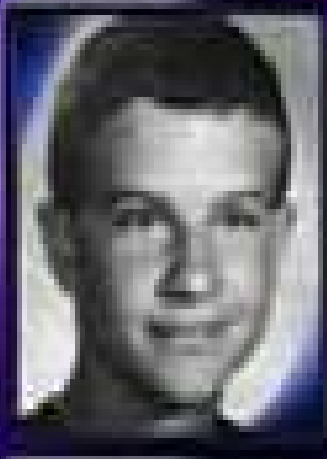
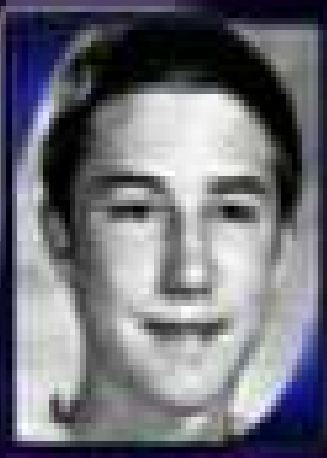


Lessons Learned

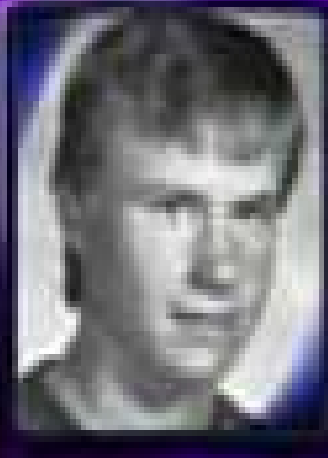
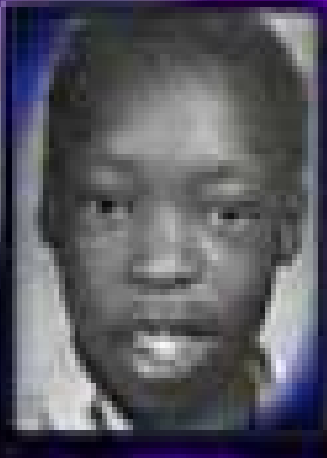
- 1. Patrol Rifles and Dynamic Inner Perimeters**
- 2. The Value of Tactical Emergency Casualty Care**
- 3. Denial of Medical Treatment for Offenders**



April 20, 1999 (13 Killed and 24 Injured)



NEVER FORGOTTEN



Lessons Learned

- 1. Improvised Explosive Devices**
- 2. Unconventional Use of Fire Department Apparatus**
- 3. Familiarity with High Potential Locations**

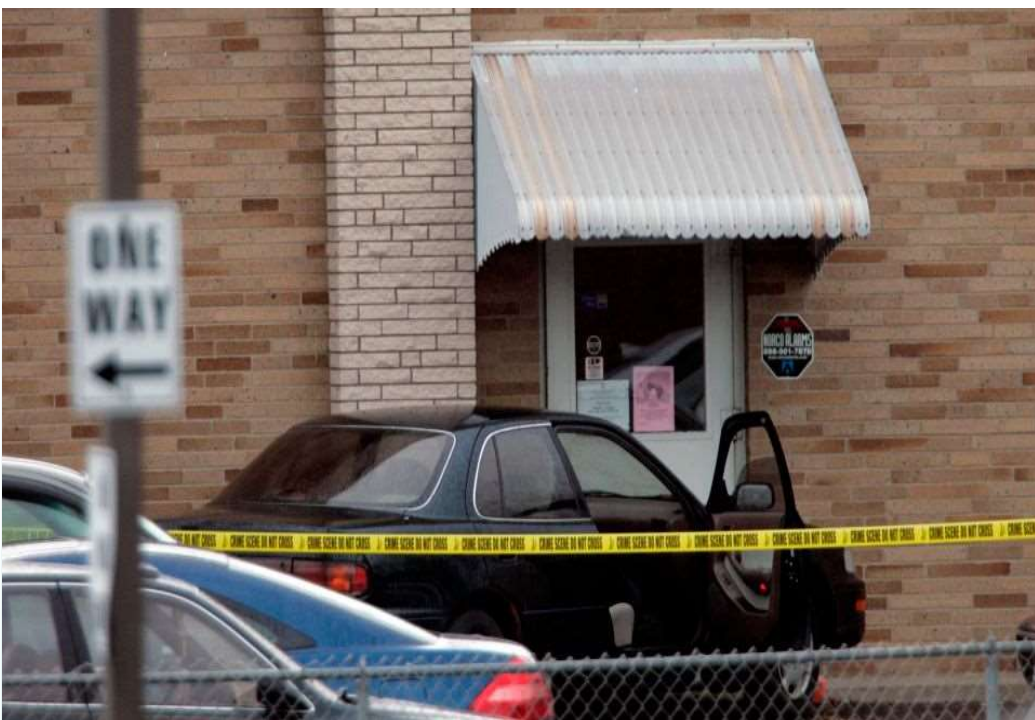


April 16, 2007 (32 Killed and 23 Injured)



Lessons Learned

- 1. Manual Breaching for Patrol**
- 2. Early Activation of Tactical Teams**
- 3. The Value of Extraction Teams**



April 3, 2009 (13 Killed and 4 Injured)

Lessons Learned

- 1. Pre-Attack Behavior**
- 2. Vehicle Used to Prevent Egress**
- 3. Patrol Containment and SWAT Activation versus Rapid Deployment**



CELESTY IMAGES



AP



© AP

July 20, 2012 (12 Killed and 70 Injured)





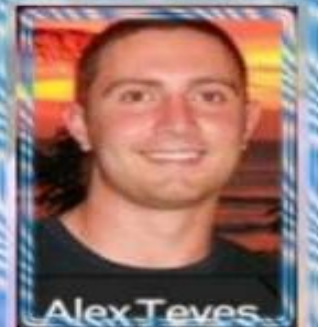
Jon Blunk



John Larimer



Micayla Medek



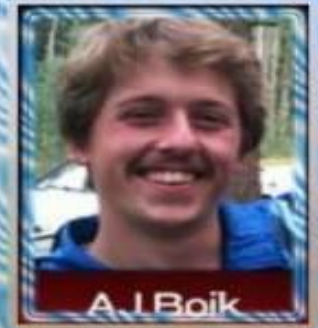
Alex Teves



Jessica Ghaw



Matt McQuinn



A. J. Baik



Alex Sullivan



Rebecca Wingo

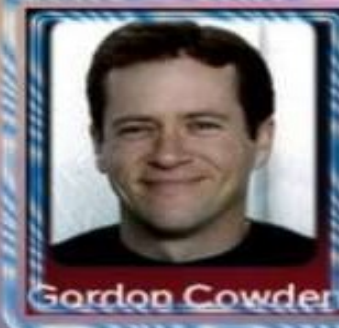
*Remembering the Victims
of Aurora, Colorado
7-20-12
Rest In Peace*



Staff Sergeant
Jesse Childress



Veronica
Moser-Sullivan



Gordon Cowder

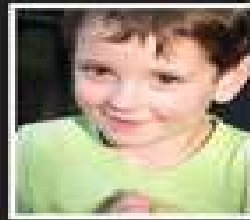
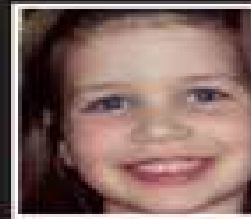
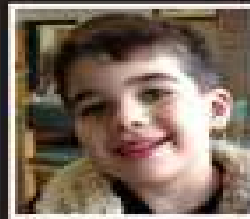
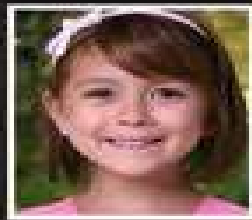
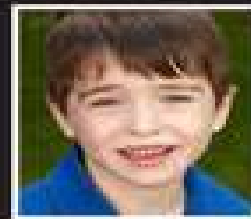
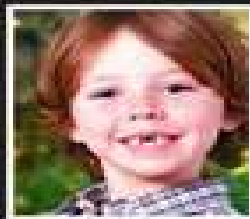
Lessons Learned

- 1. Bad Things Can Happen at Night**
- 2. The Importance of Setting a Hasty Inner Perimeter**
- 3. Unconventional Transportation**



December 14, 2012 (27 Killed and 2 Injured)

TRAGEDY IN NEWTOWN



1ST ROW: Charlotte Bacon, Age 6 · Daniel Barden, Age 7 · Rachel D'Avino, Age 29 · Olivia Rose Engel, Age 6 · Josephine Gay, Age 7 · Dawn L. Hochsprung, Age 47 · Dylan Hockley, Age 6

2ND ROW: · Madeleine F. Hsu, Age 6 · Catherine V. Hubbard, Age 6 · Chase Kowalski, Age 7 · Nancy Lanza, Age 52 · Jesse Lewis, Age 6 · Ana Grace Marquez-Greene, Age 6 · James Mattioli, Age 6 ·

3RD ROW: Grace McDonnell, Age 7 · Anne Marie Murphy, Age 52 · Emilie Parker, Age 6 · Jack Pinto, Age 6 · Noah Pozner, Age 6 · Caroline Previdi, Age 6 · Jessica Rekos, Age 6

4TH ROW: Avielle Richman, Age 6 · Lauren Rousseau, Age 30 · Mary Sherlach, Age 56 · Victoria Soto, Age 27 · Benjamin Wheeler, Age 6 · Allison N. Wyatt, Age 6

Lessons Learned

- 1. One Shooting Doesn't Necessarily Equal One Ambulance**
- 2. The Frequency of No Stimulus**
- 3. The Importance of Pediatric Mass Casualty Considerations**



December 2, 2015 (14 Killed and 24 Injured)





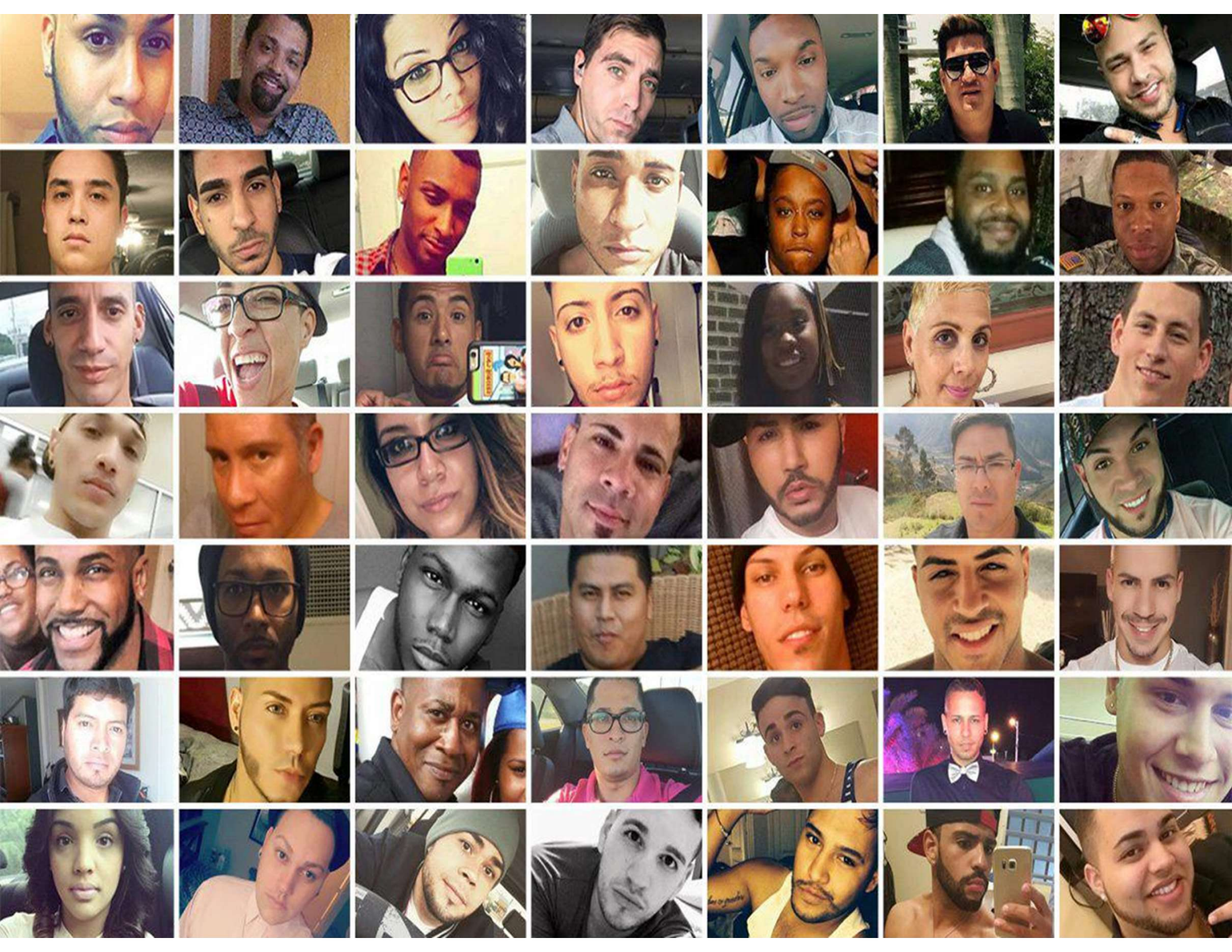
Lessons Learned

- 1. The Role of a SWAT Medic in Active Violence**
- 2. Loss of Warm Zone Care Discipline**
- 3. Mobile Offenders**



June 12, 2016 (49 Killed and 53 Injured)





Lessons Learned

- 1. Law Enforcement Extraction and Casualty Collection**
- 2. Transition from Active Violence into Hostage Barricade**
- 3. The Potential for Doomed Captives**



October 1, 2017 (58 Killed and 851 Injured - 422 by Gunfire)





Lessons Learned

- 1. Special Event Planning**
- 2. The Value of Throw Packs**
- 3. Ghost Calls**



November 5, 2017 (26 Killed and 20 Injured)



KARLA
HOLCOMBE



BRYAN
HOLCOMBE



CRYSTAL
HOLCOMBE



CARLIN
HOLCOMBE



MEGAN HILL
HOLCOMBE



EMILY HILL
HOLCOMBE



GREG HILL
HOLCOMBE



MARC
HOLCOMBE



NOAH
HOLCOMBE



ANNABELLE
POMEROY



LULA
WHITE



TARA ELYSE
McNULTY



JOANN
WARD



BROOKE
WARD



EMILY
GARZA



RICHARD
RODRIGUEZ



THERESA
RODRIGUEZ



HALEY
KRUEGER



SHANI
CORRIGAN



ROBERT
CORRIGAN



DENNIS
JOHNSON



SARA
JOHNSON



R. SCOTT
MARSHALL



KAREN
MARSHALL



KEITH
BRADEN



PEGGY
WARDEN

Lessons Learned

- 1. Bad Things Can Happen in Small and Remote Towns**
- 2. Armed Bystanders Might Get Involved**
- 3. The Value of Law Enforcement Carrying Medical Supplies**



February 14, 2018 (17 Killed and 17 Injured)

Example of a simple circuit diagram showing a battery, a switch, and a light bulb connected in a loop.







MARTIN DUKJE



AARON FEIS



JAIME GUTTENBERG



CHRIS HIXON



GINA MONTALTO



ALYSSA ALHADEFF



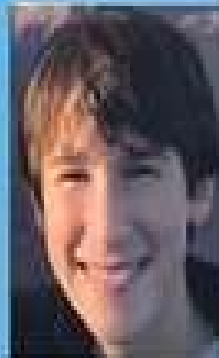
JOAQUIN OLIVER



MEADOW POLLOCK



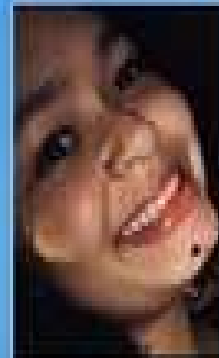
NICHOLAS DWOHET



ALEX SCHACHTER



PETER WANG



HELENA RAMSEY



SCOTT BRIGEL



LUKE HOYER



ALAINA PETTY



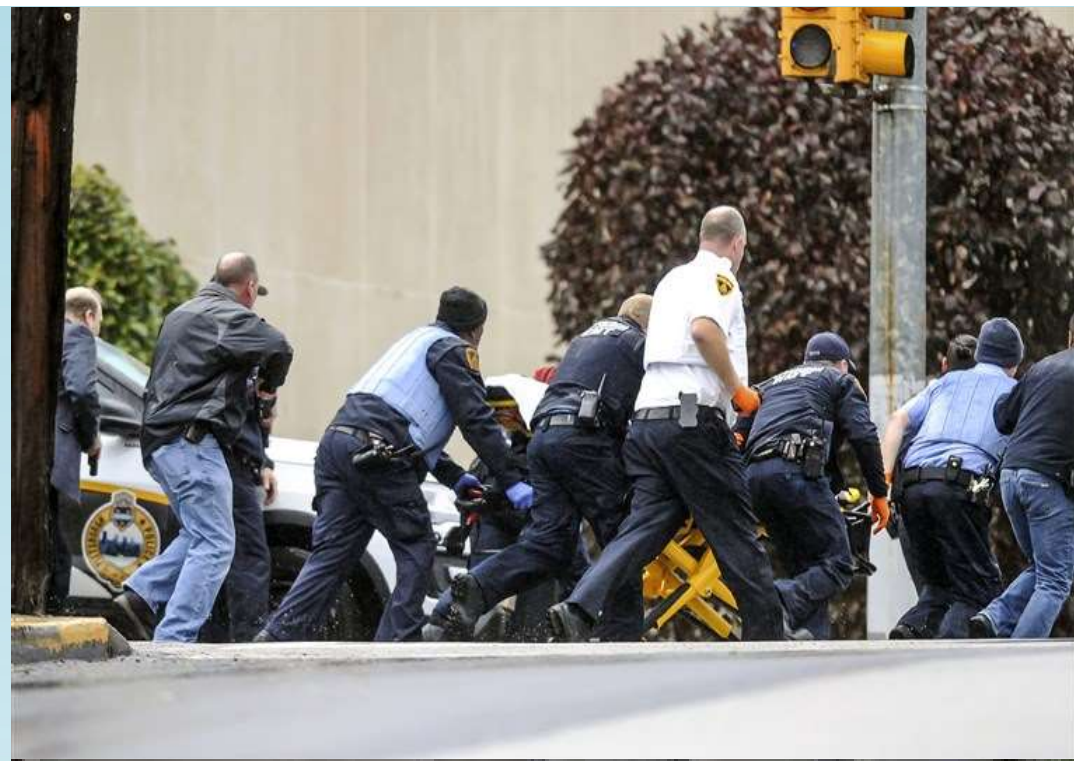
CARA LOUGHREN



CARMEN SCHENTRUP

Lessons Learned

- 1. Public Safety Answering Point Challenges**
- 2. Dereliction of Duty**
- 3. Improvisation of Tactics**



October 27, 2018 (11 Killed and 7 Injured)



JOYCE
FIENBERG



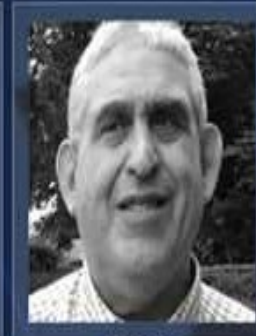
RICHARD
GOTTFRIED



ROSE
MALLINGER



JERRY
RABINOWITZ



CECIL
ROSENTHAL



DAVID
ROSENTHAL



BERNICE
SIMON



SYLVAN
SIMON



DANIEL
STEIN



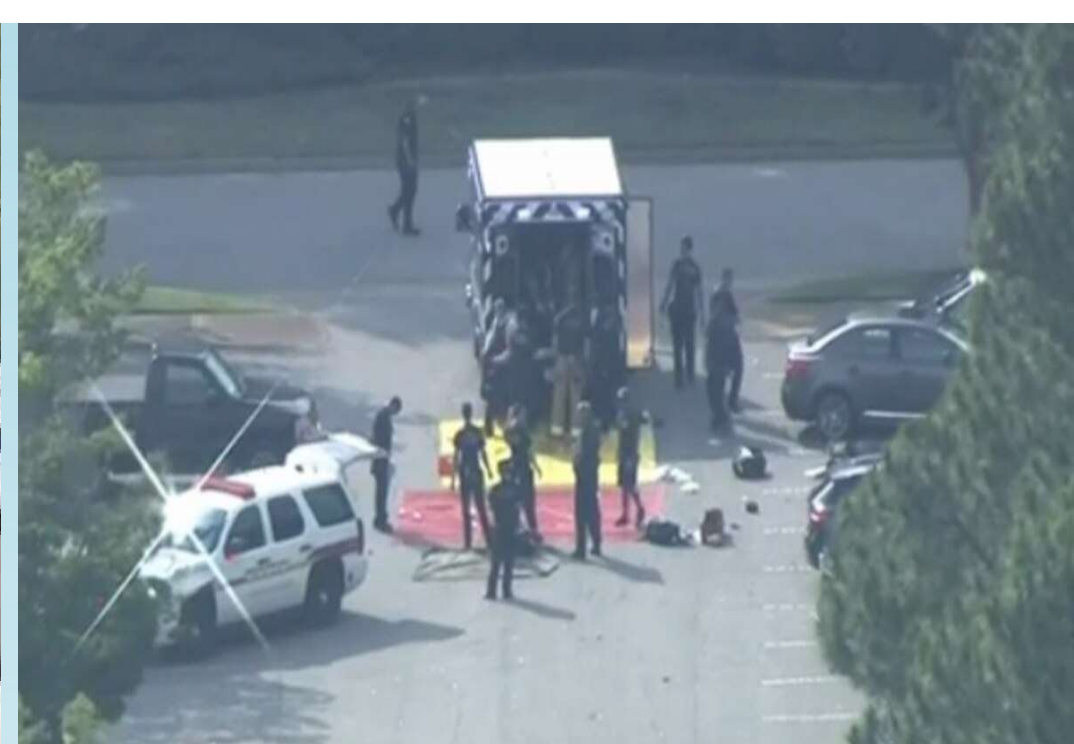
MELVIN
WAX



IRVING
YOUNGER

Lessons Learned

- 1. Prolonged Gunfights**
- 2. Many Elderly Casualties**
- 3. Religious Considerations and the Deceased**



May 31, 2019 (12 Killed and 4 Wounded)



City of Virginia Beach

Lessons Learned

- 1. When Casualties are Fellow Employees**
- 2. When Most Casualties are Extracted by Civilians**
- 3. Casualties Outside and on Three Different Floors**



August 3, 2019 (22 Killed and 24 Wounded)

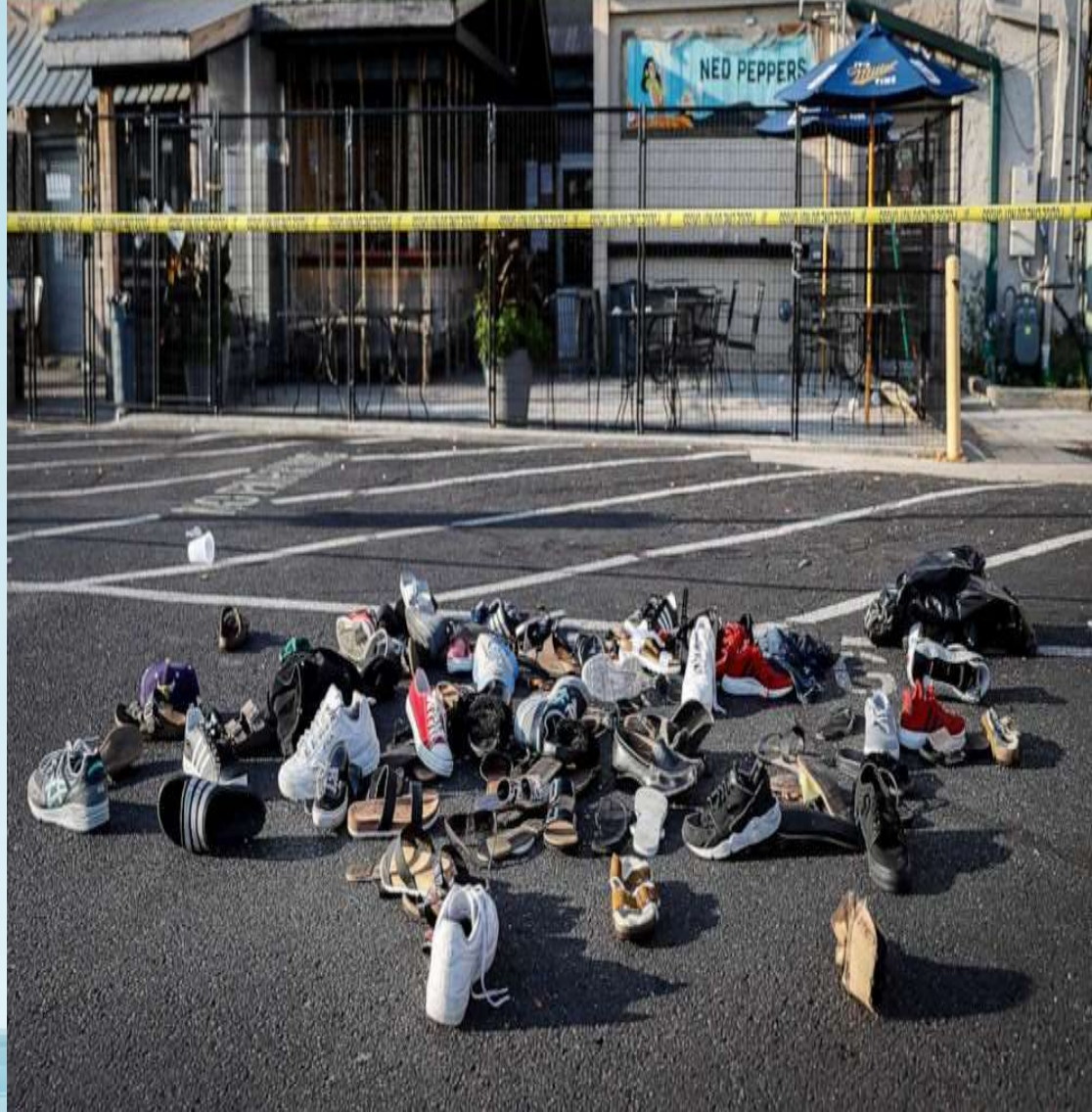


Lessons Learned

1. Offenders Wearing Hearing Protection

2. The Offender Surrendered Elsewhere

3. Inspired by The Great Replacement and International Terrorism



August 4, 2019 (9 Killed and 27 Injured)



MEGAN BETTS



MONICA BRICKHOUSE



NICHOLAS CUMER



DERRICK FUDGE



THOMAS MCNICHOLS



LOIS OGLESBY



SAEED SALEH



LOGAN TURNER



BEATRICE WARREN-CURTIS

Lessons Learned

- 1. How Offenders Research the Tactics of Predecessors**
- 2. How Many Victims Can Be Killed and Injured in 30 Seconds**
- 3. How Easily Warm Zone Care can be Unnecessarily Delayed**

UVALDE SHOOTING VICTIMS

TEACHERS



EVA MIRELES



IRMA GARCIA

STUDENTS



ANNABELL RODRIGUEZ



JACKIE CAZARES



ALITHIA RAMIREZ



AMERIE JO GARZA



ELIAHANA CRUZ TORRES



JAILAH NICOLE SILGUERO



JAYCE CARMELO LUEVANOS



ROJELIO TORREZ



UZIYAH GARCIA



XAVIER JAMES LOPEZ



MAKENNA LEE ELROD



NEVAEH BRAVO



ALEXANDRIA RUBIO



TESS MATA



JOSE FLORES JR.



MIRANDA MATHIS



MAITE RODRIGUEZ



LAYLA SALAZAR



ELIANA "ELLIE" GARCIA

May 24, 2022 (21 Killed and 17 Injured)

Lessons Learned

- 1. Active Dying is Stimulus**
- 2. The Value of Exterior and Interior Bosses**
- 3. How Critical the Sharing of Real-Time Intelligence is**



February 20, 2003 (100 Killed and 230 Injured)



FEB 20 2003
11:24:09 PM



Module 2

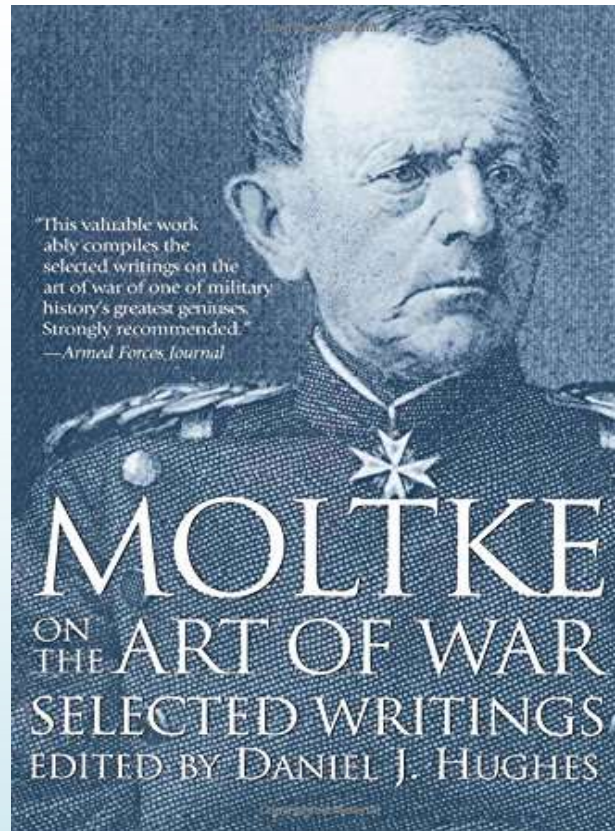
Operations and Command Level Tactics

Operational Objectives

- **Determine and Communicate the Mission and Strategy**
- **Maintain Accountability**
- **Contain and Neutralize the Threat/s**
- **Treat, Extract, and Transport all Viable Victims**
- **Isolate and Secure the Scene as Soon as Possible.**
- **Begin the Criminal Investigation**
- **Reunification**
- **Initiate Mental Health Support for Emergency Responders**

Priorities of Life

- **Law enforcement is risking a lot to save a lot!**
- **Fire departments and Emergency Medical Services are risking a little to save a lot!**
- **Tactics over Medicine!**
- **Medicine over the Investigation!**
- **Emotional support is the responsibility of every supervisor!**



“No plan of operations extends with certainty beyond the first encounter with the enemy's main strength.”

**Field Marshal Helmuth Von Moltke
Chief of the Prussian General Staff
1857 - 1887**

Operation Eagle Claw



April 24, 1980 (8 Killed and 4 Wounded)

Operation Trojan Horse



February 28 - April 19, 1993 (86 Killed and 16 Wounded)

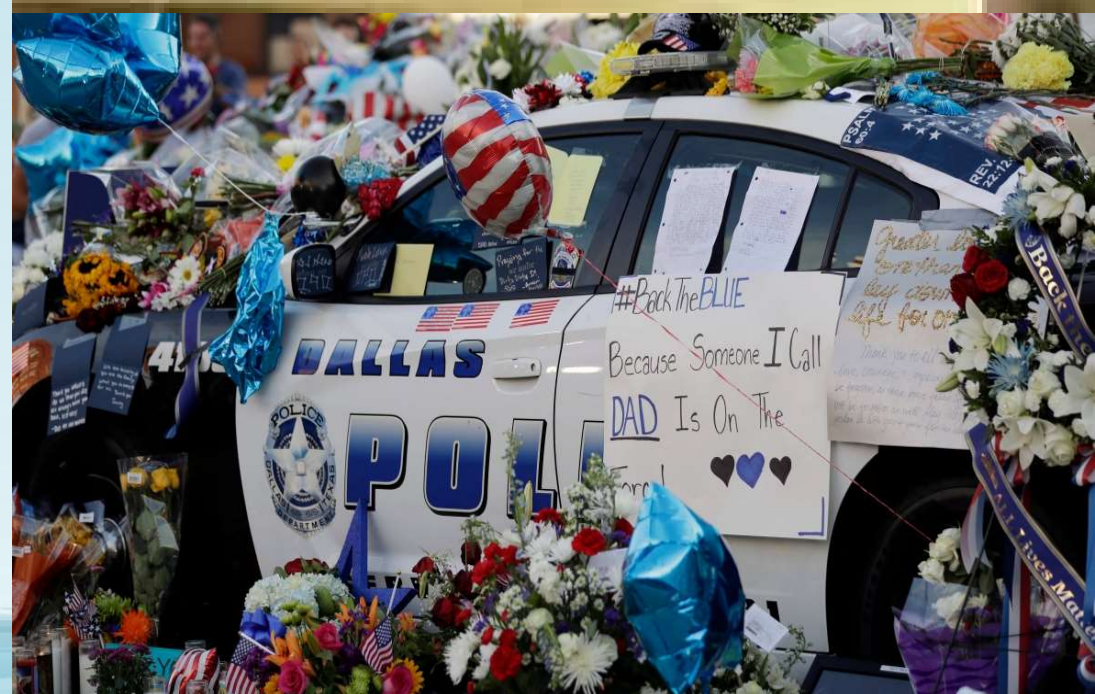
Operation Gothic Serpent



BLACK HAWK DOWN
LEAVE NO MAN BEHIND



October 3-4, 1993 (21 Killed, 82 Wounded, and 1 Captured)



July 7, 2016 (5 Killed and 11 Injured)





Lessons Learned

- 1. Don't Hide Tactical Teams**
- 2. Targeting of Law Enforcement Officers**
- 3. Unconventional Use of Deadly Force**



November 7, 2018 (12 Killed and 10 Injured)



BORDERLINE

SHOOTING ONE YEAR LATER



**CODY
COFFMAN**



**JUSTIN
MEEK**



**ALAINA
HOUSELY**



**SGT. RON
HELUS**



**SEAN
ADLER**



**DANIEL
MANRIQUE**



**KRISTINA
MORISSETTE**



**NOEL
SPARKS**



**JAKE
DUNHAM**



**BLAKE
DINGMAN**



**TELEMACHUS
ORFANOS**



**MARK
MEZA, JR**

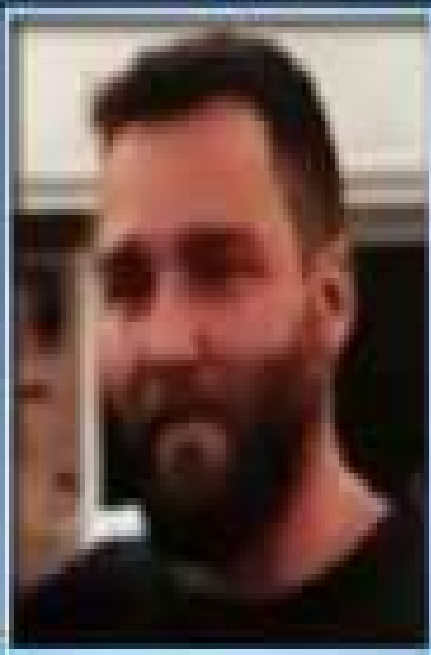
Lessons Learned

- 1. Offender Use of Technology to Ambush Responders**
- 2. The Loss of a Law Enforcement Officer to Blue on Blue**
- 3. Victims Self-Transporting**



February 15, 2019 (5 Killed and 6 Wounded)





Lessons Learned

- 1. The Value of Ballistic Shields and Diversionary Devices**
- 2. Challenges Associated with Blended Tactical Teams**
- 3. Rescue Task Forces and Public Perception**

PACE

Primary

Alternative

Contingency

Emergency



**“If everyone is thinking alike,
then somebody isn’t thinking.”**

**General George S. Patton
United States Army**

Conventional Fire and EMS Tactics

- **Dispatch center communicates potential threat**
- **Responding fire department and/or ambulance service personnel determine initial staging location**
- **Out-of-hospital providers await indication from law enforcement the scene is “safe” or “secure”**
- **Tactical Emergency Medical Support (TEMS) providers may already be operating within the inner perimeter.**
- **Unified command not typically established until the hasty law enforcement command post is formalized**

Conventional Tactics





**“The fate of the wounded rests with the,
one who applies the first dressing.”**

**Nicholas Senn
President
American Medical Association
1897 - 1898**

Conventional Uniforms



Conventional Equipment



Conventional Extraction



Post-Columbine Law Enforcement Roles

- **Contact Team/s**
- **Initial Command and Coordination**
- **Inner and Outer Perimeter Control**
- **Extraction Team/s**
- **Specialty Team/s**
- **Investigation**
- **Reunification**

Post-Columbine Terminology

- **Conventional versus Asymmetric Tactics**
- **Perimeters versus Operational Zones**
- **Numerical versus Military Alphabet**
- **Slow and Methodical versus Search Mode**
- **Patient versus Victim versus Casualty**
- **Rescue Teams versus Extraction Teams**
- **Triage Codes versus Triage Colors**
- **Formal Unified Command versus Hasty**

Side 3
Side C
Black Side
North Side
Back Side

Side 2
Side B
Green Side
West Side
Left Side



Side 4
Side D
Red Side
East Side
Right Side

Side 1
Side A
White Side
South Side
Front Side

Contact Teams



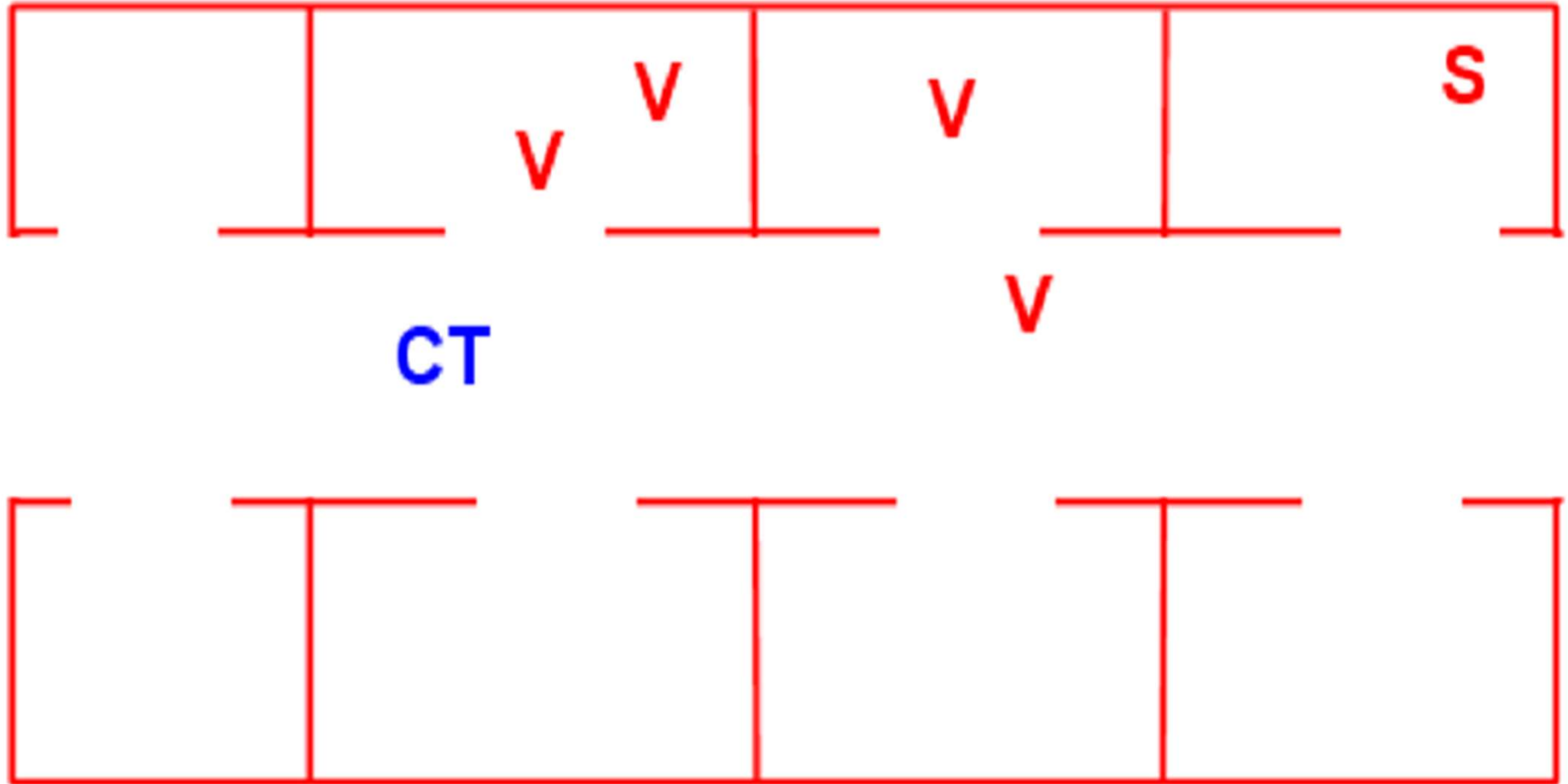
“One or more law enforcement officers who enter the active violence environment with the intent of encountering and stopping the threat.”



Solo Officer Response?



Area of Operations?



Often linear but not always!



Bomb Go! Bomb Stop! Mark It!

Mechanical Breaching for Patrol (Past)



Mechanical Breaching for Patrol (Present)



Mechanical Breaching for Patrol (Future)



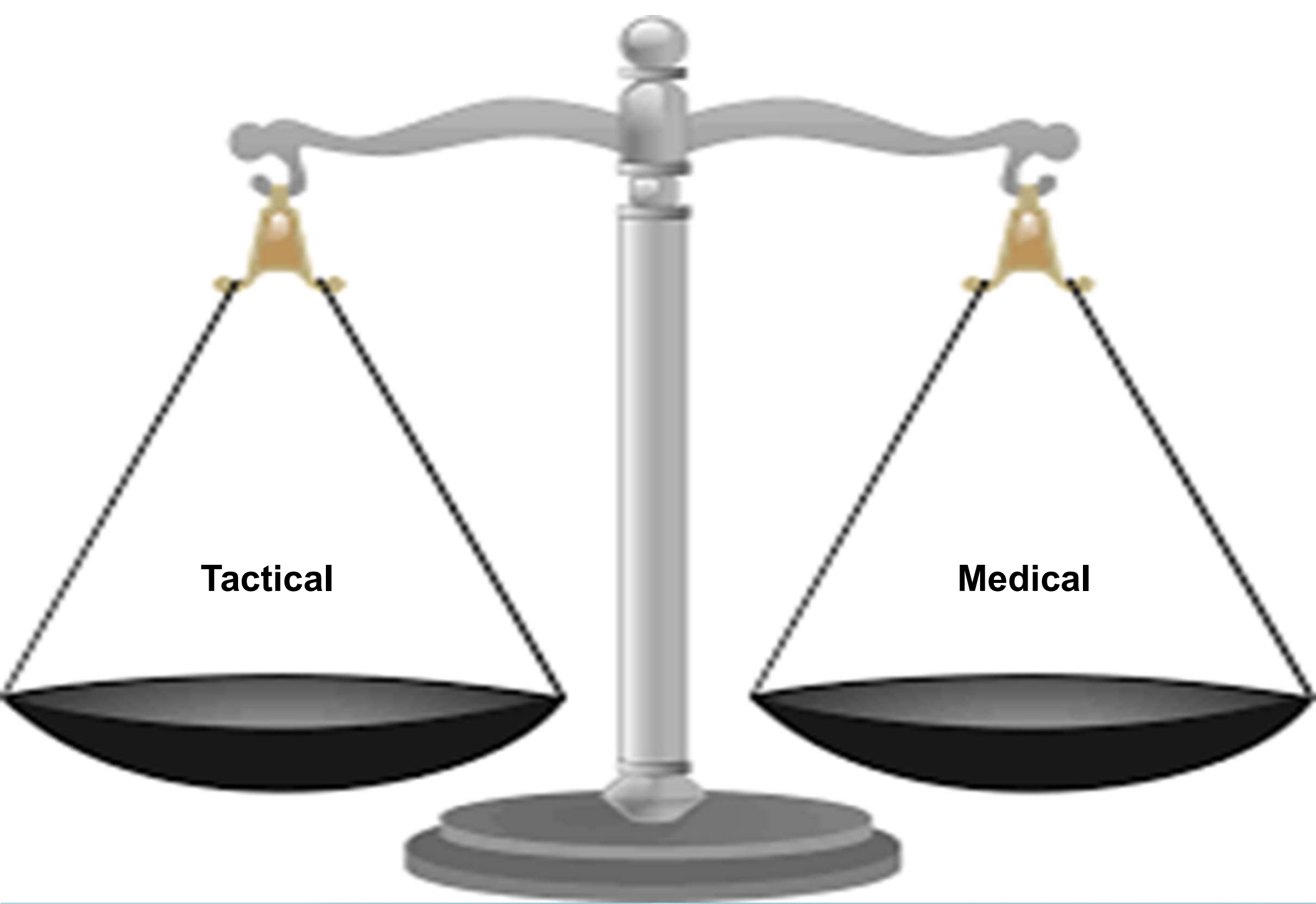
Tactical Medical Mindset For Contact Teams

**“Sometimes, the best medicine
is winning the gunfight!”**

**HM3 Jim Etzin
Special Reaction Section
United States Marine Corps**

But, what happens when you lose stimulus?!





Tactical

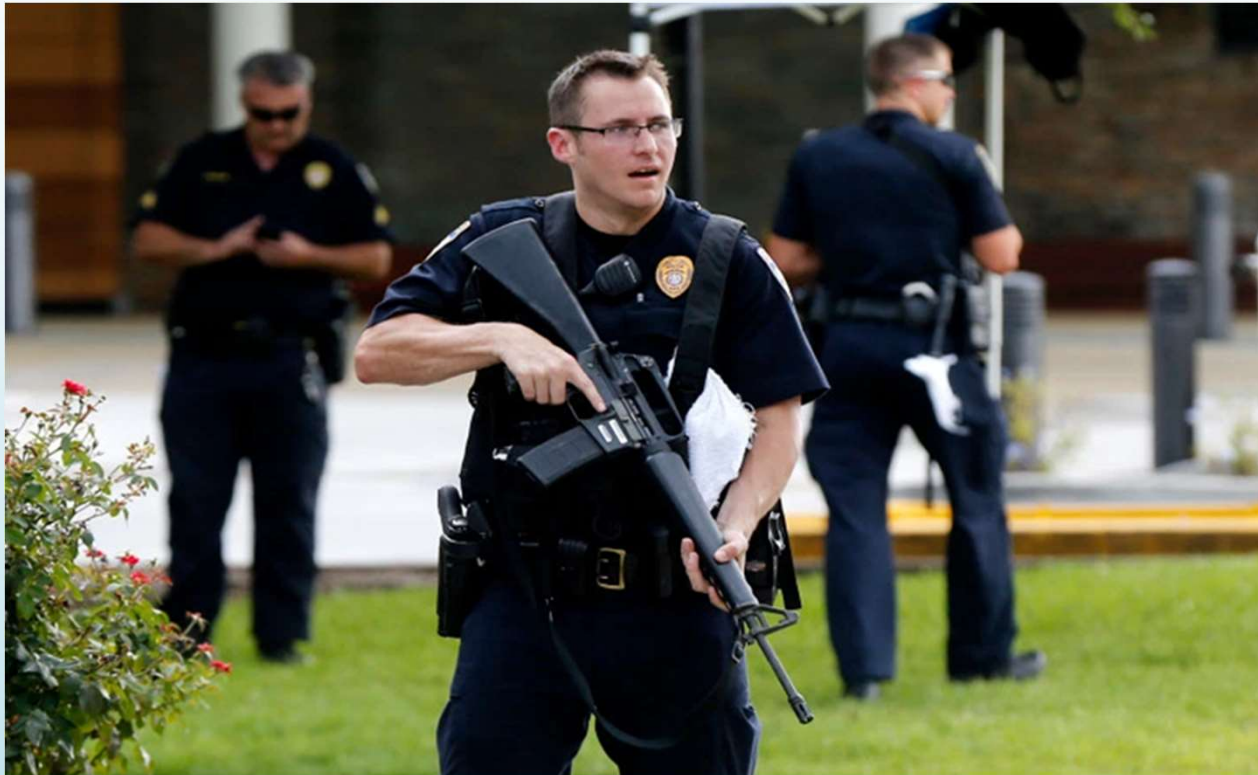
Medical

Driving Force

Hasty Co-Located Unified Command (Outside)



Perimeter Personnel



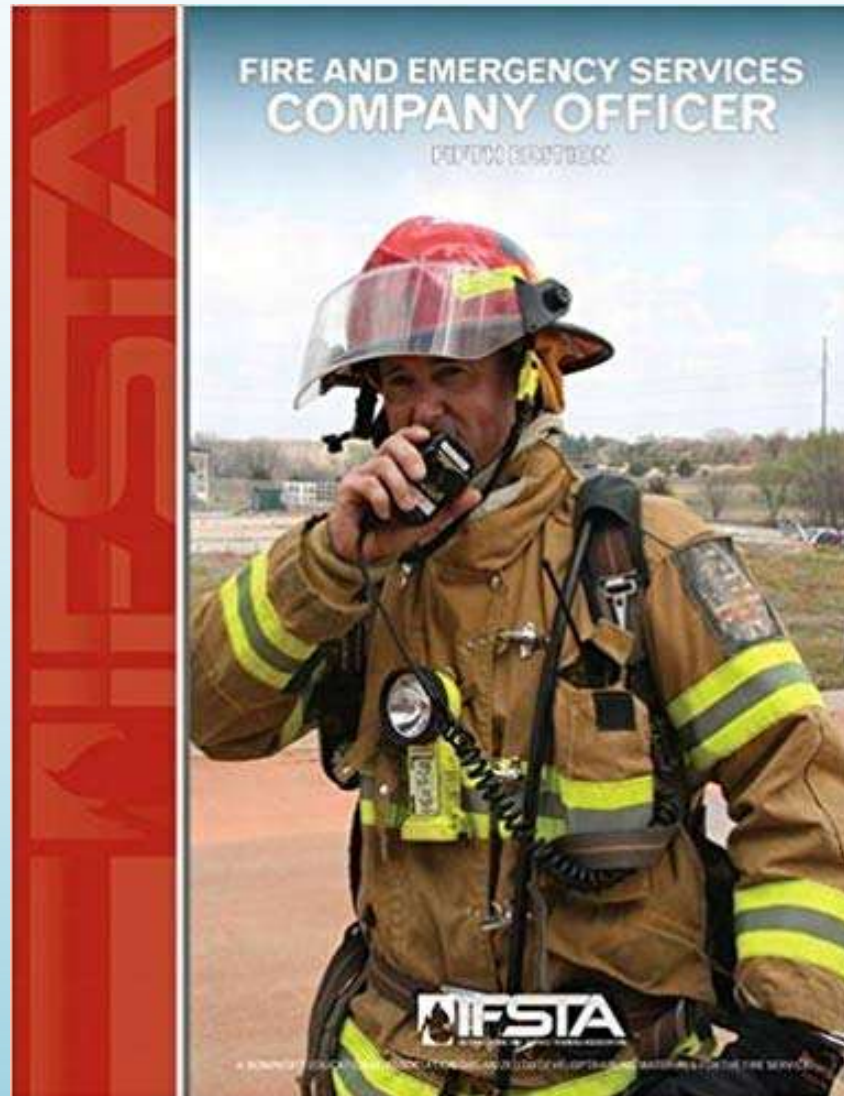
“Law enforcement officers AND engine or truck company personnel who position themselves on all sides of the incident to establish containment and manage casualties.”

H



January 6, 2017 (5 Killed and 42 Injured)

Initial Arriving Company Officer



Ascertain where the hasty command post is and determine a staging area.

Direct dispatchers to remind responders to maintain ambulance corridors.

Direct crew members to establish an initial casualty collection point.

Proceed to the hasty command post and get briefed.

Request additional resources and establish a perimeter.

Request appropriate communication profiles and talk groups.

Be prepared to form and deploy a Functional Task Force.

Encourage the formation of Extraction Teams and ensure they have flexible litters.

Assign operational roles and radio designations.

Begin assembling, equipping, and deploying Rescue Task Forces.

Warm Zone Care Models

- **Law Enforcement Rescue (Extraction Teams)**
- **Protected Corridor**
- **Protected Island**
- **Rescue Task Force**



“These aren’t the droids you’re looking for.”

Actor Alec Guinness

Ben Kenobi

Star Wars: A New Hope

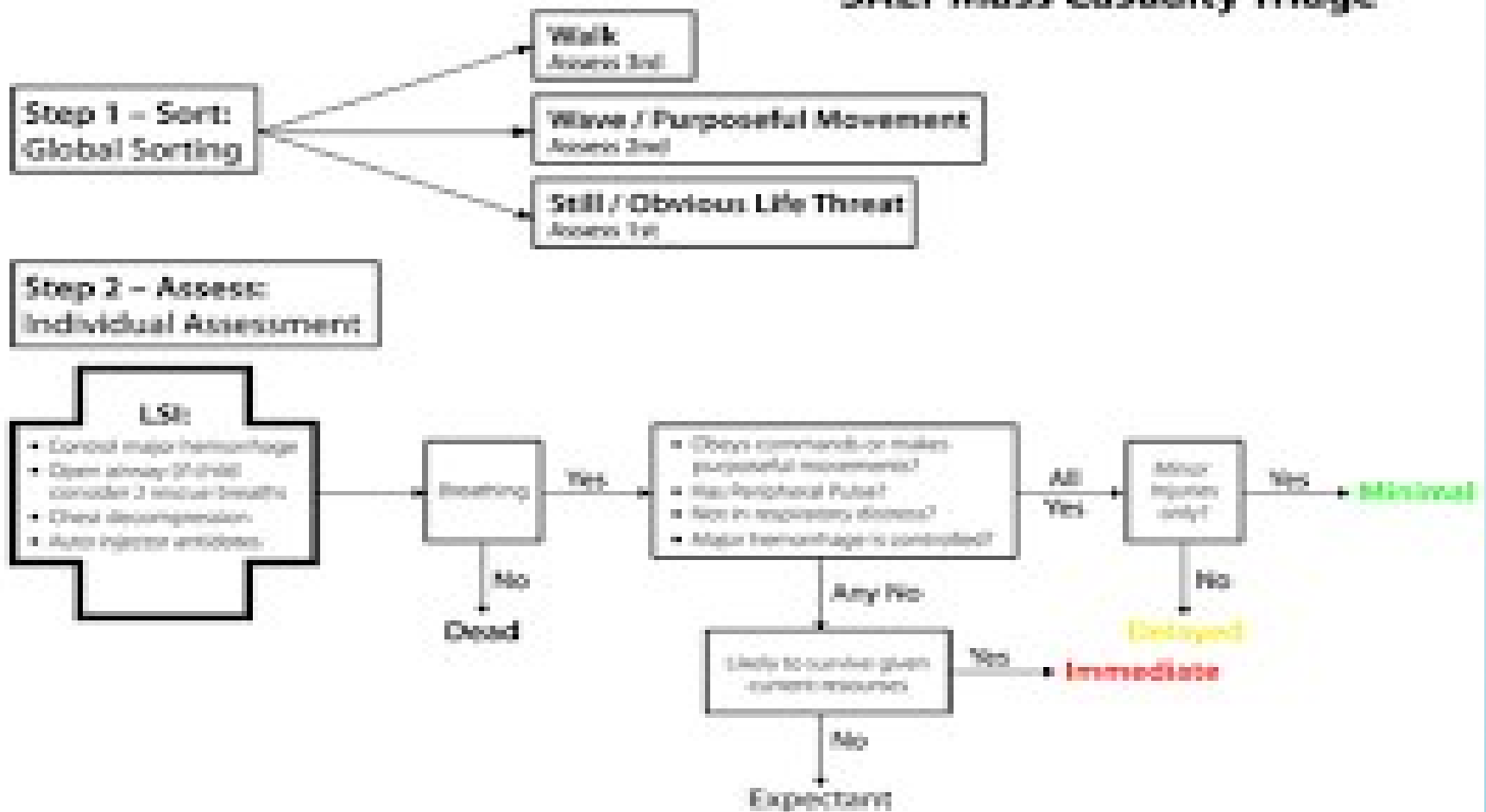
Extraction Teams



“Two or more law enforcement officers who enter the active assailant environment and facilitate casualty extraction.”

SALT Triage

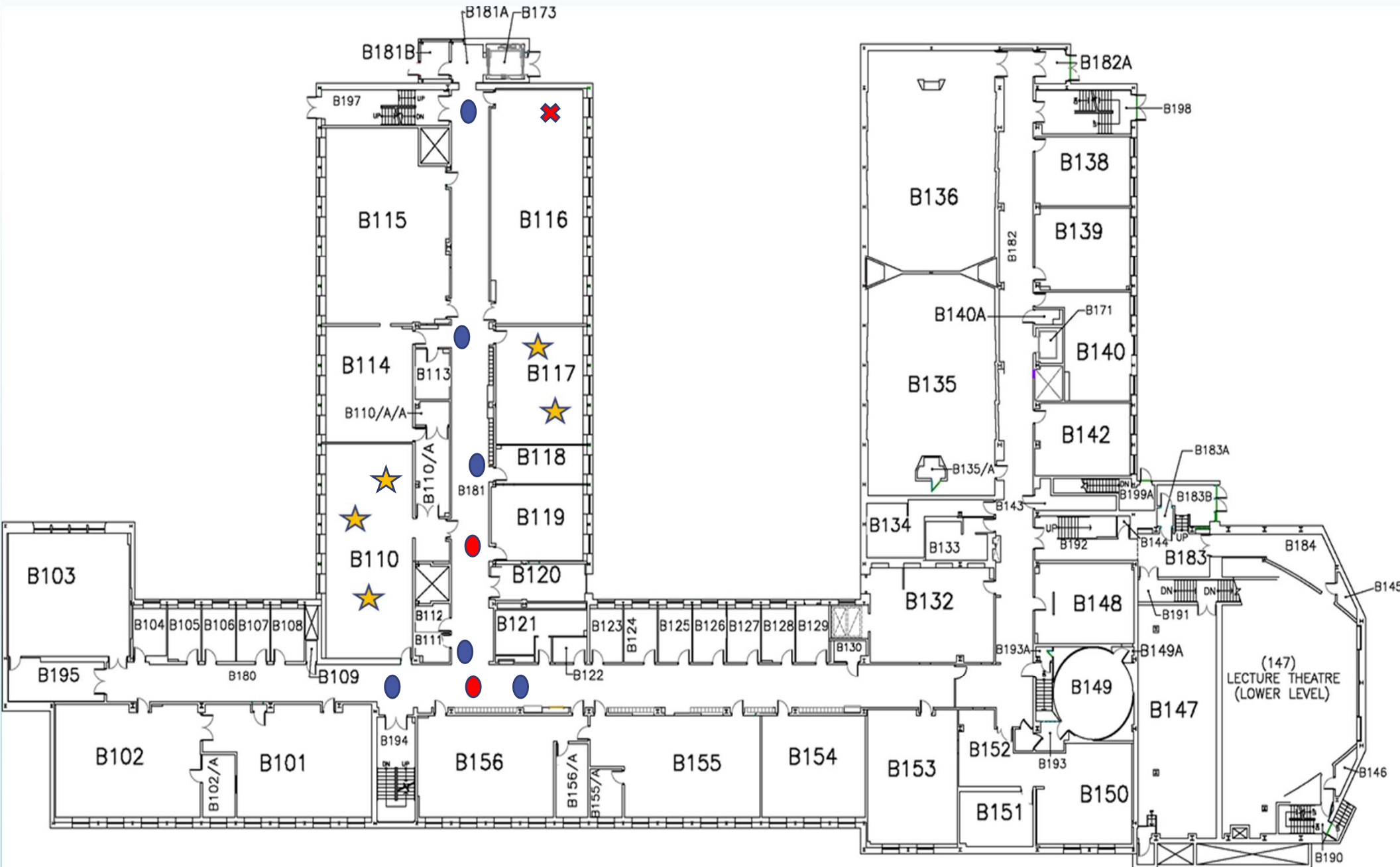
SALT Mass Casualty Triage



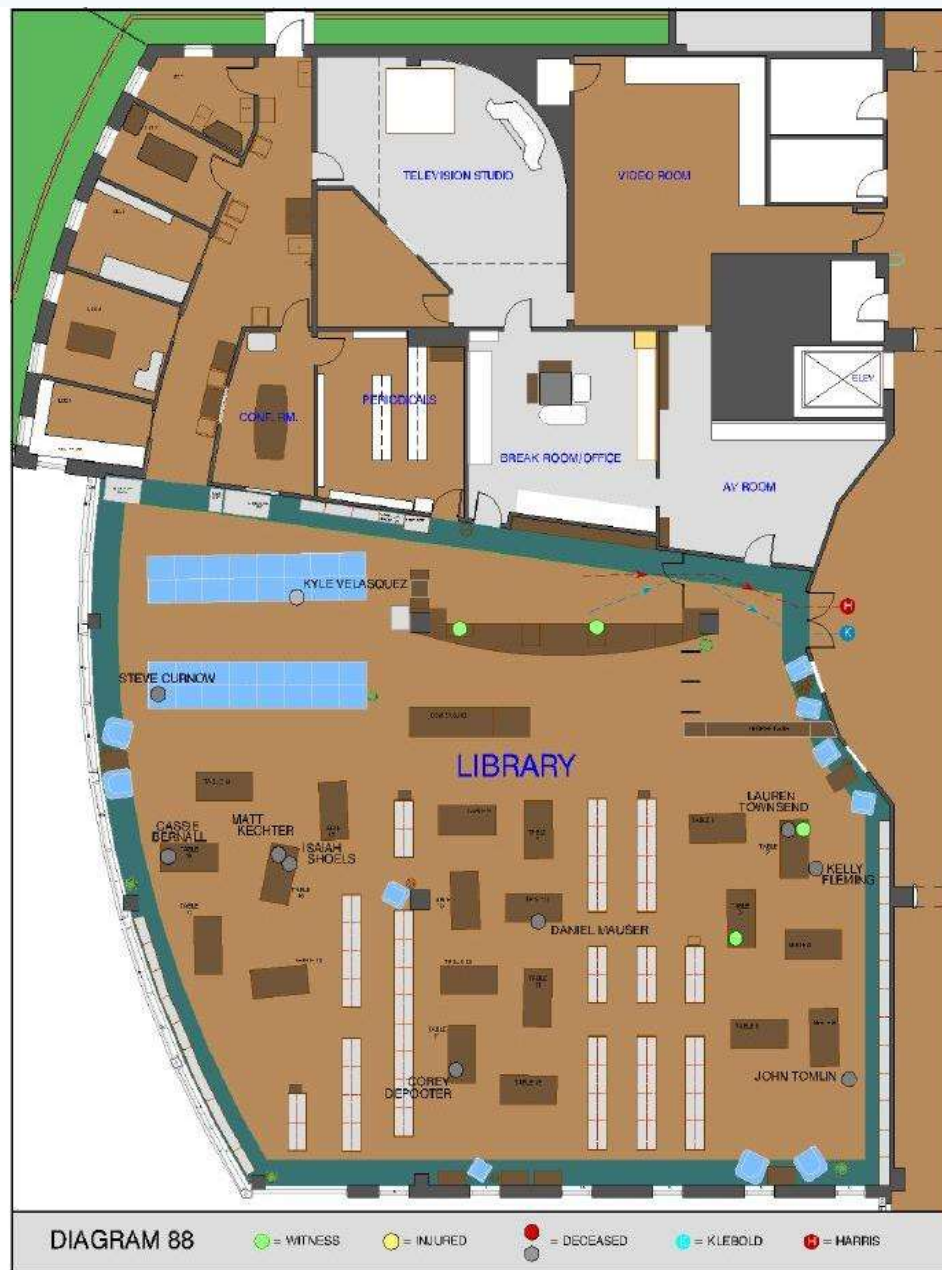
Hasty Co-Located Bosses (Inside)



Protected Corridor



Protected Island

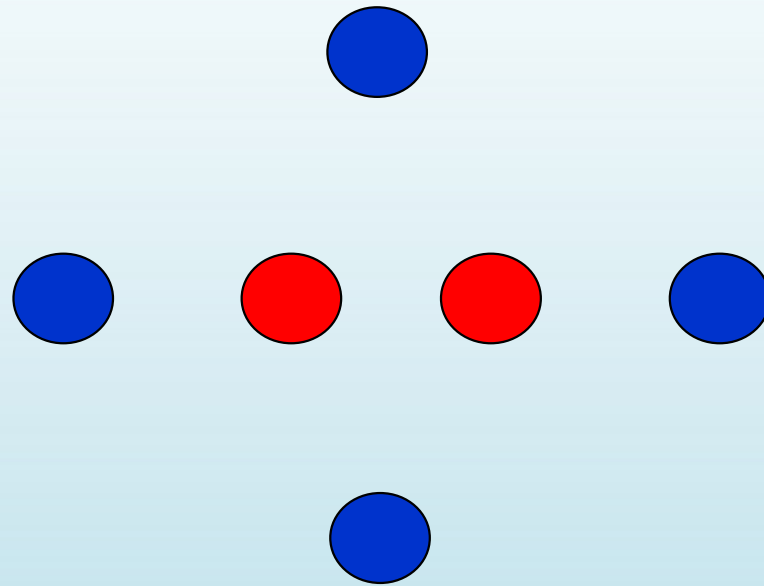


Rescue Task Forces



“At least two law enforcement officers AND at least two medical providers entering the active assailant environment’s warm zone.”

Outdoor Venue

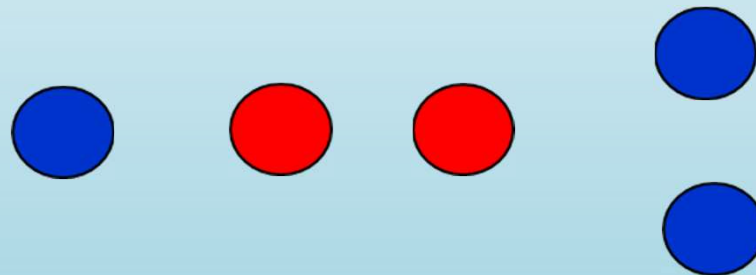


Indoor Venue

Good



Better





**“That was some of the best flying I’ve seen yet ...
right up to the part where you got killed.
You never never leave your wingman.”**

**Actor Michael Ironside
Lieutenant Commander Rick “Jester” Heatherly
Top Gun**

What if SWAT and/or TEMS Arrives Early?



Most SWAT teams are part-time but operators and TEMS providers may be on duty in their primary role.

The national average response time for a SWAT team is one hour.

Active assailants are often a “patrol problem” but members of SWAT may be readily available.

Consequently, agencies should consider including “blended” and “tiered” response within their training and exercises.

TEMS providers might be better utilized detached from their SWAT team.

Get the Tactical Bomb Technicians Rolling!



Mitigating Fire within the Tactical Environment



Tactical Alarm

- **Special Weapons and Tactics**
- **Hazardous Devices**
- **Air Support**
- **Communications Support Team**
- **Incident Management Team**
- **Federal Law Enforcement**
- **Tactical Dispatchers**

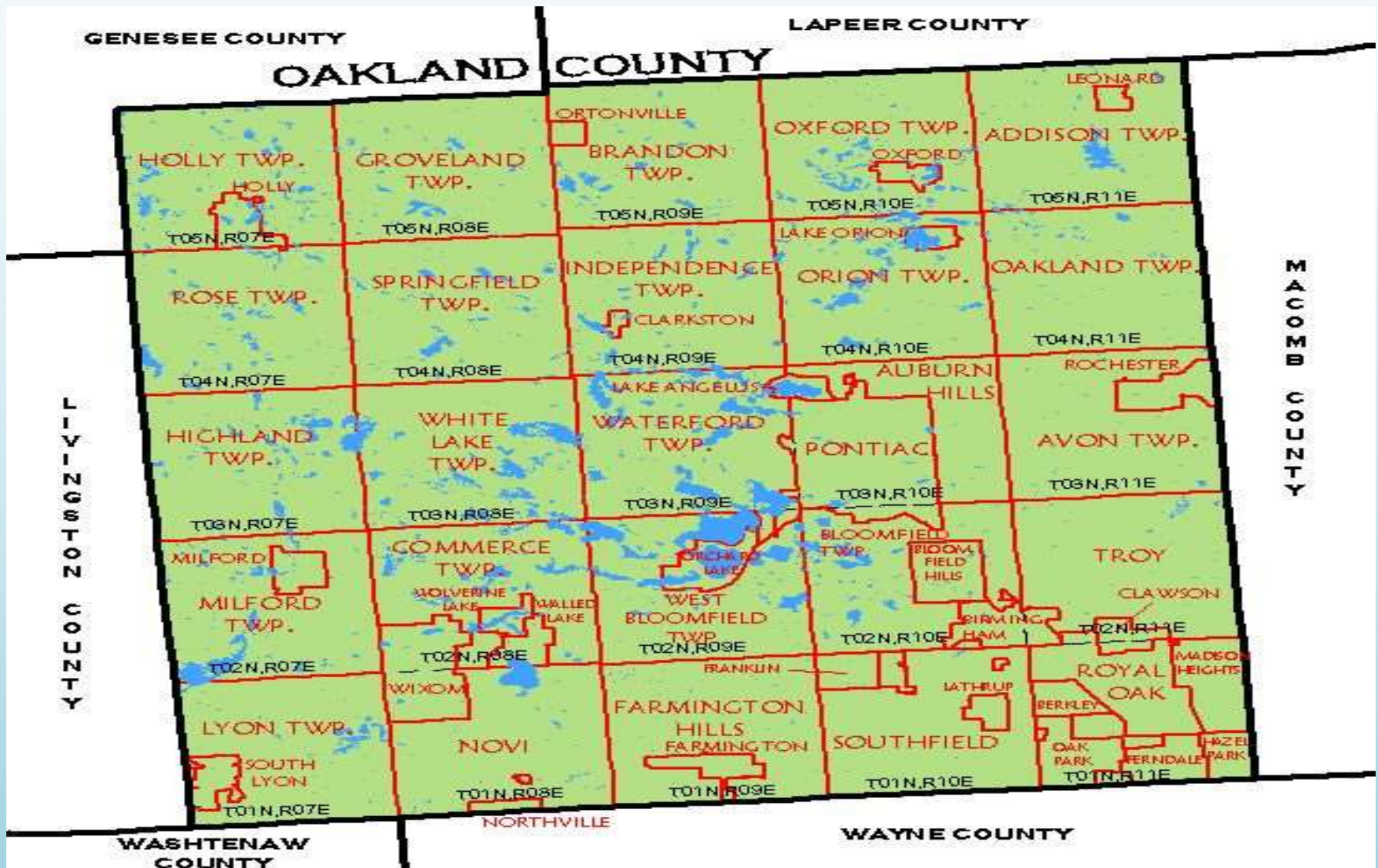
Consolidated Regional Staging



Hospital Task Forces



Oakland County Divisional Command





Interior Communication

- **Always the Number One Issue in the After-Action Report**
- **Face to Face and Cellular are the Most Reliable.**
- **One Interior Law Enforcement Channel**
- **Conditions, Actions, Needs (CAN) and Personnel Accountability Reports (PAR)**
- **No Good News Reporting!**
- **Limit Casualty Information to Triage Color, Location, and Extraction Needs**

Communication with the Outside

- **Utilize the Community's Social Media Early**
- **Utilize Emergency Notification Systems Such as Nixle**
- **Appoint a Hasty Public Information Officer**
- **Use the Media to our Advantage**
- **Feed the Beast Every 30 - 45 Minutes**
- **Have the Federal Bureau of Investigation Set Up a 24 Hour Hotline for Tips and Inquiries**

The Beast



Reunification





“I don’t know what to do with my hands.”

**Actor Will Ferrell
Ricky Bobby
Talladega Nights**

Research Question

Based on data from numerous prior active assailant incidents, should public safety agencies place more emphasis on the formation of extraction teams, continue to focus on rescue task forces, or train to utilize both assets when appropriate?

Incidents Studied

- 1. Columbine High School (1999)**
- 2. Virginia Tech (2007)**
- 3. Northern Illinois University (2008)**
- 4. Safeway (2011)**
- 5. Sandy Hook Elementary School (2012)**
- 6. Century 16 Theatre (2012)**
- 7. Los Angeles International Airport (2013)**
- 8. Inland Regional Center (2015)**
- 9. Pulse Nightclub (2016)**

Analysis and Conclusion

- **117 non-ambulatory casualties**
- **86 were extracted by law enforcement officers (73.5%).**
- **31 were extracted by fire department or ambulance service providers (26.5%).**

Analysis and Conclusion

- In four of the nine incidents, all non-ambulatory casualties were removed by law enforcement (45.29%).**
- If not for one casualty at Virginia Tech, those numbers would have changed to five and 66.6%.**
- On two incidents, all casualties were extracted by fire department providers (15.38%).**

Unified Command begins with the first arriving law enforcement and fire department supervisors forming a hasty co-located command post!

**Who generally determines the initial
Casualty Collection Points?**

Casualties and Bystanders!



**Rescue Task Forces are show horses and
Extraction Teams are workhorses during
an active violence incident!**

Unconventional Transportation





“Mongo only pawn ... in game of life.”

Actor Alex Karras
Mongo
Blazing Saddles



What about additional scenes?!



Module 3
Connecting the Dots

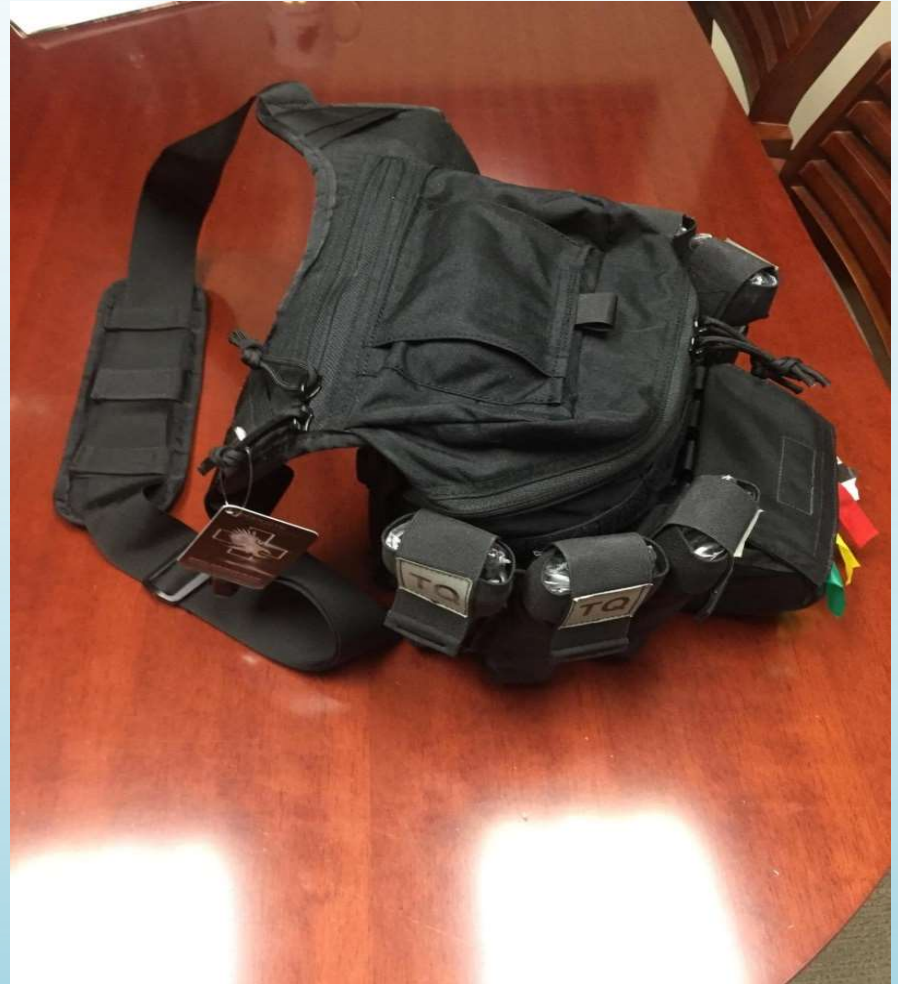
Contemporary Fire and EMS Tactics

- **Dispatch center communicates potential threat**
- **The initial arriving engine or truck company officer moves to the hasty command post on foot while the remaining members of the company formalize the initial casualty collection point on the primary side.**
- **Additional arriving engines and/or trucks are prepared to compliment the law enforcement perimeter and formalize additional casualty collection points as needed.**
- **The first arriving ambulances prepare to transport the first layer of critical casualties.**

Contemporary Uniforms

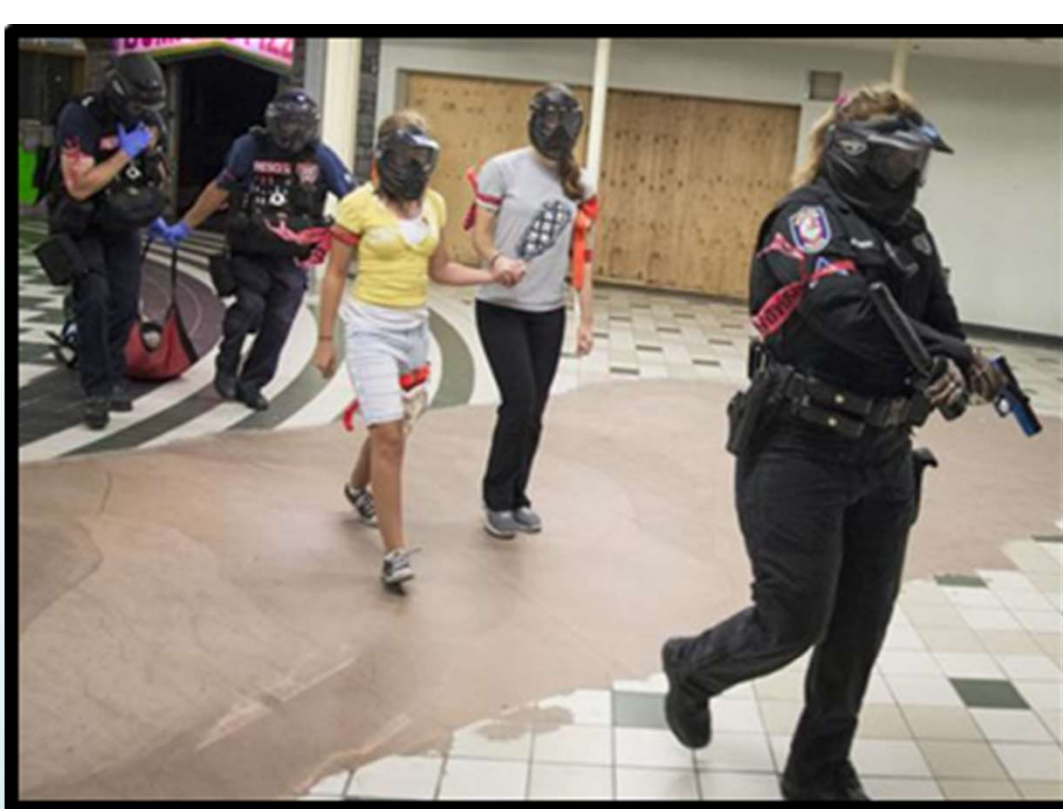
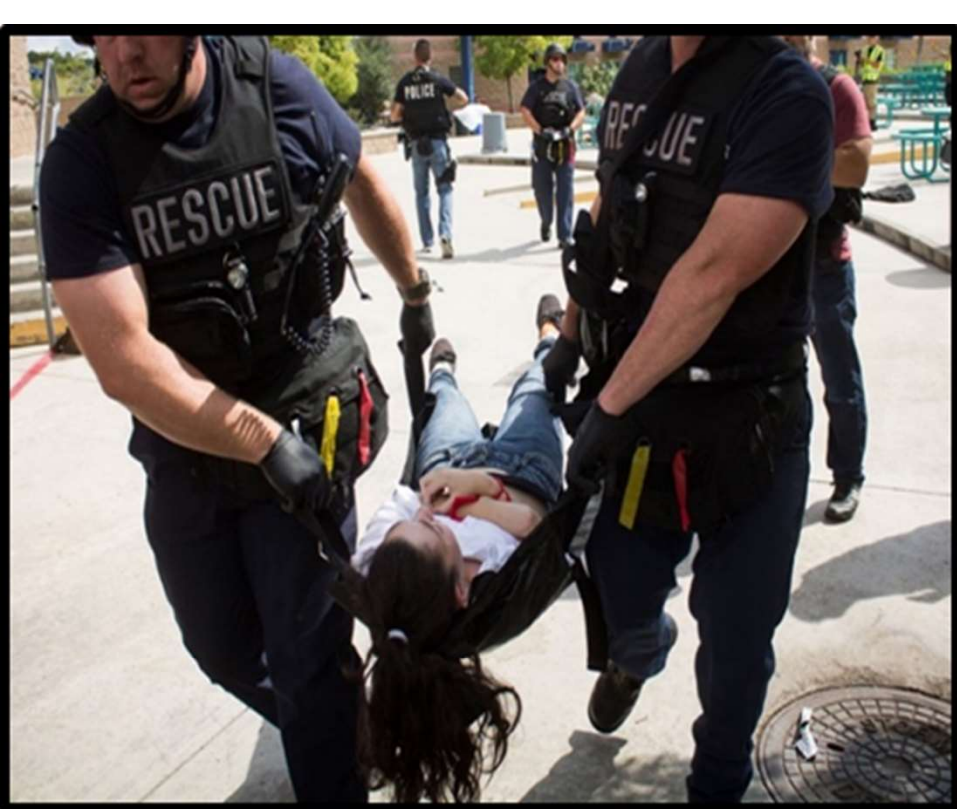


Contemporary Equipment



Contemporary Extraction





Go or No Go, Where, and How Many?!

Failure Drills

and

Tactical Triage

What are the Nightmare Scenarios?

- **Late Night or Early Morning**
- **Holiday Weekend**
- **Cold Weather**
- **Hazardous Material Involved**
- **Many Children Involved**
- **Multiple Locations**
- **Emergency Responders Targeted**
- **Trauma Center/s Targeted**
- **Burns and Smoke Inhalation**

What we're doing in Oakland County

- **Active Violence Response Training**
- **Active Violence Supervisor Training**
- **Collaborative Response Awareness**
- **Collaborative Response Operations**
- **Large Exercises in Multiple Communities**
- **Annual Active Violence Conferences**
- **Medical Equipment for Law Enforcement**
- **Tactical Equipment for Emergency Medical Providers**
- **Preparing for Fire as a Weapon**

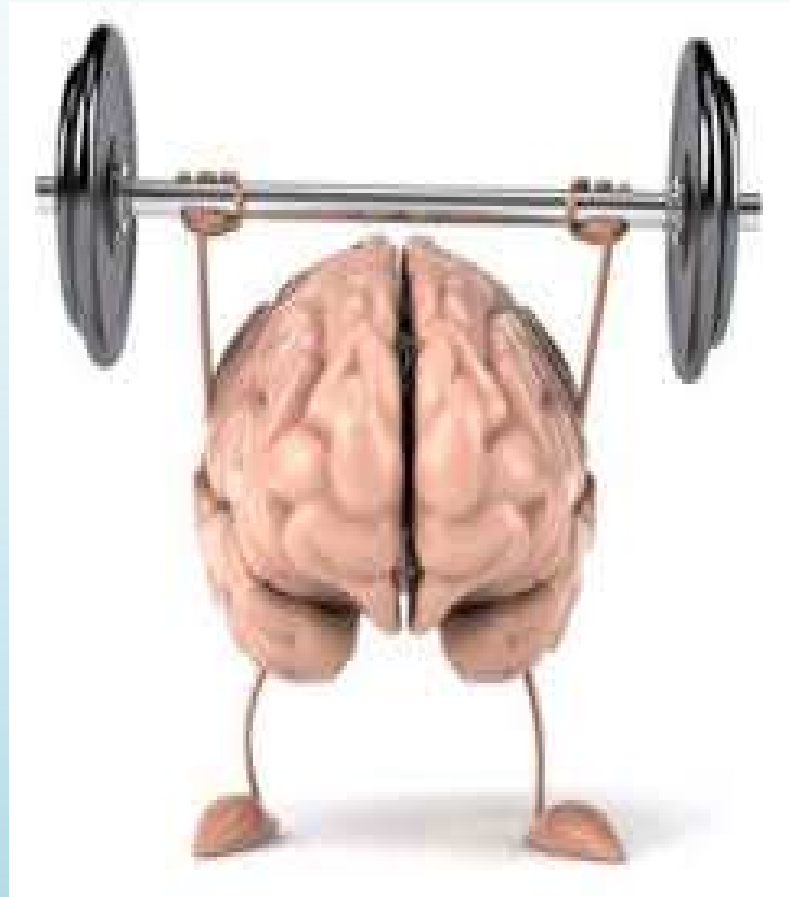
What we expect of the public?

- **Develop an Emergency Action Plan.**
- **Discuss and train annually.**
- **Know the difference between a first aid kit and hemorrhage control kit and have both.**
- **Consider purchasing casualty cards and flexible litters.**
- **Avoid! Deny! Defend!**
- **If safe to move victims inside or outside, do so.**
- **Cowboy Up and SURVIVE 600 seconds!**

What they (and we) should expect?

- **If you think it's gunfire, trust your instincts.**
- **Anticipate sensory deprivation and/or overload.**
- **In bombings, anticipate ruptured eardrums and impaired vision.**
- **Anticipate Fight, Flight, Freeze, or Fawn.**
- **Most offenders don't like to breach fortifications.**
- **Most offenders aren't skilled at clearing malfunctions.**

Stress Inoculation





Mental Health

- **Employee Assistance Program**
- **Peer Support Program**
- **On Scene Support**
- **Critical Incident Stress Defusing and Debriefing**
- **Contemporary Trauma Therapy (EMDR and CRM)**
- **Next Generation Trauma Therapy (Psychedelics)**







**“Maverick ... you’ll get your RIO when you get to
your ship ... and if you don’t ... give me a call.
I’ll fly with you.”**

**Actor Tom Skerritt
Commander Mike “Viper” Metcalf
Top Gun**

Contact Information

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E-mail: jetzin@ntoa.org

**If you're on Facebook, feel free to friend me @Jim Etzin
or @North American Active Assailant Conference
and request to join the private
“Collaborative Response to Active Violence” group**