

**POST PERISHABLE SKILLS PROGRAM (PSP)
ACTIVE SHOOTER/KILLER RESPONSE**

**SANTA MARIA POLICE DEPARTMENT
ACTIVE SHOOTER/KILLER RESPONSE
8 hours**

PURPOSE

The ACTIVE SHOOTER/KILLER RESPONSE program is designed to give officers the necessary skills for the swift and immediate deployment of law enforcement resources to on-going, life threatening events where delayed deployment could otherwise result in death or great bodily injury to innocent persons.

SCOPE

The ACTIVE SHOOTER/KILLER RESPONSE training program shall apply to all first responder personnel who are dispatched to a Tactical Law Enforcement incident involving one or more suspects who participate in an ongoing, random, or systematic shooting or violent spree, demonstrating the intent to harm others with the objective of mass murder. This includes acts of terrorism. The training consists of an 8 hour training day; 1 hour of classroom lecture/discussion (PowerPoint) and 7 hours of skill building and practical application in reality based scenarios.

TRAINING PLAN

- **8 hour block;** On-going in-service training providing essential tactical concepts focusing on rapid deployment tactics to an ongoing active killer event.

TIME DISTRIBUTION

8 Hour Block:

0700-0800 Active Shooter/Killer Response lecture (Morris)
0800-1000 Range Qualification; Handgun and Shotgun (Hutton, Swain, Mathews)
1000-1030 Active Shooter/Killer briefing, weapons safety check (ALL STAFF)
1030-1100 Station #1 (room entries)
1100-1130 Station #2 (hallway clearing)
1130-1215 LUNCH
1215-1230 Weapons safety check (ALL STAFF)
1230-1300 Station #3 (stairways)
1300-1330 Station #4 (tactical medicine)

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| 1330-1430 | Scenarios (block house) |
| 1430-1600 | Final Group Scenarios (2); (scenario village) (ALL STAFF) |
| 1600-1700 | Group De-brief |

MINIMUM TOPICS/EXERCISES: ACTIVE SHOOTER/KILLER RESPONSE

- A. Stop Aggressive, Deadly Behavior of Suspect; Contact Mode, Search Mode
- B. Citizen/Officer Rescue; Rescue Team vs. Rescue Task Force
- C. Law Enforcement Response Priorities. Priorities of Life
- D. The Boyd Cycle and the Decision Making Process
- E. Why a Rifle/Carbine? Use of Force Considerations
- F. Breaching Equipment
- G. Leadership
- H. Tactical Decisions; Push vs. Hold
- I. Threshold Clearing, Room Entries, Hallway Clearing, Stairs
- J. Communication
- K. Team Formations and Movements
- L. Identify Hot, Warm, and Cold zones as it relates to response efforts
- M. Policies and Legal Issues

COURSE OBJECTIVES

The trainee will:

1. Demonstrate knowledge of the Department's Rapid Deployment Policy.
2. Demonstrate knowledge of the importance of mental and physical conditioning as it relates to rapid response and deployment to ongoing life threatening events.
3. Demonstrate a minimum standard of tactical skills with respect to rapid response and deployment:
 - A. Judgment, Decision Making and Leadership.
 - B. Officer Safety.
 - C. Understanding Response Priorities and Priorities of Life.
 - D. Proper Equipment and Weapons.
 - E. Individual and Team Movements.
 - F. Contact Mode, Search Mode, Rescue Team, Rescue Task Force.
 - G. Tactics; Moving from Cover, Hallways, Cornering, Stairs, Room Entries.
 - H. Working within the IC Concept.

Minimum standards of performance shall be tested by an instructor observing the trainee during their performance of each technique and exercise. If the trainee does not meet minimum standards, as established by our department, remediation will be provided until the standard is met.

GENERAL SAFETY

- Each day will begin with a safety briefing. All personnel are to immediately report any injuries. Injuries will be treated according to severity.
 - ***Santa Maria (location of training):***
 - IMG Medical Group (less serious injuries): 3070 Skyway Drive, Ste. 106, Santa Maria, CA 93455
 - Central Coast Industrial Care (less serious injuries): 340 East Betteravia Rd., Suite A, Santa Maria, CA 93454
 - Marian Medical Center (serious injury): 1400 E. Church, Santa Maria, CA 93454
 - ***Lompoc (location of training):***
 - Clinic: 217 W. Central Ave., Lompoc, CA 93436
 - Lompoc Valley Hospital (serious injury): 1515 E. Ocean Ave., Lompoc, CA 93436

- Safety is EVERYONE'S responsibility. Anyone can call for a "CEASE FIRE" if a dangerous situation is observed.

- Basic medical supplies are on scene. Each instructor will be equipped with a field trauma kit. Medical notification (911) procedures are in place with a designated rally point.

EXPANDED COURSE OUTLINE: 8 hour block

I. Registration and orientation

- A. Introduction, registration and orientation.
- B. Course Objectives/Overview, Exercises, Evaluation/Testing.

II. Safety Orientation

- A. Safety is EVERYONE'S responsibility.
- B. Always perform movements as directed by the instructor.
- C. Firearms Safety Rules; treat all weapons as if they are loaded, keep finger off trigger unless engaging a suspect, know your backstop and beyond, Simmunition Weapons are firearms, protective gear is a MUST, minimum engagement distances identified and enforced.
- D. Yell "CEASE FIRE" to cease all movement. Everyone stops in place.
- E. Report all injuries immediately; treated based on severity.
- F. Emergency medical procedure in place; each instructor is equipped with a field trauma kit. Notification to 911 will be made with a designated rally point for AMR (Ambulance) response.

III. Legal review / Department Use of Force Policy / Rapid Deployment Policy

- A. Statutory law, 835a PC; reasonable force to arrest.
- B. Case law; *Graham vs Conner*, 490 U.S. 386 (1989). Reasonable force.
- C. SMPD Department Policy 300; Use of Force.
- D. SMPD Department Policy 413; Rapid Response and Deployment.

IV. Initial Actions

- A. **RESPONSIBILITY:** It is the responsibility of the first arriving Law Enforcement Supervisor or Manager on-scene, to establish an Incident Command Post, an Incident Commander and a common communication plan for the incident. Once established, the dispatch center will announce command and tactical frequencies, as-well-as the location of the command post. The first arriving Law Enforcement Supervisor or Manager will identify a staging location for resources and assign a staging manager to oversee that function.
- B. **UNIFIED COMMAND:** Law Enforcement Supervisor or Manager will establish a unified command with Fire.
- C. **STAGING:** If no sign of Law Enforcement on scene, or there is uncertainty of safety for Fire and/or EMS emergency responders, units shall stage in a safe location and request Law Enforcement respond.

V. Rapid Response and Deployment

DEFINITION: The swift and immediate deployment of law enforcement resources to on-going, life threatening events where delayed deployment could otherwise result in death or great bodily injury to innocent persons.

This block gives officers an overall perspective of an immediate deployment to an active shooter/killer event.

- A. **LAW ENFORCEMENT's FIRST PRIORITY: STOP THE KILLING**
 - 1. Stop aggressive, deadly behavior of suspect. Use of a Contact Team to enter the Hot Zone and seek-out and neutralize the threat.
 - 2. The suspect(s) is/are actively engaged in causing death or great bodily harm. Immediate intervention is needed to *STOP THE SUSPECT's DEADLY BEHAVIOR.*
 - 3. The location is believed to contain victim(s).
- B. **LAW ENFORCEMENT's SECOND PRIORITY: STOP THE DYING**
 - 1. Deadly assault(s) may or may not be on-going.
 - 2. Delayed recovery of victim(s) could result in victim(s) demise.
 - 3. Rescue Teams (LE) can be used to enter a known Hot Zone under direct threat of gunfire or hostile violence to search for and rescue the

injured (provided there are adequate resources to address the suspect's deadly behavior; rescue is a secondary priority).

4. Rescue Task Force (a combined LE/FD team) will not enter a known Hot Zone and will work primarily in the areas designated as Warm Zones. However, due to the dynamic nature of these incidents, a Warm Zone cannot be made 100% safe and everyone should maintain an extremely high level of situational awareness.

5. Force Protection (LE) resources will be assigned to secure an operational area of the incident for treatment areas and/or casualty collection points.

C. LAW ENFORCEMENT RESPONSE MAY CONSIST OF

1. SRO's.
2. Any on-duty police officer.
3. Individual tactical officers.
4. Off-duty personnel.
5. Officers from several different agencies.
6. Possible civilians?

D. FIRE DEPARTMENT PROTOCOL (WARM ZONE)

1. Establish a Unified Command with LE at a co-located command post, develop a communication plan and incident objectives.

2. Establish the Medical Group or Medical Branch for the incident and identify Rescue Task Force(s), using Engine Company personnel, for assessing and moving victims (patients) from within a warm zone or Casualty Collection Point (CCP) to a cold zone. Rescue Task Force should include force protection.

3. Determine with LE the Warm and Cold Zones, designate a Patient Transportation Group Supervisor and the ambulance loading area(s).

4. Consider law enforcement, fire apparatus and ambulance ingress and egress when parking equipment at incident.

E. EMS PROTOCOLS (COLD ZONE)

1. Co-locate with LE and Fire at the command post, and ensure communication is established with local area hospitals through the Reddi-Net system.

2. Activate the Local EMS Agency's (LEMSA) MCI protocols and procedures to ensure local hospitals and trauma centers are notified of the incident.

3. Consider law enforcement, fire apparatus and ambulance ingress and egress when parking equipment at incident.

VI. Active Shooter/Killer Response Tactics (Definitions)

The response tactics block is to teach officers how to effectively assess a life threatening event and determine the type of tactical mode in responding to such an event.

- A. **HOT ZONE**
 - 1. Hot Zone is that area wherein a direct and immediate threat may exist.
- B. **WARM ZONE**
 - 1. Warm Zone is an operational area where a potential threat exists, but the threat is not direct or immediate. LE has cleared and secured an area for which Fire personnel with appropriate Personal Protective Equipment (PPE) can operate.
- C. **COLD ZONE**
 - 1. Cold Zone is operational area where no significant danger or threat can be reasonably anticipated as determined by law enforcement and where most incident support functions are located.
- D. **CASUALTY COLLECTION POINT**
 - 1. In a tactical environment, a secured area typically located in the Warm Zone where victims can be brought to initiate treatment while waiting to be extracted by RTFs to treatment areas in the Cold Zone. The physical location of a CCP must provide adequate cover and protection from the potential threat for safety personnel and victims.
- E. **CONTACT TEAM**
 - 1. Law Enforcement personnel whose mission is to enter the Hot Zone and seek-out and neutralize the threat. The Contact Team may be composed of one or more officers.
- F. **CONTACT MODE**
 - 1. Suspect(s) location is known and is intelligence based (gunfire heard).
 - 2. Formations are not practical during contact mode.
- G. **SEARCH MODE**
 - 1. Suspect(s) exact location is not known, but is believed to be in a specific area based upon existing information (recent gunfire heard).
 - 2. Formations may be used effectively and provides better security to the searching element.
- H. **RESCUE TEAM**
 - 1. Law Enforcement resources whose mission is to enter a Hot Zone under direct threat of gunfire or hostile violence to rescue a victim. They are configured to search for and rescue the injured in the Hot Zone and Warm Zones.

- I. FORCE PROTECTION
 1. Law Enforcement resources may be assigned to secure an operational area of the incident such as treatment areas, casualty collection points or may secure a corridor for casualty movement to the treatment areas.

- J. RESCUE TASK FORCE
 1. RTF is configured to assess and extract viable patients from the Warm Zone or Casualty Collection Point (CCP) to the treatment areas. At a minimum, RTF shall have at least two fire department medical personnel and at least one force protection officer. When possible, RTFs should incorporate a paramedic as one of the team members. The circumstances and available personnel will dictate the number and size of RTFs.

- K. RESCUE MODE (Rescue Team, Rescue Task Force)
 1. Suspect(s) is neutralized or cannot be found and victims are present in “hot zone” (Rescue Team).
 2. According to the environment and availability of personnel, rescues may take place in conjunction with medical personnel (Rescue Task Force) into “warm zones.”

VII. Law Enforcement Active Shooter/Killer Response Priorities

This block is to provide officers with an understanding of law enforcement priorities when responding to incidents involving life safety threats.

- A. LAW ENFORCEMENT PRIORITIES
 1. STOP THE KILLING; Capture or neutralization of the suspect(s) as soon as possible.
 2. STOP THE DYING; Recue injured victims.
 3. SCENE SECURITY; Protect lives of those in the area.
 4. Safety of police officers.
 5. Scene containment and investigation.

- B. PRIORITIES OF LIFE
 1. Hostages.
 2. Innocent/Potential Victims.
 3. Police.
 4. Suspects.

VIII. Active Shooter/Killer Response Tactical Considerations

The goal of this block is to teach officers how first responders are affected by the decision making process under stress and what tools are necessary for success in these high stress events.

- A. BODY CYCLE (OODA LOOP)
 - 1. Colonel John Boyd (USAF).
 - 2. The cycle your mind must follow in order to make rapid decisions:
 - a) Observe (the behavior).
 - b) Orient (perceive or understand the behavior).
 - c) Decide (make a conscious decision to act in response).
 - d) Act (act or respond to the behavior).

- B. RIFLE/CARBINE
 - 1. More accuracy.
 - 2. Defeats body armor.
 - 3. Safer than a handgun or shotgun.
 - 4. Less penetration.
 - 5. Less ricochet potential.
 - 6. May need fewer shots.

- C. BREACHING EQUIPMENT
 - 1. Sledge Hammer.
 - 2. Haligan Tool.
 - 3. Bolt Cutters.

IX. Active Shooter/Killer Response Deployment

This block is to teach officers deployment considerations when responding to life threatening events as first responders.

- A. BUILDING DESIGNATION
 - 1. Creates uniform response.
 - 2. Identify sides and openings.
 - 3. Create a numbering system as a way to assign.

- B. FIRST RESPONDING OFFICERS
 - 1. Goal: Initiate contact with suspect.
 - 2. Contact/search teams should be limited in size and consider creating more teams for large problems to allow for quicker response and saturation.

- C. LEADERSHIP
 - 1. When working in a team environment, leaders need to be designated.
 - 2. Ad hoc leaders may not be supervisors or command personnel.
 - 3. Control and communication is essential to mission success.

- D. TACTICAL DECISIONS – PUSH VS HOLD
1. The decision to push toward a threat or hold is based on real time intelligence each officer has at that particular moment.
 2. The decision must be made by the officers or team leaders on scene as part of the rapid deployment process.
- E. BOUNDING
1. Can be used in Contact Mode or when contact is expected.
 2. One or more officer(s) provide cover, while the other(s) advance toward the threat using cover and concealment in short increments.
 3. Bounding overwatch allows movement to and from an objective.
 4. The 3 second rule; “I’m up, he sees me, I’m down” is a good rule of thumb.
 5. Communication is essential when using this tactic to avoid a “blue on blue” situation. Using commands such as “moving” and “covering” provide clear communication.
- F. THRESHOLD CLEARING
1. Used to clear as much of a room as possible before physically entering the room.
 2. If a shot needs to be taken, it can be done from the threshold.
 3. Follow your shot.
- G. KEEP IN MIND
1. Manpower and tactics must be adaptable to the situation and environment.
 2. Expect casualties in your team and be able to work through them.
 3. Expect the unexpected (IED, booby-traps, multiple suspects).
 4. The goal is to save as many lives as possible.
 5. Understand and use basic movements:
 - a) Moving from cover into building(s).
 - b) Open terrain movements.
 - c) Down hallways.
 - d) Around corners.
 - e) Up and down stairs.
 - f) Room entries.
 - g) Forming teams and team movements.
 - h) Conducting rescues.

X. Practical Application / Skillset Building

This block is designed to allow students to work in small groups on specific skillsets related to a tactical response to an active killer event. These skillsets focus on both individual skills as well as small team skillsets related to a rapid deployment response.

A. STATION #1 – ROOM ENTRIES

1. RULE: two to a room, minimum (unless single officer response).
2. Threshold assessment (slice the pie).
3. Danger in the deep corners.
4. Entering room; movement through doorway.
5. Adjoining room considerations (going too deep, separation).

B. STATION #2 – HALLWAY MOVEMENT

1. Movement with single officer, 2 officers, 3 officers, 4 officers.
2. Feeding into rooms.
3. Hallway coverage; 2 in the room, 1 covers hallway (tucked in).
4. Keep hallways traffic at a minimum, get out of it fast (unsafe place).
5. Use bounding techniques if applicable.

C. STAIRS

1. Movement with single officer, 2 officers, 3 officers, 4 officers.
2. Bounding; one hold, one move.
3. Ascending and descending stairs.
4. Get out of stairway as fast as possible (unsafe place).

D. CASUALTY CARE – TACTICAL MEDICAL

1. Self-care vs buddy-care.
2. Medical kit (tourniquets, chest seal, gauze for wound packing).
3. Applying tourniquets.
4. Applying chest seal.
5. Wound packing for bleeding control.
6. Assess and treat injured based on severity.
7. CCP or Treating in warm zones; Rescue Task Force.

XI. Reality Based Training Scenarios

This block is to allow students to apply the skillsets learned in the skillset building blocks in order to respond to an ongoing active shooter/killer event in a safe and efficient manner with a clear understanding of law enforcement's priorities in such events. The final two group scenarios will serve as the practical test to ensure the students understand and are applying the basic concepts learned. The instructor to student ratio will be of such that instructors can look for individual performance issues related to the

rapid deployment philosophy. Any individual deficiencies will be noted and addressed in remedial training.

- A. SCENARIO #1 (active shooter in a room – compliant and non-compliant)
 - 1. Two officer response.
 - 2. Three officer response.
 - 3. Four and five officer response.

- B. SCENARIO #2 (active shooter in a building – communication is key)
 - 1. Staggered response; 2 officer, then 3 officer.
 - 2. Repeat scenario; switching the lineup.

- C. SCENARIO #3 (active shooter threat identification – on/off duty officer)
 - 1. Three officer response; threat recognition of off duty officer.
 - 2. Three officer response; uniformed officer actively shooting suspect.

- D. SCENARIO #4 (active shooter multi-story building – blue on blue)
 - 1. Small teams of 2-3 officer response.
 - 2. Staggered response.
 - 3. Someone needs to take charge, coordinate movements and flow.
 - 4. Establish good communication.
 - 5. Multiple teams on multiple levels – threat recognition (blue on blue)

- E. GROUP SCENARIO #5 (active shooter response in workplace building)
 - 1. Roll players as citizens and victims.
 - 2. Staggered response, multiple units.
 - 3. Someone needs to take control, coordinated response.
 - 4. Establish contact team(s) – to contact suspect.
 - 5. Create Incident Command.
 - 6. Once threat is gone, establish rescue teams, extract victims to CCP

- F. GROUP SCENARIO #6 (active shooter in neighborhood)
 - 1. Role players as citizens and victims.
 - 2. Staggered response to neighborhood from several directions.
 - 3. Someone needs to take control, coordinated response.
 - 4. Establish contact team(s) – to contact suspect.
 - 5. Create Incident Command.
 - 6. Create rescue task force enter warm zone.

X. Training Debrief

The debrief block is a time to provide both positive and constructive feedback to the group regarding overall performance related to an active shooter/killer response. This provides an opportunity to identify additional departmental training needs to better ensure a positive response and outcome of a large scale life threatening event. It also

provides an opportunity to evaluate the multi-agency (police and fire) response to a mass casualty event.