

Bill Marshall

From: Foley, Erin <Erin_Foley@sheriff.org>
Sent: Wednesday, February 28, 2018 3:45 PM
To: Bill Marshall
Subject: FW: WILLIAM MARSHALL Public records request
Attachments: BCSO Response.pdf; active shooter lesson plans.pdf; BSO DLE SOP 4.37 Active Shooter.pdf

Good Afternoon Mr. Marshall,

Please find the Broward Sheriff's Office Policy for an Active shooter and the lesson plans for such an event.

Thank you,

Erin Foley
Records Management Liaison Officer
Administrative Support Bureau/Digital Evidence
954-831-8745
Broward Sheriff's Office



2601 West Broward Blvd,
Ft. Lauderdale, FL 33312

Please note that Florida has a broad public records law, and that all correspondence sent to me via E-mail may be subject to disclosure.

From: Bill Marshall [<mailto:BMarshall@JUDICIALWATCH.ORG>]
Sent: Tuesday, February 27, 2018 1:51 PM
To: BSO Public Records Request
Subject: Public records request

Dear Sir or Madam:

Please find attached a Florida Sunshine Act records request. A hard copy will follow by USPS Certified Mail.

Thank you.

Respectfully,

William F. Marshall
Senior Investigator
Judicial Watch, Inc.
425 Third Street, SW
Suite 800
Washington, DC 20024
O: 202-646-5170
M: 202-641-4981

"Those who expect to reap the blessings of freedom must, like men, undergo the fatigue of supporting it."
- Thomas Paine



**Judicial
Watch®**
*Because no one
is above the law!*

Obtained via FL Public Records Law by Judicial Watch, Inc.

February 27, 2018

VIA CERTIFIED MAIL AND EMAIL
(BSOPUBLICRECORDSREQUEST@SHERIFF.ORG)

Broward County Sheriff's Office
Attn: Custodian of Records
2601 West Broward Boulevard
Fort Lauderdale, FL 33312

Re: Florida Public Records Law Request

Dear Sir/Madam:

Pursuant to the provisions of the Florida Public Records Law, Fla. Stat. § 119.01 *et seq.*, Judicial Watch, Inc. requests from the Broward County Sheriff's Office ("BCSO") access to and a copy of the following record(s):

- 1. Any and all training materials used to instruct BCSO personnel in responding to active shooter situations.**
- 2. Any other materials related to BCSO active shooter response policies.**

For the purposes of this request, the term "Record" means all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by any agency. Fla. Stat. § 119.011(12)

Although the statute does not mandate a specific time for response, the Florida Supreme Court has stated that the only permitted delay in producing records "is the limited reasonable time allowed the custodian to retrieve the record and delete those portions of the record the custodian asserts are exempt." *Tribune Company v. Cannella*, 458 So. 2d 1075, 1078 (Fla. 1984), *appeal dismissed sub nom., DePerte v. Tribune Company*, 105 S.Ct. 2315 (1985).

Florida law mandates that fees for producing records should be limited only to the cost of finding and reproducing the documents, which may not exceed 15 cents per page. Fla. Stat. § 119.07(4)(a) Please notify us in advance if the expected cost is likely to exceed \$150.00.

If you do not understand this request or any portion thereof, or if you feel you require clarification, please contact us immediately at 202-646-5172 or bmarshall@judicialwatch.org.

Florida Public Records Law Request/BCSO

February 27, 2018

Page 2 of 2

We look forward to receiving the requested documents in ten (10) days and a waiver of both search and duplication costs. Thank you for your cooperation.

Very respectfully,

A handwritten signature in blue ink, appearing to read "William F. Marshall".

William F. Marshall

Judicial Watch, Inc.

**BROWARD SHERIFF'S OFFICE
DEPARTMENT OF LAW ENFORCEMENT
STANDARD OPERATING PROCEDURES**

4.37 ACTIVE SHOOTER

4.37.1 Definitions:

- A. Active Shooter: One or more subjects who participate in a random or systematic shooting spree and who demonstrates the intent to continuously inflict death or great bodily harm onto others. This includes anyone who uses a firearm or other type of deadly weapon (i.e. knife, explosives)
- B. Real Time Intelligence: Deputy(s) personal observation of people fleeing, gunfire etc. provides awareness of an on-going Active Shooter situation.
- C. Deputy Response Team: A deputy or a team of deputies who while on scene have "real time intelligence" and make the decision to enter the area/structure of the active shooter with the goal of stopping the threat.
- D. Extraction Team: A team consisting of deputies with the ability to enter the area/structure and either remove a victim to a casualty collection point (CCP) or provide first aid in place. The purpose of the Extraction Teams is to provide first aid in the area/structure or move victims to a casualty collection point prior to the arrival of fire rescue paramedics.
- E. Rescue Task Force: A team consisting of deputies and fire rescue paramedics with the ability to enter the area/structure. The purpose of the Rescue Task Force (RTF) is to provide advanced emergency first aid to victims of an active shooter event as quickly as possible in the area/structure.
- F. Hot zone: The current location of the subject in the area/structure
- G. Warm zone: Where the subject was previously in the area/structure
- H. Cold zone: A location away from the area/structure. The cold zone may include staging areas, the CCP, and Incident Command Post (ICP).

4.37.2 Response/Responsibilities:

- A. Upon recognizing an active shooter situation the deputy on scene will immediately notify Communications.
- B. Communications will immediately notify SWAT.

**BROWARD SHERIFF'S OFFICE
DEPARTMENT OF LAW ENFORCEMENT
STANDARD OPERATING PROCEDURES**

- C. If real time intelligence exists the sole deputy or a team of deputies may enter the area and/or structure to preserve life. A supervisor's approval or on-site observation is not required for this decision.
- D. The Deputy Contact Team will continue until one of these objectives has been met:
 - 1. The subject/s has been forced into a surrender.
 - 2. The subject/s has been forced into a barricade.
 - 3. The subject/s hostilities have been stopped.
 - 4. The Deputy Contact Team is relieved by SWAT personnel.
- E. Extraction Team Responsibilities: (Consists of LE members only)
 - 1. Locate victims
 - 2. Provide appropriate first aid
 - 3. Remove victims to the casualty collection point (CCP)
 - 4. Area of operations for the Extraction Team may include warm and cold zones.
- F. Rescue Task Force Responsibilities: (Consists of LE and FR members)
 - 1. Locate victims
 - 2. Provide advanced emergency first aid and triage
 - 3. The RTF may remove a victim from the area/structure or request an extraction team.
 - 4. Area of operations for the RTF may include the warm zone and cold zones.
- G. If the situation turns to a barricade or hostage situation the response team will contain, isolate, communicate and wait for SWAT.
- H. Patrol Sergeant/Supervisor's Responsibilities:
 - 1. Respond to the scene

**BROWARD SHERIFF'S OFFICE
DEPARTMENT OF LAW ENFORCEMENT
STANDARD OPERATING PROCEDURES**

2. Identify who entered the structure and where they entered
 3. Summon any additional resources
 4. Coordinate the inner and outer perimeters
- I. Incident Commander (IC) Responsibilities:
1. Establish a command post with Fire Rescue.
 2. Ensure proper notifications are made.
 3. Establish a CCP for Fire Rescue and Emergency Services.
 4. Establish a staging area for Aviation/Medical Evacuation.
 5. Establish an evacuation/holding area for all removed subjects
 6. Establish a PIO/Media staging area
 7. Once the Active Shooter is stopped, the IC will ensure that SWAT searches the structure for any secondary shooters and/or dangerous traps.

4.37.3 Debriefing:

- A. The Incident Commander will be responsible for conducting a debriefing of all personnel involved in an active shooter situation in timely manner to learn of the successes of the response and identify any needs for improvement.
- B. The Incident Commander will complete an After Action Report in addition to ensuring the submission of the required Offense Reports and supplements by any involved personnel.

4.37.4 Training: All sworn personnel, up to the rank of Colonel, will attend the Active Shooter/Rescue Task Force training course that is provided by the Training Division.

NOTICE

These Standard Operating Procedures are considered law enforcement sensitive and may contain certain information that may be exempt under Florida Public Records Law. Outside or public requests for information from this Standard Operating Procedures Manual must be directed to the Department of Law Enforcement for review and redaction, if necessary, prior to disclosure.

**BROWARD SHERIFF'S OFFICE
DEPARTMENT OF LAW ENFORCEMENT
STANDARD OPERATING PROCEDURES**

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**Broward Sheriff's Office
Institute for Criminal Justice Studies
Course Lesson Plan
Part 1**



COURSE LESSON PLAN #: 01-510		DATE: 11/30/14, 03/09/16, 6/29/16, 08/10/16	
COURSE TITLE: Rescue Task Force			
COURSE DESIGNER: Deputy Gene Nardi, Chief Harris Henbest		COURSE COORDINATOR: Sgt. Sam Samaroo	
LEAD INSTRUCTOR: Various In Service/Range/Fire Rescue Instructors			
ALTERNATE INSTRUCTOR(S): Various In Service/Range/Fire Rescue Instructors			
PARTICIPANT CAPACITY: 20 DLE, 10 Fire Rescue	COURSE DURATION: 4 hrs.	TOTAL CONTACT HOURS: 3.5 hrs.	
COURSE OBJECTIVES: <p>Upon completion of this course, participants will demonstrate team movement using bounding overwatch & quad formations without error.</p> <p>Upon completion of this course, participants demonstrate how to respond to an active shooter incident as part of an Extraction Team (4-Law Enforcement Officers) without error.</p> <p>Upon completion of this course, participants demonstrate how to respond to an active shooter incident as part of a Rescue Task Force Team (4-Law Enforcement officers and 2 Fire Rescue) without error.</p> <p>Upon completion of this course, participants will demonstrate how to apply a tourniquet, chest seal, pressure dressing or hemostatic agent to themselves or other victims without error to prevent severe arterial hemorrhaging.</p>			
ETHICS (Describe how ethics will be integrated into the course, i.e., "Course reinforces the Core Value of Public Service", "Ethical dilemmas are included as a group activity", etc...): Course reinforces the core value of public service.			

COURSE AGENDA	TIME (in hours)
Introductions PowerPoint presentations Medical break out session Law enforcement movement break out session Final exercise and evaluation Clean up and debrief	10 min 40 min 45 min 45 min 45min 10 min

MATERIALS (Resources needed to conduct the course. Materials include, but are not limited to, participant manuals, handouts, tests, etc.) **** Copies of all materials must accompany this Course Lesson Plan for approval**

None provided.

EQUIPMENT (Indicates audiovisual needs or other type of provisions. For example, monitor VCR, PowerPoint projector, or air packs, etc.):

Computer or Laptop with digital projector. Speakers for computer. The following Fire/Rescue items:

- RTF Training Kits (4 at minimum) each containing
 - CAT Tourniquets (3)
 - Israeli Bandages (3)
 - Multiple adhesive packing labels for simulated application of Cx seal (2)
 - Multiple rolled gauze for simulated Quick Clot Gauze packing (2)
 - Decompression Needles (2)
 - Nasopharyngeal Airways (2)
 - 20 foot 1 inch tubular webbing (1)
 - Trauma scissors (1)
 - Medical gloves (2 pair)
 - Trauma sleeves (1 pair)
- CX Seal for visual demonstration only
- Quick Clot for visual demonstration only
- Multiple sections of 1 in tubular webbing (15-20ft)

- Airway heads (2)
- Cx Decompression thorax's (1)
- Moulage sleeves and clothing
- Multiple sets of body armor (4 sets preferred)
- Multiple manikins with injury information and moulage (5 preferred)
- 20 blue gun (or mix with Simunition Guns)

LOCATION (Type of facility needed to conduct a particular course. For example, defensive tactics course is conducted in the defensive tactics room):

Class is to be held at the Multipurpose Building next to the Public Safety Building.

REFERENCES (Various resources used to develop the course lesson plan. For example, specific titles of books, articles, and name and source of a particular person; also included should be the URL's of internet-based videos):

US Army Combat Life Saver Program, CTT Solutions Rapid Trauma Management Course, BSO Fire Rescue.

COMPETENCIES (Check the job-related competencies that are reinforced in this training. Check all that apply):

☒ Communication ☐ Conflict Management ☐ Customer Service ☒ Leadership
☒ Decision Making ☐ Influencing/Negotiating ☒ Interpersonal Skills ☒ Teamwork
☐ Organizational Awareness ☒ Planning/Evaluating ☒ Resource Management
☒ Technical Proficiency

Submitted By:	Deputy Arthur Nardi <i>A.N.</i>	Date:	08/10/16
Reviewed By:	Sgt. Samuel Samaroo <i>[Signature]</i>	Date:	08/10/16
ICJS:	<i>Major Kevin Shults</i> <i>Lt. Christopher Mulligan #9407</i> <i>8/25/2016</i>	Date:	<i>9/30/16</i>

Broward Sheriffs Office

Institute for Criminal Justice Studies

Course Lesson Plan

Part 2



Time (in hours)	Content	Directives
10 MIN	<p>INTRODUCTION</p> <p>Instructors will introduce themselves and give class breakdown.</p> <p>NOTE: The Fire Rescue medical portion of this class is covered under the Broward County Sheriff's Office Fire Rescue Standard Operating Guideline</p> <p>SAY</p> <p>This class is being taught with both DLE instructors and Fire Rescue Instructors.</p>	<p><i>The lead instructor will introduce the program and cadre and cover basic housekeeping.</i></p>
40 MIN	<p>Fire Rescue Medical PowerPoint</p> <p>Fire Rescue will start the RTF PowerPoint presentation</p> <p>SAY</p> <p>Fire Rescue will now merge with Law Enforcement during an Active Shooter response.</p> <p>EXPLAIN</p> <p>There are now three teams during Active Shooter Incident:</p> <p>Contact Team: Is first on scene, 1-4 deputies, they will be actively engaging/searching for suspect (HOT ZONE).</p> <p>Extraction team: Four person DLE, will respond to treat and remove victims immediately and to respond to aid Rescue Task Force team.</p>	<p><i>Stress to the class that this is a new and evolving concept merging the two disciplines to achieve a single goal, to save lives.</i></p>

Rescue Task Force (RTF) is made up of 4 DLE and 2 Fire Rescue paramedics, whose sole purpose to search and treat victims in the Warm Zone.

SAY

There are three defined zones we need to explain.

EXPLAIN

HOT ZONE is where the suspect is currently located.

WARM ZONE is where the suspect has been, victims in this area.

COLD ZONE is away from scene, staging area for vehicles and command post plus advanced medicine.

ASK

What should the responding units do once arrived on scene, and they are not on the immediate response team or on a perimeter point?

SAY

If you **ARE NOT** on the Contact Team or taking a perimeter point, get with incident commander and stand by for assignment to Extraction team or RTF.

- **START FORMING UP EXTRACTION TEAMS**
- **OPERATE VEHICLES FOR EXTRACTION OPTION**
- **MAKE CONTACT WITH FIRE RESCUE**

The instructor will explain the three zones that identify

*Ask the class to think about what responding units can do once they arrive on scene after the shooter has been eliminated, captured on contained and a perimeter is already in place.
FIND WORK*

	<p>EXPLAIN</p> <p>Let's talk about what is an Extraction Team.</p> <p>It's made up of 4 deputies.</p> <p>If you arrive on scene and not part of the Contact Team or on perimeter, form an Extraction team.</p> <p>A Team is split with 2 person security element (TWO-GUNS) and 2 person carry element (FOUR HANDS).</p> <p>The Team will utilize bounding overwatch as safe movement in warm zone to locate victims, which is basically tactical "leap frog."</p> <p>The same movement technique as taught in Active Shooter class.</p> <p>EXPLAIN</p> <p>For bounding overwatch, one deputy moves to cover while other members of team provide security, and then next deputy moves as the first provides cover. The roles keep reversing.</p> <p>Since speed is a necessity, this technique is faster.</p> <p>To enter moving in, a formation is too slow and a suspect can hit group easier with less aiming.</p> <p>An RTF will move using the same technique.</p> <p>FURTHER EXPLAIN</p> <p>An Extraction Team will need to determine if victim is deceased or treatable, and if so take action to provide hasty medicine and extract.</p> <p>If the victim needs immediate treatment, hasty medicine will be applied (Tourniquet, Quick Clot, etc.)</p> <p>Once the victim is treated, the team will move victim to the Casualty Collection Point (CCP). (THE CCP MAY BE IN THE COLD ZONE OR WITHIN THE STRUCURE).</p>	<p><i>Explain to the class the bounding overwatch tactic can be used to enter and move through areas that allow, but it would be difficult to use the same tactic when removing a victim during an extraction.</i></p> <p><i>This tactic should be demonstrated to the group since fire rescue may not be familiar.</i></p> <p><i>Stress depending on the amount of resources vs the number of victims, a CCP may have to be claimed within in structure but ideally the goal is to extract.</i></p>
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SAY

CCP **SHOULD NOT** be far away. The CCP should be in an area that at least provides concealment.

If victim is close to Cold zone, the team can extract victim there.

Team will use one of these quick methods of carries on victims:

Use practical objects as (chairs, tables, moving carts, etc.)

Two person carry, grab under armpits.

Two person carry, one grabs under shoulders, the other under the feet.

SAY

You can also use tubular webbing to make drag strap.

ASK

Is there an exception when an extraction team would enter the hot zone?

SAY

Say "yes," and explain that it may be necessary for an extraction team to push forward to the hot zone to render aid to a wounded officer on the contact team, then extract to the cold zone.

EXPLAIN

An extraction team (made up of strictly law enforcement) may enter the hot zone to render aid to a wounded member of the contact team.

Extraction team will also assist RTF in treating and removing victims.

Fire Rescue instructors will review the web carry methods during break-out group exercises.

Explain that in the event a member of the contact team is wounded in a firefight with the shooter, an extraction team should push forward to provide aid to the wounded officer.

H: BLANK training forms/BLANK Course Lesson Plan form Revised January 2013

<p>45 MIN</p>	<p>Additional tactical options:</p> <p>EXPLAIN</p> <p>The environment will change as teams move through the real estate, exterior, and interior.</p> <p>The quad formation will most likely be used when carrying victims from the warm zone to the cold zone.</p> <p>A quad or “diamond” formation will provide 360 degree coverage for an RTF when carrying a victim out of the warm zone.</p> <ul style="list-style-type: none"> • POINT COVERAGE • LEFT AND RIGHT FLANK • REAR COVERAGE • MEDICS IN THE CENTER W/VICTIM <p>The team may need to take cover due to intense flow of traffic of people on foot moving through the area or in the event of a late second shooter.</p> <p>The quad can move laterally as well, but coordination in the movement must be specific.</p> <p>Medical break out session and movement drills.</p> <p>NOTE</p> <p>Fire Rescue will instruct deputies on the application of tourniquets, chest seals and compression bandages (with Quick Clot). See Fire Rescue SOG for complete training.</p> <p>Class is split in half. One half will be learning the medical portion and the other half will be learning a practicing the movement (bounding overwatch).</p>	<p><i>Provide examples of movement from open areas where victims are located to positions of cover.</i></p> <p><i>EXAMPLE:</i></p> <p><i>Open area of parking lot to a parked vehicle nearby.</i></p>
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45 MIN	<p>Movement drills for deputies and fire rescue paramedics.</p> <p>INSTRUCTOR</p> <p>In designated area near classroom, students will learn bounding overwatch concept and practice moving with Fire Rescue.</p> <p>DLE students will place handguns and magazines in their trunks and will pass through a pat down area (by instructors) before entering practice area.</p> <p>DLE students will get either a blue gun or Simuntion gun for practice.</p> <p>The students will practice drills first with DLE only while Fire Rescue watches.</p> <p>In groups of four (both Extraction and RTF use 4 deputies) students will get to practice moving one at a time and two at a time.</p> <p>DEMONSTRATE</p> <p>Instructors will demonstrate basic bounding overwatch movement.</p> <p>Instructors will move in groups of 2 (A+B and C+D). With blue guns out, instructor A looks for a position of cover before A+B move (concealment if not cover is available). Instructors run fast to the position of cover while other instructors (C+D) "cover down" towards the direction of threat (usually direction first group is running to).</p> <p>When first group gets to the position of cover, they now "cover down" while second group runs past that position to another position of cover. This repeats until contact with victim is made. Once contact is made, one group will work on victims while second group acts as security.</p>	
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<p>45 MIN</p>	<p>After hasty medicine is applied, the group working on the victim will carry victim to CCP or Cold zone while second group provides security.</p> <p>Second movement will be exactly the same as first however fire rescue paramedics will be in the two groups.</p> <p>The paramedics will move with one of the groups, keeping themselves behind the deputies (using them as cover). The paramedics will follow directions from the deputies until contact is made with victims. Once contact is made, paramedics will work on victims while deputies provide security.</p> <p>Once victim is stable, two deputies will carry victim while other group provides security as they move to either CCP or Cold zone.</p> <p>Paramedics will stay close to the deputies carrying the victim using the other group as cover.</p> <p>PRACTICE</p> <p>Students will practice both movement drills several times, rotating responsibilities (carrying victim or providing security) while being watched and remediated by DLE instructors.</p> <p>DRILL/FINAL EXERCISE</p> <p>INSTRUCTOR</p> <p>Fire rescue instructors will set up medical stations where deputies and paramedics will work together on movement and treating victims.</p> <p>Fire Rescue instructors will have different scenarios/injuries for victims and both deputies and paramedics will apply tourniquets, chest seals and compression bandages.</p> <p>Deputies and paramedics will move to the victims showing the proper use of bounding overwatch.</p> <p>Deputies and paramedics will evacuate victims utilizing the proper use of carry methods.</p>	
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<p>10 MIN</p>	<p>INSTRUCTOR</p> <p>Any discrepancy will be addressed by the instructors and corrected. Students will demonstrate the movement or medical application again.</p> <p>Clean up and debrief</p> <p>Instructors need to make sure all dummies and medical supplies are put away. Also all the blue guns will need to be collected.</p>	
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**Broward Sheriff's Office
Institute for Criminal Justice Studies
Course Lesson Plan
Part 1**



COURSE LESSON PLAN #: 01-513		DATE: 3/01/16, 06/29/16, 08/11/16	
COURSE TITLE: Response to Active Shooter			
COURSE DESIGNER: Deputy Gene		COURSE COORDINATOR: Deputy Gene Nardi	
LEAD INSTRUCTOR: Range/In Service Staff			
ALTERNATE INSTRUCTOR(S): Range/In Service Staff			
PARTICIPANT CAPACITY: 18-24		COURSE DURATION: 4hrs	TOTAL CONTACT HOURS: 3.5 hrs.
COURSE OBJECTIVES: <ul style="list-style-type: none"> -Law Enforcement personnel will identify at least three characteristics of an active shooter without error -Law Enforcement personnel will identify three outcomes an active shooter without error -Law Enforcement personnel will demonstrate the bounding over-watch tactic without error -Law Enforcement personnel will demonstrate bounding over-watch tactic during an active shooter scenario without error. 			
ETHICS (Describe how ethics will be integrated into the course, i.e., "Course reinforces the Core Value of Public Service", "Ethical dilemmas are included as a group activity", etc...): This course reinforces the core value of public service.			

COURSE AGENDA		TIME (in hours)
A. Introductions.		20 Mins
B. PowerPoint presentation.		50 Mins
C. 2-4 man bounding overwatch practice.		40 Mins
D. Practical exercises (Scenarios).		90 Mins
E. Debrief and clean up		10 Mins

☒ X Communication ☒ X Conflict Management ☐ Customer Service ☒ X Leadership
☒ X Decision Making ☐ Influencing/Negotiating ☐ Interpersonal Skills ☒ X Teamwork
☐ Organizational Awareness ☒ X Planning/Evaluating ☒ X Resource Management
☒ X Technical Proficiency

Submitted By:	Deputy Arthur "Gene" Nardi <i>AN</i>	Date:	08/11/16
Reviewed By:	Sgt. Samuel Samaroo <i>SS</i>	Date:	08/11/16
ICJS:	Major Kevin Shults <i>KS</i>	Date:	9/30/16

Lt. Christopher Mulligan #9407
8/25/2016

	<p>ASK: What could the officers responding do differently?</p> <p>ADD: Bring a gas mask, Move past victims to address suspect before rendering aid or extractions.</p> <p>FACILITATOR: The next few slides break down what active shooter/killer is.</p> <p>SAY: Time is critical in each of these incidents. This is like no other crime. The motive is to kill as many people as possible in the shortest amount of time. Why? Because the bad guy knows "we" are coming.</p> <p>Another thread in 99% of all active shooters is the mental illness component. Just like in the Aurora Colorado incident, active shooters have been shown to have some form of mental illness.</p> <p>ASK: What are the priorities of life?</p> <p>ADD:</p> <ol style="list-style-type: none"> 1) Hostages/victims 2) Innocent Bystanders 3) Police/deputies 4) Suspects <p>The priorities are there to help focus your action. If in doubt about going through the door after a suspect, think about the victims and where they stand on the list.</p> <p>ASK: Where do active shooters take place?</p> <p>ADD: Schools, workplace, malls, highways, hospital (etc.)</p> <p>SAY: We are going to go over a few active shooter events from the past.</p> <p>The first active shooter on file is the Texas Tower. Bad guy Charles Joseph Wittman, 25, was a student at</p>	<p>Slides 7-9</p> <p>Slides 10-12</p>
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	<p>University of Texas.</p> <p>Killed 12. Taken down by a deputy and civilian who came up back side of Tower.</p> <p>SAY: More recently we saw problems with time evolving during the Washington Navy Shipyard shooting.</p> <p>SAY: During that event, in September of 2013, the suspect, Aaron Alexis, was able to get on base with a shotgun without being detected since he was a contractor there.</p> <p>Using the shotgun, he killed a guard and proceeded to roam the building shooting people.</p> <p>Alexis had anger issues and had shot a gun in a road rage incident before. Also was hearing voices.</p> <p>FACILITATOR: Timeline of events is on the slide. Emphasize the inability of police to communicate and how long this event went on.</p> <p>FACILITATOR: The PowerPoint is now going to cover response tactics to use in the active shooter events.</p> <p>SAY: There are three desired outcomes for an active shooter.</p> <p>ADD: <ol style="list-style-type: none">1) Force the suspect to surrender.2) Force the suspect into a barricade situation (SWAT will handle since they have the tools and tactics.)3) Incapacitate the suspect by shooting him (stopping the threat) or suspect shoots himself.</p> <p>All of the outcomes are good, however most events end with number 3.</p> <p>SAY: During Columbine, the response to an ongoing shooting situation was to contain the suspect.</p>	<p>Slides 13-17</p> <p>Show video of suspect moving through building.</p> <p>Slides 18-20</p>
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	<p>After Columbine the International Chiefs of Police addressed the problem with the response and came up with the "Quad" or diamond formation.</p> <p>With the quad, the first four officers to respond entered the building with coverage in all directions. This was critical to address the concerns of officers who previously would not enter and just wait for SWAT.</p> <p>The problem with formations, the training would only be once in the career of an officer and they would most likely forget what to do during an active shooter event. Also, formations move slowly and we now know that time is critical.</p> <p>Finally, there is the iconic picture of four officers in the quad formation moving down the hallway of a school. The problem with that photograph is that it's missing the hoards of students running down the center of the hallway were the team would be.</p> <p>In reality, the team would have to split up to the sides of the hallway.</p> <p>SAY: After reviewing a lot of active shooter incidents, the environment and the shooter dictates the tactics.</p> <p>ADD:</p> <p>The majority of incidents were over in minutes. There is a need to get there fast.</p> <p>SAY: History shows when a suspect is confronted by any armed individual (police, security, concealed carry person) they either shoot it out with that person or kill themselves. Either way, the shooting of innocent bystanders must stop. Now, the first officer or two officers on scene will immediately go to confront the shooter. Military tactics work well in this situation. The two man "bounding overwatch" is our response.</p>	Slides 21-28
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ASK:

What is cover? What is concealment?

ADD:

Cover is any object that will stop bullets from penetrating.

Concealment will only hide your body and offers little ballistic protection.

ASK:

What is bounding overwatch? Wait for a response

ADD:

Bounding overwatch is basically a tactical "leap frog" maneuver. Movement is from cover point to cover point.

Bounding overwatch requires at least two deputies to work. The first deputy will hold a cover position and "cover" (scan for threats) the second deputy as the move forward (run) to a second position of cover. Once there, the second deputy will provide protection for the first deputy allowing them to run past them and take a further position of cover. The two will continue to switch roles until they get in contact with the suspect.

Bounding overwatch is the safest way to get from point A to point B and still be moving fast.

ASK:

How easy is it to shoot while running?

ADD:

If someone is running it is impossible to shoot accurately. If you can aim and shoot, you are not running fast enough.

SAY:

Another similar method is "successive overwatch". Successive uses the same leap frog approach however, the second deputy always moves up to the first deputy's position of cover. Then the first deputy will move again, and the second will move up to the first.

This is slower but can be used in situation where there is

	<p>not a lot of cover or there is an extremely long distance to travel and the abilities of the deputies is overwhelmed.</p> <p>ASK: What is a single deputy response?</p> <p>ADD:</p> <p>If you are on scene or in the area and hear gunshots, You should immediately access what you have and prepare to respond.</p> <p>Remember, every time you hear a gunshot in an active shooter incident; you have to believe that is another victim being killed.</p> <p>ASK: How many of you have shot a moving target? Was it easy or hard?</p> <p>ADD: Remember, speed and movement are your best friend when approaching by yourself. Be unpredictable in your movement.</p> <p>SAY: Look for positions of cover.</p> <p>ASK:</p> <p>Is the gunfire getting louder? Do you see people fleeing from an area? Do you smell gunpowder? Do you see bodies?</p> <p>ADD:</p> <p>Use your senses to gain a better perspective of the event. Move with speed and be decisive.</p> <p>ASK: What is the third eye principle?</p> <p>ADD: When searching, the gun stays up with your eyes and moves together.</p> <p>SAY: You should have a method of containing your own</p>	<p>Slides 29-30</p>
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	<p>bleeding and gunshots. Combat Lifesaver is skills in self-aid and buddy aid.</p> <p>ADD:</p> <p>Carry quick clot and tourniquets. It's an easy way to stop bleeding.</p> <p>SAY:</p> <p>You should also consider having a way of breaching a door or windows.</p> <p>ASK:</p> <p>Do you know what a "Go Bag" is?</p> <p>ADD: A Go Bag is a bag that has extra ammo, radio batteries, medical supplies and bolt cutters or other breaching tools.</p> <p>Remember at the Virginia Tech massacre the suspect used chains to secure the doors.</p> <p>SAY:</p> <p>If you are not part of the immediate response team, searching for the suspect, you will either be on a perimeter point or be part of the Extraction Team.</p> <p>BOUNDING OVERWATCH PRACTICE:</p> <p>FACILITATOR:</p> <p>Break the class into two groups to begin practice of the bounding overwatch movement drills. Initial location should be outside in a parking lot with several cars in area. Plot out an area from one side of the parking lot to the building.</p> <p>FACILITATOR:</p> <p>Have the students go to their vehicles and secure their firearms and magazines.</p> <p>Instructors then do a visual inspection to ensure that no one has a firearm/backup gun or magazines.</p> <p>DEMONSTRATION OF BOUNDING OVERWATCH</p>	
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	<p>SAY: <small>Obtained via FL Public Records Law by Judicial Watch, Inc.</small> Bouncing overwatch is basically a tactical "leap frog" maneuver. Movement is from cover point to cover point.</p> <p>ASK AGAIN: What is cover? What is concealment?</p> <p>ADD: Identify with students different areas in parking lot for cover and for concealment.</p> <p>SAY: In bounding over watch, it requires at least two deputies to work. First deputy will hold a cover position and "cover" the second deputy as they move forward to a second cover position. Once there, the second deputy will provide protection for the first deputy to run past them and take another cover position. Deputies will switch roles until they make contact with suspect.</p> <p>Bouncing over watch is the safest way to get from point A to point B and still have an element of speed.</p> <p>DEMONSTRATE: Two instructors with no live firearms will get two blue guns for practice. Instructors will point out the objective to the class across the parking lot, courtyard, school hallway, etc. Instructors will then demonstrate how bounding over watch works moving fast and still providing cover.</p> <p>WATCH: Two students will perform the bounding overwatch movement.</p> <p>EVALUATE: Instructors will watch the students. Instructors should observe the students movement. Are they moving fast? Are they using cover or concealment? Are they working together? Are they staying in visual contact with each other?</p> <p>EXERCISE REPITITION: Students will work in groups of 2-4 and practice the bounding or successive overwatch movements.</p>	
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	<p>Instructors should find different areas both outdoor and indoor for students to practice.</p> <p>Students will repeat the exercise until they can show they have learned the movement and can apply it to any locale.</p> <p>STAIRWELLS</p> <p>NOTE: Not all facilities have stairwells that are available to use for training. If the facility in use does not have stairs, eliminate this section from the lesson.</p> <p>SAY: Remind the students that in a true emergency situation like an active killer, the elevators should be avoided if possible. If the elevator opens on the floor of the active killer, the student would have no place to escape, not know where the killer is, and the killer may be alerted to their presence by the dinging of the elevator upon its arrival. The idea of attempting to go above the affected floor, then use the stairwells to come down (in an attempt at surprising the killer) can be thwarted by someone on the affected floor pressing the button when the student did not anticipate it. In the case of an active killer on a very high floor, it may be necessary for the deputy to take the elevator to a floor below the affected area and use the stairwell for the remaining response.</p> <p>DEMONSTRATE: Instructors will demonstrate how to ascend the stairwells safely and rapidly. As the lead instructor enters the stairwell, they immediately clear the corners and landing directly in front, sweep the ascending stairwell, and hold the hard corner of the landing directly above them. The secondary instructor will bound past the first instructor, picking up the corner parallel to the first instructor's point of cover, then duplicate the movements of the first instructor (sweep the stairs up, hold the corner directly above.) Stress the importance of speed, but not at the cost of recklessness.</p> <p>WATCH: Watch the students perform the maneuvers, using the instructors as points of reference (i.e. where a suspect or a victim may be hiding).</p> <p>REMIND: Remind the deputies that gunfire in a stairwell will be extremely loud, affecting their hearing and subsequent response. Also remind them that there may</p>	
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	<p>be victims, casualties, blood, chemical agents, shell casings or other fire sprinklers in the stairwell as well, creating hazards.</p> <p>PRACTICE SCENARIOS:</p> <p>NOTE: For the class, the students will conduct the practice scenarios with blue guns only and instructors will act as role players/observers. Also in the class, the scenarios act as an application of the bounding movements.</p> <p>SAFETY BRIEF</p> <p>SAY: All deputies will wear their ballistic vests and duty gear. All deputies will have blue. No deputy will have any firearm, magazine, OC Spray, Taser, knives.</p> <p>FACILITATOR: Have students go to their cars and remove any gun, OC Spray, Taser, magazines, ASP/Batons, and knives. Upon return, students will be pat down by an instructor and enter the "safe zone". At any time if a student leaves the "safe zone", they will submit to another pat down.</p> <p>EXERCISE ONE: In first scenario, a two man deputy team will move towards the sound of a lone gunman using the bounding overwatch method in a parking lot around vehicles. (Repeat exercise as 2 two man teams, bounding and moving)</p> <p>Scenario begins when an instructor fires blanks from a pistol (or simulates gunfire), and deputy team will move, using bounding over watch towards the sound of the gunfire. Deputy team will ignore victims and respond to the threat of the gunman.</p> <p>FACILITATOR: An instructor will move and observe the deputy team. Instructor will observe the speed of the team and if they cover each other. Instructor will also observe firearm</p>	<p>Students will have blue guns.</p>
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	<p>handling skill, marksmanship and how team reacts to the gunman. After scenario, instructor will check deputy team to see if they were hit by the Simuntion.</p> <p>EXERCISE TWO:</p> <p>Single deputy response:</p> <p>The deputy will need to search for a little while after hearing the gunshot. Bad guy should be at some distance, however, a blank gun will be firing intermittently to get deputy moving towards the gunfire, passing dead students and others running by him. This should provide "real time" Intel for the deputy.</p> <p>Suspect will drop gun and raise hands to surrender prior to responding deputy making contact so that there is no overlap and cause for deputy to shoot. The single deputy should hold the suspect at gun point and prone the suspect out, with regards to the gun on the ground in front of the suspect and any potential weapons still on the suspect. (Suspect should put a second handgun in their waistband behind their back).</p> <p>WATCH:</p> <p>Instructors should watch deputy to see if they go to place suspect into handcuffs. It is dangerous to do so by themselves. Once a deputy goes to put handcuffs on, they will holster their gun and at this point they become vulnerable to another suspect hidden in unchecked areas or the suspect they are trying to cuff could turn and fight.</p> <p>SAY:</p> <p>There is no reason to give up a good position of cover. You need to ask yourself "has the shooting stopped? Is this the same suspect I was chasing? Am I in a good position? Do you feel comfortable leaving cover to secure the suspect?" Discuss "Predator mode".</p> <p>Remember, the cavalry is on their way, so it's better to hold, than to expose yourself to unknown threats. (If staff</p>	
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and location permits, additional threat(s) can hide in hidden areas for effect on deputies that approach suspect.

EXERCISE THREE:

FACILITATOR:

This exercise is for 4 man deputy teams. There will also be one suspect role player and (if available) one or two victim role players (instructors).

In this scenario, deputies will hear gunfire and begin to search for the suspect using the bounding overwatch movement. The suspect should yell phrases like "You're next" or "3 – 2 – 1..." to indicate that an additional victim will be shot. If the deputies delay, shoot another blank round. Victim role players sit with hands up and comply with deputy instructions. Once they encounter the suspect and he is neutralized, deputies should secure victims, rendering aid if applicable, and attempt to gather intel about any additional suspects.

WATCH:

Deputies should handcuff "dead" suspect and cover any areas where an additional suspect can be hidden.

EXPLAIN:

Tell the deputies that even though it appears that the role players with hands up are victims, they could be suspects or sleepers and should be treated as such until intent is determined and searched for weapons. Security and safety is priority over rendering medical aid, but if the resources are present, there is no active intelligence of another shooter, and all areas are covered, aid can be rendered to a victim.

FACILITATOR:

This exercise is for 4-6 man deputy teams. There will also be two suspect role players and (if available) two or more victim role players..

In this scenario, deputies will hear gunfire and begin to search for the suspect using the bounding overwatch movement. The suspect should yell phrases like "You're next" or "3 – 2 – 1..." to indicate that an additional victim will be shot. If the deputies delay, shoot another blank round. Victim role players sit with hands up and comply with deputy instructions. Once they encounter the suspect and he is neutralized, deputies should secure victims, rendering aid if applicable, and attempt to gather intel about any additional suspects.

In this scenario, deputies will hear gunfire and begin to search for the suspect using the bounding overwatch movement. Once they encounter the suspect and he is neutralized, deputies will hear gunfire from another location.

Deputies will need to search and neutralize the second suspect.

WATCH:

If the deputies do not secure the first suspect, the instructor will give the first suspect a Sim gun and the suspect will get behind the deputy team and shoot at them.

EXPLAIN:

Tell the deputies that even though it appears that the first suspect was down, they must continue to secure and remove any weapons.

DEBRIEF AND CLEANUP:

FACILITATOR:

Review the concepts of the course to the students and pass out evaluations. Once the evaluations are completed, pass out cleaning supplies (if necessary) and be sure to have students re-arm themselves when they leave.

