

UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS

*Mid-Sized Businesses and Government Agencies
Presenter's Notes*

While the Indiana State Police and Dr. Richard Hogue of Hogue & Associates, Inc. have made every effort to ensure the accuracy of this information, no guarantee of accuracy or completeness is offered or implied. The Indiana State Police and Dr. Richard Hogue Ed.D. of Hogue & Associates, Inc. do hereby specifically disclaim any liability to any person or entity for alleged harm or damages resulting from the use or misuse of the information contained herein.

Dr. Richard Hogue, Ed.D.

July 31, 2018





EXECUTIVE SUMMARY

THIS SLIDE PRESENTATION IS OFFERED AS A FREE GUIDE TO BUSINESSES AND GOVERNMENT AGENCIES IN EVALUATING CURRENT ACTIVE SHOOTER PREVENTION AND RESPONSE PROGRAMS, AND IN DEVELOPING THE SAME.

THIS INFORMATION IS NOT INTENDED TO COMPRISE A COMPLETE PROGRAM FOR PREVENTING AND RESPONDING TO AN ACTIVE SHOOTER EVENT, NOR IS IT MEANT TO SERVE AS A SUBSTITUTE FOR EXPERT ADVICE PROVIDED BY LOCAL LAW ENFORCEMENT, AS WELL AS MEDICAL, PSYCHIATRIC AND LEGAL PERSONNEL.

THE UNARMED RESPONSE TO AN ACTIVE SHOOTER PROGRAM IS A CHANGE IN THE TRADITIONAL PARADIGM FOR RESPONDING TO AN ACTIVE SHOOTER EVENT. THIS PROGRAM'S FOCUS IS TO PROVIDE PREVENTION STRATEGIES AND RESPONSE OPTIONS, SO THAT STAFF HAVE AN INCREASED CHANCE OF SURVIVAL IF FACED WITH AN ACTIVE SHOOTER EVENT. EXERCISING THESE OPTIONS MAY INCREASE THE SECURITY OF STUDENTS AND STAFF WHILE AWAITING LAW ENFORCEMENT ARRIVAL.

THIS PROGRAM SERVES THE FOLLOWING OBJECTIVES:

- DEFINE AND EXPLAIN THE ISP ACTIVE SHOOTER CONCEPT
- EXAMINE CURRENT AND HISTORICAL TRENDS AND DATA
- EXAMINE EARLY WARNING INDICATORS IN ACTIVE SHOOTER DEVELOPMENT
- DISCUSS PREVENTION, PREPAREDNESS, AND RESPONSE OPTIONS
- DESCRIBE THE INDIANA STATE POLICE NONLINEAR RESPONSE MODEL
- REVIEW EVACUATION, REUNIFICATION & RECOVERY INFORMATION

WHILE THE INDIANA STATE POLICE AND DR. RICHARD HOGUE OF HOGUE & ASSOCIATES, INC. HAVE MADE EVERY EFFORT TO ENSURE THE ACCURACY OF THIS INFORMATION, NO GUARANTEE OF ACCURACY OR COMPLETENESS IS OFFERED OR IMPLIED. THE INDIANA STATE POLICE AND HOGUE & ASSOCIATES, INC. DO HEREBY SPECIFICALLY DISCLAIM ANY LIABILITY TO ANY PERSON OR ENTITY FOR ALLEGED HARM OR DAMAGES RESULTING FROM THE USE OR MISUSE OF THE INFORMATION CONTAINED HEREIN.



Table of Contents

<i>Slide #1</i>	<i>The ISP Unarmed Response to an Active Shooter Event</i>	<i>1</i>
<i>Slide #2</i>	<i>Disclaimer</i>	<i>3</i>
<i>Slide #3</i>	<i>Disclaimer</i>	<i>4</i>
<i>Slide #4</i>	<i>The ISP Definition of an Active Shooter</i>	<i>5</i>
<i>Slide #5</i>	<i>Program Overview</i>	<i>6</i>
<i>Slide #6</i>	<i>Where Do These Events Occur?</i>	<i>7</i>
<i>Slide #7</i>	<i>Overview of Events</i>	<i>8</i>
<i>Slide #8</i>	<i>Early Warning Indicators: Educating the Workforce</i>	<i>9</i>
<i>Slide #9</i>	<i>Prevention: Intervention Team</i>	<i>10</i>
<i>Slide #10</i>	<i>The Individual's Responsibility in Staying Safe!</i>	<i>11</i>
<i>Slide #11</i>	<i>Bad Things Happen When We Are Unaware!</i>	<i>12</i>
<i>Slide #12</i>	<i>Basic Examples to 'Maximize the Security of the Workplace'</i>	<i>13</i>
<i>Slide #13</i>	<i>Taking Immediate Action is Critical to the ISP Model</i>	<i>15</i>
<i>Slide #14</i>	<i>The Escape Option</i>	<i>16</i>
<i>Slide #15</i>	<i>Lockdown Option</i>	<i>18</i>
<i>Slide #16</i>	<i>The Fight Option</i>	<i>19</i>
<i>Slide #17</i>	<i>Response Options Review</i>	<i>20</i>
	Escape.....	20
	Lockdown.....	20
	Fight.....	20
	Reunification.....	20
<i>Slide #18</i>	<i>Arrival of Law Enforcement</i>	<i>2</i>
<i>Slide #19</i>	<i>Introduction to the Houston City Copyrighted Video</i>	<i>3</i>
<i>Slide #20</i>	<i>Houston City Copyright Video: Surviving an Active Shooter Event</i>	<i>4</i>
<i>Slide #21</i>	<i>Questions for the Video</i>	<i>5</i>
<i>Slide #22</i>	<i>Free Resources</i>	<i>6</i>
<i>Slide #23</i>	<i>ISP Contact Information</i>	<i>7</i>



UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS

Mid-Sized Businesses and Government Agencies Presenter's Notes

SLIDE #1 THE ISP UNARMED RESPONSE TO AN ACTIVE SHOOTER EVENT



As an introduction, the presenter may wish to underscore the goal and intent of this program. The “Unarmed Response to an Active Shooter Event” program begins the discussion with some of the options available to “unarmed” individuals caught in an “active shooter event.” This program attempts to provide “unarmed” individuals with examples of response options that may be exercised if they find themselves in one of these horrific situations.

Because every active shooter event is different, no single response option fits all “active shooter” attacks. The “response options” that are discussed in this program vary greatly. The Indiana State Police believe that “response options” are determined by the external stimuli of the “Active Shooter Event.” The proximity to the shooter/attacker, type of weapon, the availability of a safe path to a predetermined safe location, *etc.* are a few examples of the “external stimuli” typically found in an “active shooter attack.”

The concepts discussed in this presentation may be applied to many of the settings in which individuals find ourselves as they go about their daily lives. Unfortunately, because the circumstances of each active shooter attack are different, no “one size fits all” strategy is

UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS



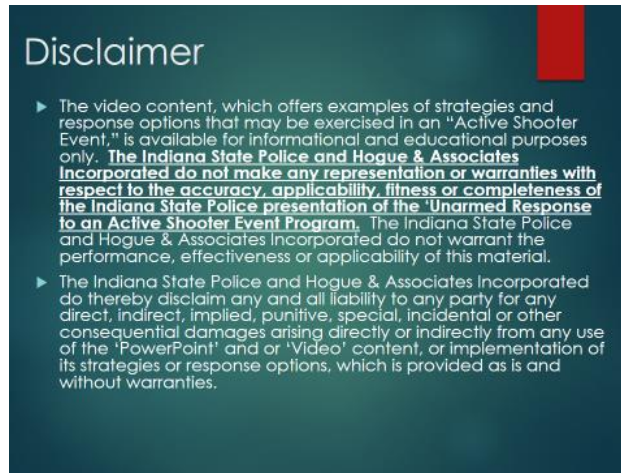
available. The individual engaged in the assault must internalize and analyze the stimuli of the event and formulate the most appropriate response option.

At this point in the introduction, the presenter should discuss with the audience that multiple resources may be found on the ISP website. Several versions of the “Unarmed Response to an Active Shooter Event” (URASE) program are posted. PowerPoints are posted with matching Presenter’s Notes for each of the versions of the URASE program. All are posted on the ISP website. Programs for “schools,” “businesses,” “places of worship” and “governmental agencies,” are have been developed.

Finally, the presenter should share with the audience that more than 80 troopers are available across Indiana to provide this program free to their employees. Schools, businesses, governmental agencies, *etc.* may schedule a version of the “Unarmed Response to an Active Shooter Event” program in their respective venue through the Indiana State Police website by “clicking” on the “Active Shooter Preparedness” subheading (on left side of the main ISP webpage) and scrolling down to the “Schedule a Program” link.



SLIDE #2 DISCLAIMER



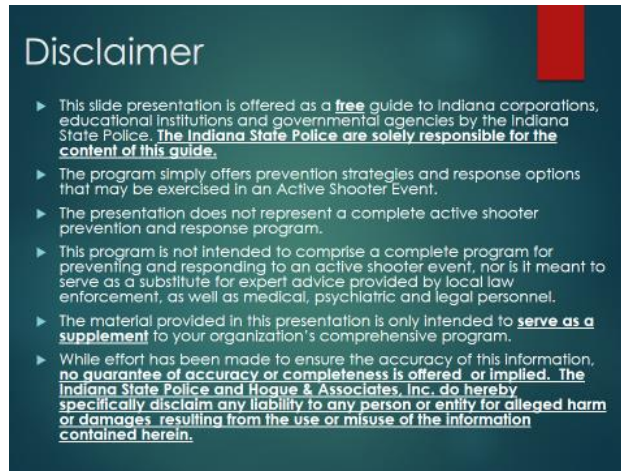
It is important for presenters to underscore that the Indiana State Police and Hogue & Associates Incorporated do not warrant the performance, effectiveness or applicability of the material, concepts and or strategies provided in this program.

These materials are offered only to assist unarmed individuals attempting to increase their preparedness as they go about their daily lives. This program stresses that every “active shooter or active attacker” event is different. In that light, the stimuli or conditions of the event will dictate the most appropriate response.

Finally, it must be stressed, that this material does not represent a complete and or comprehensive safety program. It must be used only to supplement a comprehensive strategy to secure the environment in which we live our daily lives.



SLIDE #3 DISCLAIMER

A slide with a dark blue background and a red vertical bar on the right side. The title "Disclaimer" is in white. Below the title is a list of five bullet points, each starting with a white triangle. The text is in white and includes several underlined phrases.

Disclaimer

- ▶ This slide presentation is offered as a **free** guide to Indiana corporations, educational institutions and governmental agencies by the Indiana State Police. The Indiana State Police are solely responsible for the content of this guide.
- ▶ The program simply offers prevention strategies and response options that may be exercised in an Active Shooter Event.
- ▶ The presentation does not represent a complete active shooter prevention and response program.
- ▶ This program is not intended to comprise a complete program for preventing and responding to an active shooter event, nor is it meant to serve as a substitute for expert advice provided by local law enforcement, as well as medical, psychiatric and legal personnel.
- ▶ The material provided in this presentation is only intended to **serve as a supplement** to your organization's comprehensive program.
- ▶ While effort has been made to ensure the accuracy of this information, no guarantee of accuracy or completeness is offered or implied. The Indiana State Police and Hoque & Associates, Inc. do hereby specifically disclaim any liability to any person or entity for alleged harm or damages resulting from the use or misuse of the information contained herein.

The Indiana State Police are solely responsible for the content of this guide. It is strongly recommended that a “Comprehensive Threat Assessment” be conducted to determine the risks faced by the businesses, places of worship, government agencies, schools, *etc.* A “Comprehensive Safety Plan” should be developed that addresses the risks identified by the “Comprehensive Threat Assessment.” All individuals in the organization assessed must be educated on the “Comprehensive Safety Plan” as well as their role in the plan.

The presenter should stress that many “Threat Assessment Tools” may be found on the internet and in security manuals. However, the presenter should caution the audience that selecting a “Threat Assessment Tool” without modifying it to meet the needs specific to the school, workplace, governmental agency, place of worship, *etc.* might result in an “incomplete” assessment. Every environment has unique characteristics. With that in mind, the “Assessment Tool” must examine the unique needs of the environment to which it is applied. Educators, managers, employees, patrons, parents, *etc.* know their environments better than anyone does. In that light, the “Assessment Tool” should be modified by those living, studying, working, *etc.* in the environment to be examined. In this way, the assessment will focus more directly on the nuances of the organization to which it is applied.



SLIDE #4 THE ISP DEFINITION OF AN ACTIVE SHOOTER

The Active Shooter
Indiana State
Police Definition

- ▶ "One or more subjects who participate in a random or systematic attack demonstrating their intent to continuously inflict death or serious bodily injury on another person or persons.
- ▶ For the purpose of this policy, the 'Active Shooter' may carry out the attack by utilizing a variety of weapons and delivery systems. **The array of weapons and delivery systems that may be utilized in an attack include but are not limited to firearms, knives, clubs, explosives, airborne vehicles and or motor vehicles."**

The Indiana State Police Definition of an “Active Shooter” has expanded over time. For several years, the Indiana State Police have been warning that the means utilized by “active shooters” will evolve. Unfortunately, that prediction has come to fruition. We now witness attacks carried out with motorized vehicles, aircraft, clubs, knives, bombs, poisonous substances and firearms. This development underscores the importance of the prevention phase of the “Unarmed Response to an Active Shooter Event” program.

Tragically, the Indiana State Police anticipate that this trend will continue. **The presenter may want to emphasize that the evolution of the “active shooter or active attacker” calls for a constantly evolving “Unarmed Response to an Active Shooter Event” program.**



SLIDE #5 PROGRAM OVERVIEW



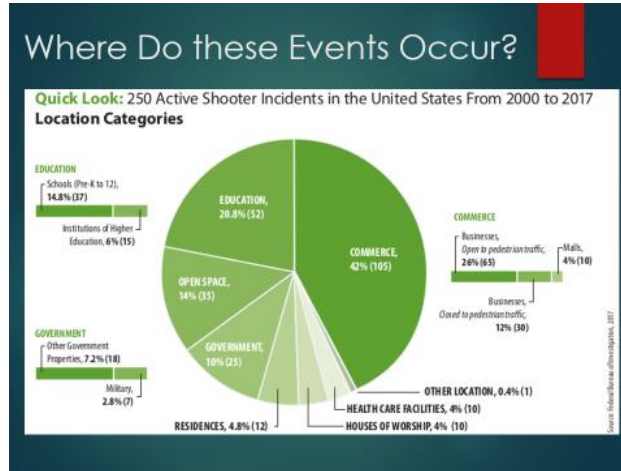
This slide is an overview of the slide presentation. This may be an opportunity for the presenter to discuss the development and composition of the ISP “Unarmed Response to an Active Shooter Event” model.

Here, the presenter will underscore that the Indiana State Police have developed the URASE model by updating and modifying the traditional Run, Hide and Fight model. The Indiana State Police version places “**Prevention**” on the frontend and expands each phase of the response option strategies.

The goal is to equip individuals with the tools that may assist them in preventing an event by identifying threats ahead of time. The response option phases of the model provide strategies that if exercised may assist individuals in responding more appropriately to the circumstances and or stimuli of an “active shooter event.”



SLIDE #6 WHERE DO THESE EVENTS OCCUR?



This chart clearly displays that “active shooter events” occur in nearly every environment in which we live our daily lives. It does underscore that places of commerce rank at the very top of active shooter locations.



SLIDE #7 OVERVIEW OF EVENTS

Overview			
Year	Location	Lost	Injured
1966	Austin, Texas (University)	17	31
1976	Fullerton, Ca (University)	7	2
1988	South Carolina (Elm School)	2	9
1991	Killeen, Texas (Cafeteria)	23	27
1999	Littleton, Colorado (High School)	13	24
2007	Blacksburg, Virginia (VT University)	32	23
2012	Newtown, Ct (Elem School)	26	2
2012	Aurora, Colorado (Theater)	12	70
2015	Charleston, S. Carolina (Church)	9	1
2016	Orlando, Florida (Night Club)	49	58
2017	Fort Lauderdale (Airport)	5	6
2018	Parkland, Florida (High School)	17	14
2018	Santa Fe, Texas (High School)	10	17
2018	Noblesville, Indiana	0	2

This slide attempts to underscore the scope of the of “active shooter events” in the United States. The presenter may wish to stress that the Indiana State Police model offers strategies that may be utilized in multiple environments. The strategies endeavor to offer salient direction on prevention strategies and response options to a variety of “active shooter events.”

It is the intent of this version of the ISP “Unarmed Response to an Active Shooter Event” program to increase the preparedness of individuals in the workplace. In doing so, ISP hopes to better equip individuals to respond to an “active shooter event.” The Indiana State Police believe that informed individuals are more likely to make appropriate choices. Making good decision and practicing response options are critical to the ISP program.

For six years, the Indiana State Police Department has been warning that we face threats in our schools, places of worship, places of employment, *etc.* In early summer of 2018, with the attack in Noblesville, that reality became painfully apparent.



SLIDE #8 EARLY WARNING INDICATORS: EDUCATING THE WORKFORCE

Educate & Train the Workforce:
Early Warning Indicators

- ▶ **See Something Say Something!**
- ▶ Key: **Behaviors Develop in Combination**
 - ▶ People Know: **Threats often develop over time and in plain sight**
 - ▶ Fascination with Prior "Active Attacker Events"
 - ▶ Extreme **Fascination for Weapons**
 - ▶ Accumulate Extremely Large Quantities of Weapons
 - ▶ Mood Swings with **Aggressive and Hostile Behavior**
 - ▶ Emotional & Mental Health Issues (Diagnosed)
 - ▶ *Mental health issues do not always produce an active shooter*
 - ▶ Obsess Over their **Perceived Victimization**
 - ▶ "Injustice Collector" Personality May Develop
 - ▶ Cruel Treatment of Animals
- ▶ Key Trigger:
 - ▶ Experience Loss or Change of Life Support Systems

Point of Emphasis: Someone always knows!

Here, the presenter underscores that everyone has a responsibility to participate in securing their respective environment. Information is key in preventing "active shooter events." Individuals perpetrating these events often display very specific "**Early Warning Indicators or Behaviors.**" Typically, "**attackers**" share their intent with others.

Their actions foreshadow the horrific event they are contemplating. Acquaintances, family members, coworkers, *etc.* simply fail to take action. The presenter should endeavor to stress the importance of taking action.

The presenter will underscore: "See Something Do Something!"



SLIDE #9 PREVENTION: INTERVENTION TEAM



In discussion, it is often asked, “What do I do with concerns?” This slide attempts to offer a possible solution to this issue. The “**Intervention Team**” is a tool that may provide a “bridge” to convey information from concerned individuals to resources that may be utilized to garner assistance for individuals displaying the “Early Warning Indicators or Behaviors.”

The “Intervention Team” must be selected from a **cross-section** of employees. The participants must be trained. Individuals on the Intervention Team serve as points of contact and conduits to collect and transmit information. “**Intervention Team**” members must **understand their role is not to serve as a therapist but to serve as a conduit to convey information to the appropriate resource.** The resource may be law enforcement, administration, personnel services, health care professionals, *etc.* The “Intervention Team” must develop a group of resources with the appropriate expertise to intercede and assist the individuals displaying the “Early Warning Indicators or Behaviors.” Some businesses will have the internal resources while others will need to go “outside” the confines of the workplace.

The “Intervention Team” must have the resources to provide assistance the referrals they receive. The “Team” may elect to develop a cadre of health care professionals, law enforcements officials, *etc.* The “resource” component of the “Intervention Team” is comprised of individuals that can bring the appropriate resources to support the individual or individuals displaying the “behaviors” concerning the “Intervention Team.”



SLIDE #10 THE INDIVIDUAL'S RESPONSIBILITY IN STAYING SAFE!

Your Role In Staying Safe:
Be Aware of Your Surroundings!

- ▶ Prevention
 - ▶ Live in a state of *Heightened Awareness*
 - ▶ Pay attention to *Your Environment*
 - ▶ Know the "*Early Warning Indicators*"
 - ▶ *See Something Do Something!*
- ▶ Response
 - ▶ Know Your "*Response Options*"
 - ▶ Mentally *Rehearse* your Response Options to *Fit Your Environment*
 - ▶ Know the *Alternate Response Options* In the Plan
 - ▶ *Train and Practice* your Response Options
 - ▶ Know your *Safety Plan* and your *Role* In the Safety Plan
 - ▶ Two Goals to Remember:
 - ▶ Take Action – *Do not "Freeze In Place"*
 - ▶ Take Action – Provide Time (often 5 minutes or less) for Law Enforcement to Arrive

As we go about our daily lives, we have a responsibility to participate in the process of "keeping ourselves safe!" We cannot totally rely on others to keep us safe! Many times, we go about our lives oblivious to the threats that may surround us. We see individuals literally colliding with others on the sidewalk while texting or worse while driving which may result in a serious accident.

To respond appropriately, we must be aware of our surroundings and be prepared to respond appropriately. We can only respond appropriately if we are aware of our surroundings and have planned and practiced our "response options!"



SLIDE #11 BAD THINGS HAPPEN WHEN WE ARE UNAWARE!



This slide simply underscores that we must be aware of our surroundings or bad things can happen. This slide provides several humorous examples of what happens when we are unaware of our surroundings. Providing the audience with examples that we all see every day may be an effective method to underscore the teaching point (I.e. texting while drive/walking on the sidewalk, parking our car in a dark lot with keys in the bottom of our pocket/purse as we return from shopping, *etc.*).

As we go about our daily lives in our personal lives, in the workplace, *etc.* we must be prepared for the “unthinkable.” Our chances of responding appropriately dramatically increase when we are prepared. We must be aware of available exits, potential threats, *etc.* Our thought process must include mentally practicing response options to potential threats that may be found in the various environments in which live our daily lives.



SLIDE #12 BASIC EXAMPLES TO ‘MAXIMIZE THE SECURITY OF THE WORKPLACE’

A slide titled "Maximize Workplace Security" with a dark blue background and a red vertical bar on the right side. The slide contains a list of bullet points:

- ▶ Make **Law Enforcement Visible**
- ▶ **Secure the Perimeter** of the Grounds & Facility
- ▶ Create the **Personnel Structure** (examples)
 - ▶ Safety Coordinator
 - ▶ Safety Team
 - ▶ Assessment Team
 - ▶ Intervention Team
 - ▶ Crisis Team
- ▶ Select an **Assessment Tool** & conduct a **Comprehensive Assessment**
 - ▶ Develop a **Comprehensive Safety Program** that addresses the risks identified in the assessment
 - ▶ **Train, Test & Drill** on the Program
 - ▶ **Modify** the Safety Program with the **results of drills and tests**
 - ▶ Utilize **Debriefing Forms**
- ▶ Train & Empower everyone to **Sound the Alarm**
- ▶ Provide **Safe Areas**
 - ▶ Equip the Safe Areas, audit the Safe Areas and establish rules

- 1) **Bring law enforcement in the workplace and making them visible!**
- 2) ***Secure the perimeter of the grounds and the facility.***
- 3) This may be the one area in which law enforcement has noted the most change. However, it may also be the one area in need of the most improvement.
 - a) Securing the perimeter with the appropriate electronic monitoring systems is effective if everyone follows the established policies and procedures.
 - i) Educating staff on the appropriate behavior is critical.
 - (1) A common mistake is for employees to open and or hold perimeter doors for fellow employees and visitors.
 - (a) This practice in itself defeats the “Perimeter Security” of the facility.
- 4) Monitor Risks
 - a) Utilize Intelligence from the Intervention Team, law enforcement, government agencies, etc.
 - i) The goal is to prevent threats and prepare for them.
- 5) Create the personnel structure (Examples) and Train the Members
 - a) Safety Team (Coordinator)
 - i) Safety Team
 - b) Assessment Team (Coordinator)
 - i) Assessment Team
 - c) Intervention (Coordinator)
 - i) Intervention Team
 - d) Create a Crisis Management
 - i) The Crisis Team

UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS



- (1) Manages the Crisis in Process
- (2) This “Team” must have the resources to deal with a broad spectrum of crisis events
 - (a) Members may include (Law Enforcement, Crisis Counselors, Management Staff, County EOC, Business Legal Team, *etc.*)
 - (b) Must Develop a Continuing Business Plan
 - (i) This plan supports the “Continuation of Business Process” and the transition back to “Normal Business Operations”
- 6) Select and Modify an Assessment Tool & Conduct an Assessment with the Modified Tool
- 7) Develop a Comprehensive Safety Plan & Program that Addresses the Risks Identified by the Assessment
 - a) Train, Test and Drill on the Program
 - i) Modify the Plan Based on the Results of the Test and Drill Process
 - b) Utilize Debriefing Forms
 - i) Modify the Plan Based on the Information Collected on the Debriefing Forms
 - c) Train and Empower Everyone to Sound the Alarm
- 8) Provide Safe Areas
 - a) Create Rapidly and Easily Securable Safe Areas with “Backup Areas”
 - i) Equip the Safe Areas
 - ii) Audit the Safe Areas
 - iii) Establish Rules Governing the Safe Areas

Management must commit to making safety a priority! Establishing key personnel roles is critical to this process. Establishing leadership positions, training and drilling employees, securing the location and physical plant, *etc.* are responsibilities that management should assume.



SLIDE #13 TAKING IMMEDIATE ACTION IS CRITICAL TO THE ISP MODEL

ISP Unarmed Response Model

Theodore Roosevelt said it best!

- ▶ "In the moment of decision, the best thing you can do is the 'right thing!' The next best thing is the 'wrong thing' and the **worst thing you can do is nothing!**"
- ▶ Startle Response (*Do Not Freeze in Place*)

This is an opportunity to once again emphasize that “Freezing in Place” is a typical response. “Freezing in Place” is a common and or perhaps a “natural” initial response. However, **if you are prepared and you have planned your response you much more likely to not stay in the “frozen” state.**

Most individuals have heard of the “fight or flight” response. Much of that same body of research seems to support that the “frozen” state most often occurs when you determine the situation is so overwhelming that you cannot flee or successfully fight off the threat. Basically, hope is lost.

Planning, practicing, training and drilling may dramatically increase your chances of emerging from the initial “Frozen State” with an appropriate response. The response you elect to exercise will depend on the external stimuli of the event (i.e. location of the shooter, type of weapon, proximity to an exit, proximity to a predetermined safe area, *etc.*). Once again, the response option that is selected will be determined by the circumstances of the event.



SLIDE #14 THE ESCAPE OPTION

ISP Response Model: **Escape**

- ▶ Remember the **Model is Not Linear!**
 - ▶ Options may be exercised in any order!
- ▶ Escape Principles:
 - ▶ One of your **best options** (not your only option)
 - ▶ **Do not leave a safe/secure place for an unknown site**
- ▶ If you elect to Escape:
 - ▶ Escape intelligently
 - ▶ Follow a **predetermined safe path** to a secure site
 - ▶ Practice routes (*Primary* and *Secondary*)
 - ▶ **Leave possessions**
 - ▶ Warn others but don't slow your escape
 - ▶ "**Cover**" versus "**Concealment**" (*Cover is your goal!*)
 - ▶ **Do not run blindly!**

It is critical for the presenter to emphasize that the ISP Response Options Model is not linear. While the ISP presentation introduces the response options of the model as Escape, Lockdown, Fight, the options may be exercised in any order.

The Escape component of the model stands as one of your best options if you have a safe path to a secure area. It underscores the critical component of establishing a secure path to a predetermined safe area.

A valuable teaching component may be found in an event that occurred in Jonesboro Arkansas in which an 11 and 13 year old pulled a fire alarm as part of a predetermined plan to evacuate students and staff into a “killing field” to facilitate an active shooter attack. It has been speculated that this tactical move was also a component in the Parkland Florida shooter’s attack strategy. While these attacks were carried out in a school setting, the events stand as a valuable teaching tool for places of commerce. **Individuals must not run blindly** and employees must be reminded that a fire alarm can be utilized as a component of an attack strategy. Confirming the alarm takes only seconds and may be a consideration for management to contemplate.

Escaping via a safe path to predetermined secure area is a critical component in the “Escape Option.” It may also be underscored that **in practical drills in large buildings the location of the shooter is difficult to determine. (In practical drills conducted by law enforcement, when blanks are discharged in a large building the exact location of the shooter is difficult to determine.)** Because it is difficult to tell the location of the shooter or direction the shooter is taking, employees must not run blindly. With that in mind, **running blindly may very well take individuals directly into the shooter.**

UNARMED RESPONSE TO ACTIVE SHOOTER EVENTS



The predetermined safe path must also provide cover if possible. As individuals exercise the “Escape” option, they must run intelligently by taking a safe path with as much cover as possible. Because, it is difficult to determine the exact location of the threat, alternate escape paths are recommended.



SLIDE #15 LOCKDOWN OPTION

ISP Response Model: **Lockdown**

- ▶ Identify **Secure Locations**
- ▶ Quickly **Lock, Secure** and **Barricade** the Door
 - ▶ Place as much **cover** between you and the threat as possible (i.e. cabinets, large solid desks, solid walls).
- ▶ **Pre-identify** objects that may be used to **barricade** the door ahead of time
- ▶ **Stay on your feet** and out of the **Line of Sight & Fire**
- ▶ **Silence** Electronic Devices
- ▶ **Call / Text 911** (If safe to do so)
 - ▶ Texting may be a silent option but **calling is best!**
- ▶ **Practice** Lockdown Option & frequently audit the Safe Room
- ▶ **Establish rules** to govern the Safe room

When considering the “Lockdown” option, it should be stressed that planning must take place. The “Safe Areas” must be established ahead of time. The “Lockdown Area” must have doors that can be rapidly secured. Equipment must be determined ahead of time that may be utilized to barricade the door and serve as weapons. Supplies for supporting the population of the “safe area” must developed, stored and secured in the safe area.

As is the case with all options, planning, drilling and practicing the components of the “Lockdown” option must be practiced. Individuals must have primary and secondary safe paths to the “Lockdown” sites. Finally, it is critical to have predetermined rules that govern the safe area. The person in charge with a backup must be determined.

The basic operational procedures (when to open the door, how to coordinate the fight option, *etc.*) must be clear to the person (and backup) in charge and the population of the “safe area.”

It is unlikely, but that individuals in the safe room will need to spend hours in the safe room. However, it has happened. It may take time for the facility to be “cleared.” With that in mind, the safe areas should have supplies to support the population that is likely to populate the “safe area.” EMT, health care professionals, *etc.* may assist in developing the safe room supplies or kits.



SLIDE #16 THE FIGHT OPTION

ISP Response Model: **Fight**

- ▶ This may be one of your **last possible options** but remember this is **not a linear model!**
- ▶ **Predetermine** and **Identify Objects** in the Workplace that May be Utilized as **Potential Weapons**
- ▶ **Strategically Position** Yourself and Others
 - ▶ Take a Position **Out the Line of Sight/Fire**
 - ▶ Bring the **Threat** into Your **Circle of Violence**
 - ▶ **Surprise** is a Key Element!
- ▶ **Practice** and **Coordinate** the Fight Response

It must be made clear that this is often viewed as the option you may exercise if no other option is available. However, it must be underscored that the ISP options are not linear! You may fight and then “Escape” or “Lockdown” and or return to the “Fight” option.

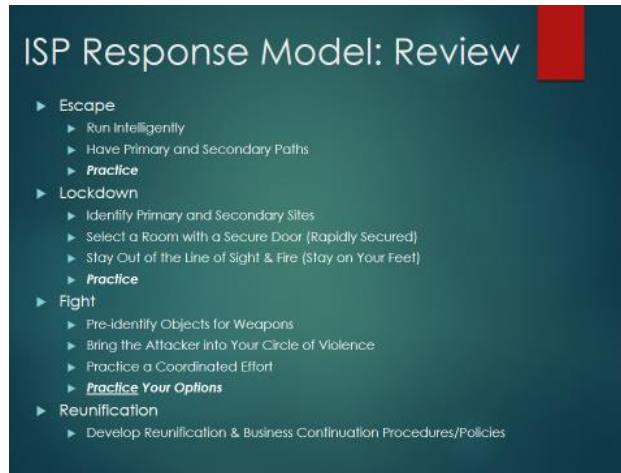
Key strategies to successfully carryout the “Fight Option” are planning, predetermining weapons, strategically positioning your attack, and bringing the attacker into your “Circle of Violence.”

You must position yourself out of the line the sight and fire. Surprise is a key component. Position yourself in position to take advantage of the “surprise strategy.” You must think in terms of bringing the individual in terms of bringing the threat into your “Circle of Violence!” The presenter may wish to discuss the concept of “Circle of Violence!” This is simply taking a place of advantage where you bring the threat into a position where the weapon you have becomes effective. Troopers often give the example that if you are going to utilize a chair as a weapon from twenty feet away, you have failed to bring the threat into your “**Circle of Violence.**” However, if you are standing out of the line of sight and fire (by the door as the threat enters), you have brought the threat into your “**Circle of Violence**” and the chair becomes an effective weapon.

As is the case with all options, you must plan and practice the “Fight Option.” The “Fight Option” is a coordinated effort. ISP Department strongly recommends a practiced concerted effort. Superintendent of the Indiana State Police Doug Carter, suggests, “**If you plan and practice you will be able to do far more than you think you can do!**”



SLIDE #17 RESPONSE OPTIONS REVIEW



Here it is critical to revisit briefly the components of the ISP Nonlinear Response Model.

Escape

- Do not run blindly (Run Intelligently)
- Have Primary and Secondary Paths
- Practice the Escape

- Stay out of the line of sight and fire
- Establish rules for the operation of the 'Safe Area'
- Practice your paths to the lockdown site

Lockdown

- Identify and publish safe site locations
- Select a location that can be secured

Fight

- Pre-identify objects and weapons
- Bring the attacker into your 'Circle of Violence'
- Coordinate your efforts
- Practice

Reunification

- ❖ Reunification is a component of the "Response Option Model" often Omitted
- ❖ Management must have a "Reunification Plan"
 - Develop a **Secure Site** for Reunification (Identify Alternate Sites)
 - Develop a Plan for "Accounting for All Employees"
 - Develop "Reunification Kits" to Support Employees (Kits Matched to Employees)
 - A Plan for Reuniting All Employees with Family Contact/Emergency Info (Record and Update Reunification Cards in Advance)
 - Establish "Staging Areas" For Media Away from the Crisis Location
 - Develop a "Business Continuation Plan"



SLIDE #18 ARRIVAL OF LAW ENFORCEMENT

Arrival of Law Enforcement

- ▶ Arrival of Law Enforcement
 - ▶ They may **look different** than you expect!
 - ▶ They will **take charge**! They are there to **hunt the threat**!
- ▶ Your goals:
 - ▶ Keep **hands high and empty**
 - ▶ Be as **nonthreatening** as possible
 - ▶ **Do not reach out** to law enforcement
 - ▶ Be prepared to **provide information** on the shooter
- ▶ Hostage Situation:
 - ▶ Your **best chance of escape** may be at the **onset of the event**!
 - ▶ You should **be alert** to the dynamics of the situation.
 - ▶ You must **be prepared** to take action!

It is important to stress that arriving law enforcement may not be in full uniform but they will have articles of clothing that will identify them (Campaign Hat, Badge, Law Enforcement Vest, *etc.*). Victims must **present themselves in a nonthreatening manner**. **Law enforcement has milliseconds to determine if you are a threat**. You need to assist them in that identification by keeping hands high and empty, not reaching out for them, *etc.*

Law enforcement will need your assistance in identifying the threat. On the ISP website, individuals may find information that arriving law enforcement and 911 operators need to have to identify the shooter or shooters (clothing, hair color, type of weapon, location of shooter, *etc.*).



SLIDE #19 INTRODUCTION TO THE HOUSTON CITY
COPYRIGHTED VIDEO



It is important to direct the audience to watch the video and keep in mind the principles discussed in the “**ISP Unarmed Response to an Active Shooter Event**” program.

Members of the audience should look for individuals carrying out the principles discussed in the URASE presentation.

The presenter may also ask, “Did you note any actions by the participants in the video that could have been executed more appropriately?”



SLIDE #20 HOUSTON CITY COPYRIGHT VIDEO: SURVIVING AN ACTIVE SHOOTER EVENT



Again, presenters may wish to ask participant to view the video in light of the ISP URASE program. What principles do you see demonstrated?



SLIDE #21 QUESTIONS FOR THE VIDEO

A dark blue slide with a red vertical bar on the right side. The title "Questions for Video" is at the top in white. Below the title is a list of seven questions, each preceded by a white right-pointing triangle.

Questions for Video

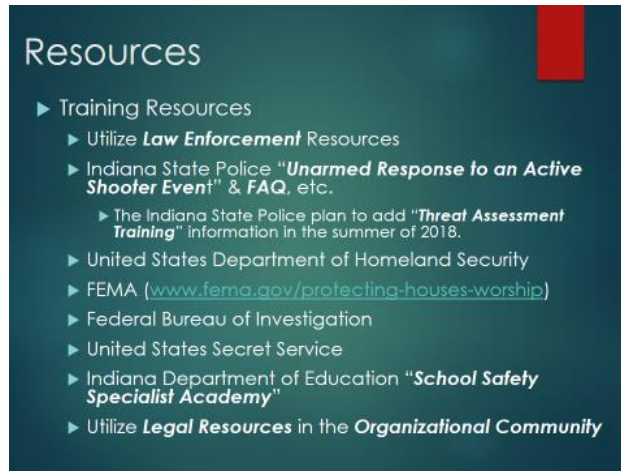
- ▶ What do you see that may have assisted in preventing the attack?
- ▶ What initial actions of some employees may have hindered their escape?
- ▶ After exiting the facility, what actions did the employees take that may have placed them at risk?
- ▶ Do you have any suggestions on how to better secure the safe room?
- ▶ What actions did the employees take to increase the security of the safe room?
- ▶ Did all employees take a position that maximized their safety in the safe rooms?
- ▶ Did the employees bring the threat into their "circle of violence?"

After the video, these questions may assist the presenters in conducting a discussion on the content of the Houston based program:

- ❖ What do you see that may have assisted in preventing the attack?
 - Better Control the Entryway
 - Increased Participation on behalf of the Security Guard
 - Possible Prevention Via Early Identification
 - Increased Vigilance on Behalf of the Employees
- ❖ What initial actions of some of the employees may have hindered their escape?
 - Just wanted to hide and stay in that position when escape was an option
 - Taking time to convince others to go with them
- ❖ After exiting the facility, what actions did the employees take that may have placed them at risk?
 - Need to distance themselves from the facility (approximately 300 to 500 feet)
- ❖ Do you have suggestions on how to secure the safe area?
 - Place a wedge in the door
 - Identify equipment in the room that can be used to barricade the door
- ❖ What actions did the employees take to increase the security of the safe area?
 - Barricaded the door way
- ❖ Did employees take a position that maximized their safety in the safe room?
 - Yes, they positioned themselves in an appropriate position
- ❖ Did the employees bring the threat into their "circle of violence?"
 - Yes, they were positioned appropriately to surprise and attack the threat with improvised weapons.



SLIDE #22 FREE RESOURCES

A dark blue slide with a red vertical bar on the right side. The title "Resources" is in white. Below it is a list of training resources, each preceded by a white right-pointing triangle.

Resources

- ▶ Training Resources
 - ▶ Utilize **Law Enforcement** Resources
 - ▶ Indiana State Police "**Unarmed Response to an Active Shooter Event**" & **FAQ**, etc.
 - ▶ The Indiana State Police plan to add "**Threat Assessment Training**" information in the summer of 2018.
 - ▶ United States Department of Homeland Security
 - ▶ FEMA (www.fema.gov/protecting-houses-worship)
 - ▶ Federal Bureau of Investigation
 - ▶ United States Secret Service
 - ▶ Indiana Department of Education "**School Safety Specialist Academy**"
 - ▶ Utilize **Legal Resources** in the **Organizational Community**

This slide presents several free resources for business, churches, governmental agencies, schools, etc.



SLIDE #23 ISP CONTACT INFORMATION

A dark teal slide with a red vertical bar on the right side. The text on the slide is as follows:

Contact Information

For More information:

- ▶ Indiana State Police Active Shooter Preparedness
<http://www.in.gov/isp/3191.htm>
- ▶ Schedule a Presentation
<http://www.in.gov/isp/3255.htm>

It may be beneficial to explain the ISP programs may be scheduled via the ISP website. Simply, click on “Active Shooter Preparedness” and scroll down to “Schedule a Program.”