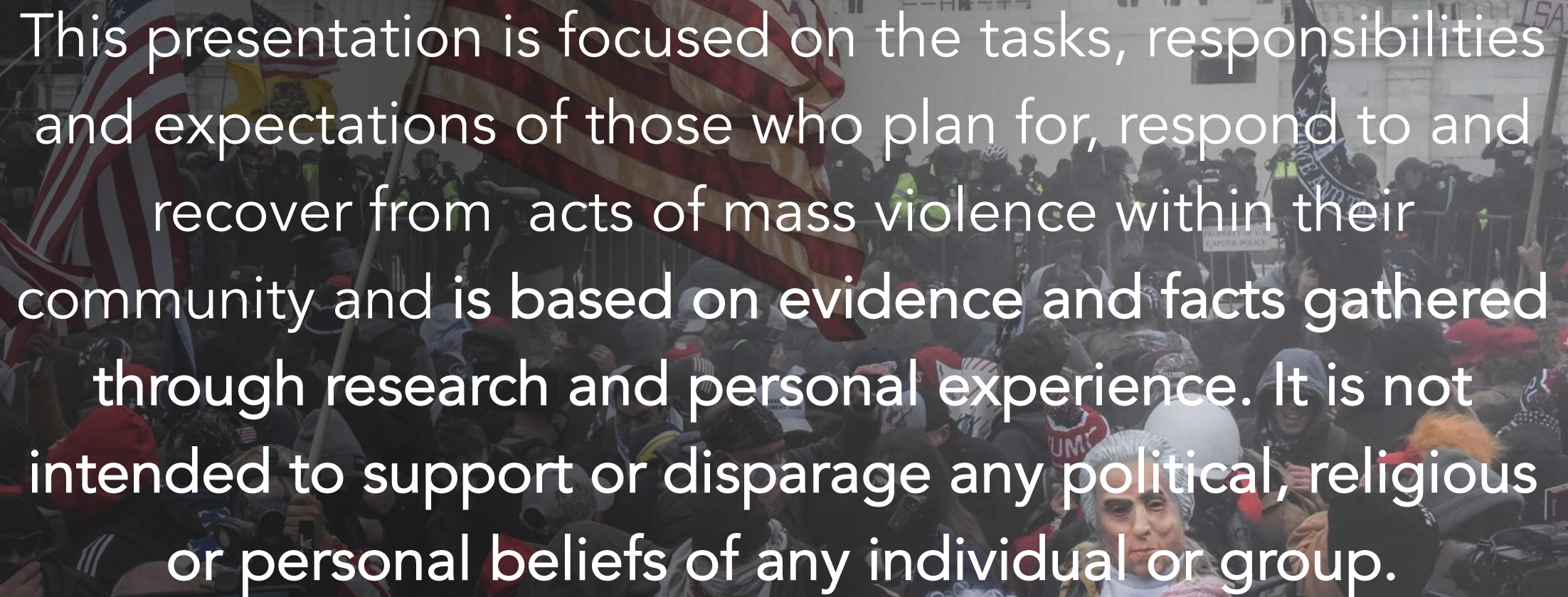




Managing the First Critical Minutes of Mass Violence

F. R. Montes de Oca

A large crowd of people is gathered in front of the US Capitol building. Many individuals are holding American flags. In the upper right, a sign is visible with the text: 1SAM8, 2CHR7, PROV1, PROV5, ISAIAHS. The crowd is dense, and the Capitol building is in the background.

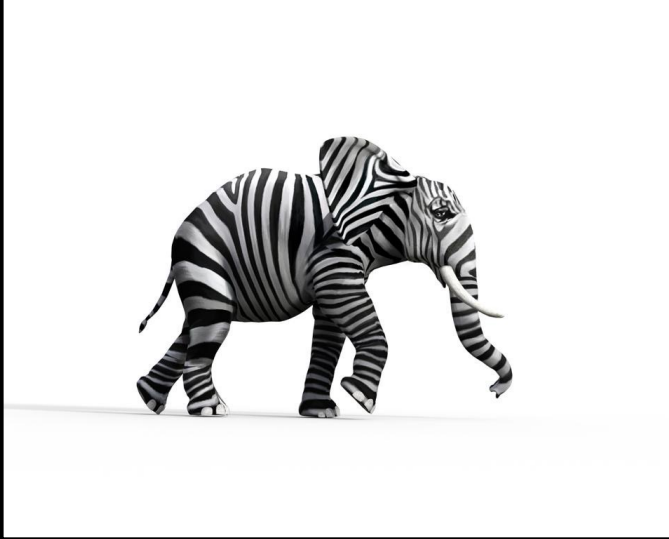
This presentation is focused on the tasks, responsibilities and expectations of those who plan for, respond to and recover from acts of mass violence within their community and is based on evidence and facts gathered through research and personal experience. It is not intended to support or disparage any political, religious or personal beliefs of any individual or group.

Managing the First Critical Minutes of Mass Violence

- Terrorized Society: American Extremism
- Situational Awareness: First Survival Steps
- Developing and Using Intelligence
- Crowd Surge Planning and Chaos Control
- Scene Size-up and Threat-Specific Actions
- Street Sense Survival
- Community Planning and Prepping
- Rescue Task Force: Can You Hang?

Terrorism Defined

The deliberate use or threat of violence in order to achieve political goals and create a broad psychological impact.



Teaching the Elephant to Tango

Prepare for new, evolving terrorist tactics, techniques and practices - emerging and disruptive technologies.

Build awareness of threats. Understand emerging technological advancements.

Develop relationships with federal, state, and local partners to better understand threat landscapes and coordinate.

Managing the First Critical Minutes of
Mass Violence

Terrorized Society:
American Extremism

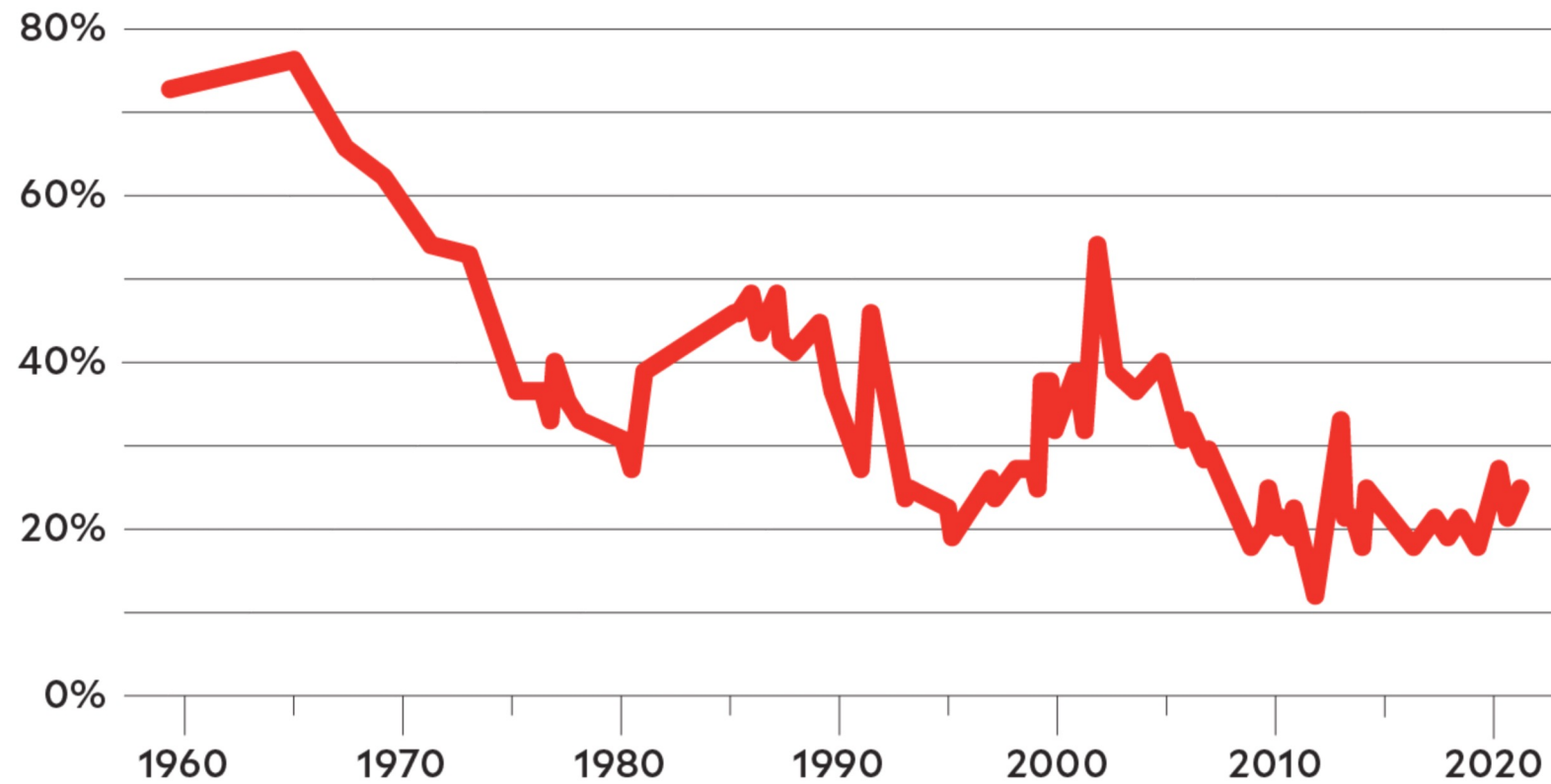
American Extremism at a Crossroad



Online Hate Group Sites
Increased 58%

2017

PUBLIC TRUST IN GOVERNMENT



Source: Pew Research Center

Mother Jones

12 COMMON COGNITIVE DISTORTIONS



Mind reading

When you assume you know what others are thinking or feeling



Negative focus

When you ignore the positive aspects and only see the negative ones



Catastrophizing

When you expect the worst case scenario to happen to you



Labeling

When you label yourself or someone negatively such as 'I'm a loser'



Should-thinking

When you have rules or expectations how things or people should be/act



Overgeneralizing

When a single negative event occurs and you believe it is a pattern



Emotional reasoning

When you believe that how you feel is evidence or reflects reality



Fortune-telling

When you think the future is set in stone and the outcome is sure



Personalization

When you feel personally responsible or guilty for things you can't control



Owning the truth

When you are certain you are right and your opinion is the truth



Just-world thinking

When you assume that everything in the world will be balanced fairly



Control fallacy

When you assume you can control everything that happens in your life

Common Aversions to Government

- Divisive Politics
- Failure to Control Corporate Greed
- Government Overreach
- Increased/Unfair Taxes
- Government Spending/Waste
- Lack/Poor of Decision-making
- Failing Economy (Inflation)

Common Civil Unrest Catalysts

- Judicial Decisions
- Political
- Economy
- Race/Ethnicity
- Religion
- Environmental Conflict
- Labor Disputes
- Sporting Events
- Cultural Clashes



SOVEREIGN CITIZENS

Believe the federal government operates under commercial law written in the U.S. Uniform Commercial Code (UCC).

2016: the FBI estimated there were 100K to 300K sovereign citizens in the U.S.



(U) Moorish Flag
(U) MediaNews Group



SOVEREIGN CITIZENS (SCVE)

Common Tactics

- Threats of Violence
- Threats of Obfuscation
- Threats to 'Arrest' Officials
- Physical Assaults
- Lethal Firearm Attacks
- Real Estate/Property Theft - Squatting.

SOVEREIGN CITIZEN

Paper Terrorism

- Fraudulent Filings of Liens
- Multiple Frivolous Lawsuits
- Filing False IRS Documents (Form 1099 or Form 8300)
- Claiming to Have Paid LEOs
- Attempting to Have LEOs Declared Involuntarily Bankrupt
- Taking Action Against LEOs in Common Law Court
- Indicting Officers on Criminal Charges
- Issuing LEO Arrest Warrants

SOVEREIGN CITIZENS

Common Terms and Phrases

- Freeman
- Traveler
- Natural Person
- Flesh and Blood
- Artificial Person
- Indigenous
- Aboriginal
- Strawman
- Right to Road Travel
- Traveler in a Vessel
- Diplomat
- Non-Resident Alien

SOVEREIGN CITIZENS

Fraudulent Vehicle Plates

(U) Sovereign citizen criminals place fraudulent license plates to vehicles. These may appear to be sanctioned by unfamiliar republics, tribes, or groups or may claim diplomatic affiliation.



SOVEREIGN HEBREW
COMMON LAW
ISRAELITE

United States of America Constitution
Without prejudice (UCC) 1-308 (1-207); UCC 1-103.6
Title 8 USC 1481(a) Title 8 USC 1502

18 U.S. Code § 241
Private Property
1st Amendment
2th Amendment
28 U.S. Code § 1746(1)

RIGHT TO TRAVEL
4th Amendment
5th Amendment
ROYAL TRIBE OF JUDAH

AMERICAN
NATIONAL REPUBLIC

Bill of Rights
9th Amendment
10th Amendment
Not for hire
None Commercial
18 U.S. Code § 242



No Driver License Or Insurance Required

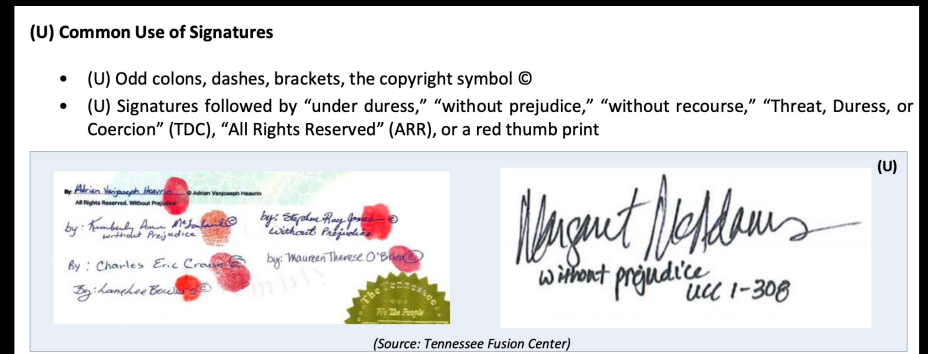


Private

Not For Commerce - Private Mode Of Travel

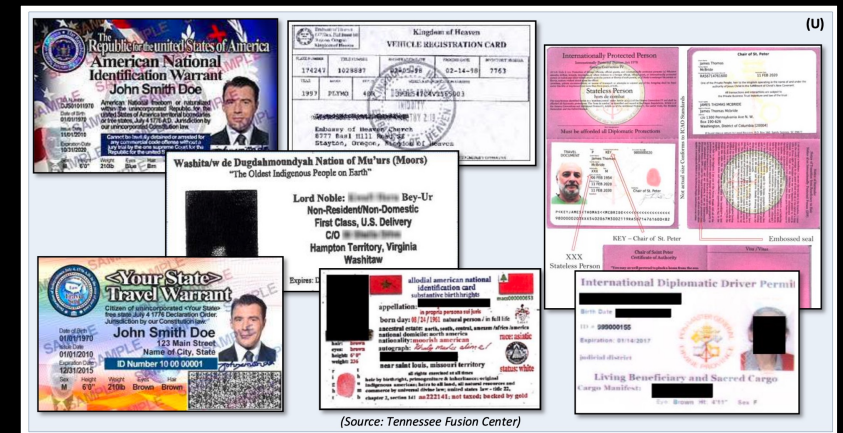
Interacting with Sovereign Citizens

- Ensure a LEO is present before encounters
- Assume the interview will be recorded
- Do not allow an individual's unusual behavior to deter your mission
- Don't become distracted by pseudo-legal documents produced by the individual
- Avoid engaging in a verbal argument or legal debate



Interacting with Sovereign Citizens

- Avoid arguing politics or beliefs
- Avoid implying that the individual has a mental illness
- Be aware the individual may attempt to question you or read you your rights
- Be alert for supporters to arrive at the scene
- Stay focused
- Do not allow the individual to cloud the issue



TERRORISM CATEGORIES

US Homeland Security

- Racially or Ethnically Motivated Violent Extremism
- Anti-Government or Anti-Authority Violent Extremism
- Animal Rights/Environmental Violent Extremism
- Abortion-Related Violent Extremism
- All Other Domestic Terrorism Threats
 - Religion
 - Gender
 - Political Affiliation



LEFT WING/RIGHT WING

Psychological Summaries

- Radical leftwing groups generally consist of persons who are single, separated, or divorced.
- Many are involved in a subconscious conflict with their parents, and terrorist group membership provides them with an expression for this rebellion.
- Radical rightwing groups frequently include entire families and are somewhat like cults.

LEFT WING/RIGHT WING

Psychological Summaries

- Leftist groups engage in protracted sessions of self-criticism.
- Rightist groups reinforce their self-image as genuine and dedicated.

LEFT WING/RIGHT WING

Psychological Summaries

- Members of leftwing groups tend to be better educated than members of rightwing groups.
- Those on the right tend to be more compulsive, while those on the left are more meticulous planners.
- Rightwing groups tend to be more violent, although leftwing groups more frequently target law enforcement as the willing tool of the oppressive regime.

LEFT WING/RIGHT WING

Psychological Summaries

Both left and right groups try to achieve some level of solidarity with similarly oriented political organizations.

LEFT WING/RIGHT WING

Psychological Summaries

- Leftist groups are often concentrated in the eastern part of the United States and in urban areas, while rightist groups are more commonly found in rural areas.
- Leftwing groups tend to be atheistic or agnostic, and rightwing terrorists are usually radical fundamentalists who seek to justify their actions with quotes from the scriptures.

LEFT WING/RIGHT WING

Both extremes are antidemocratic, see their mission as bringing about the revolution, and blame all the Nation's problems on a particular group.

LEFT WING/RIGHT WING

- Leftists usually have urban backgrounds, are highly educated, and include blacks.
- Extreme right-wing groups consist of white Christians and are often blue-collar and poorly educated.

LEFT WING/RIGHT WING

- Both types of groups pose a danger to the United States and need to be monitored.
- Right-wing groups have greater potential for mounting a significant effort because they espouse traditional American values.

Far-right Terrorism

Threat or violence by entities whose goals include racial or ethnic supremacy, opposition to government authority, anger towards women and/or belief in conspiracy theories such as QAnon or outrage against certain policies such as abortion.

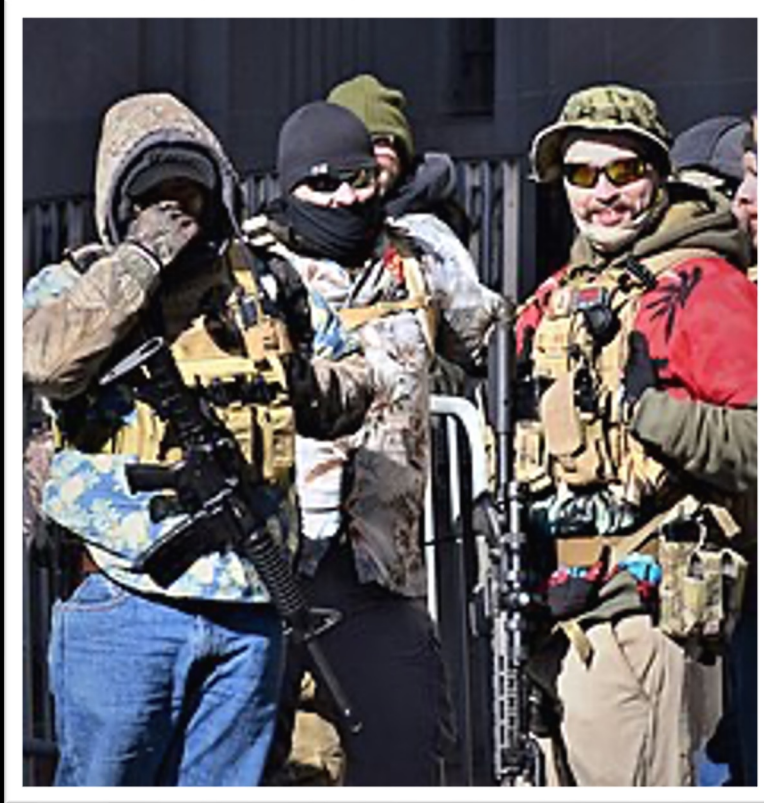
Unite the Right



Far-left Terrorism

Threat or violence by entities that oppose capitalism, imperialism, colonialism, advocate black-nationalism; pursue animal rights and environmental issues; espouse communism or socialist beliefs or support a decentralized social or political system such as anarchism.

FAR-RIGHT EXTREMISM



Boogaloo Boys

EXTREME LEFT GROUPS IN THE US

Today's far-left groups largely do not have hierarchical or even organizational structures like their far-right counterparts.

Far-left groups in the 20th century largely focused on specific issues:

- Puerto Rican Independence
- Environmentalism
 - Animal Liberation Front (ALF)
 - Earth Liberation Front (ELF)
- Modern far-left groups focus on social justice issues:
 - Racial Equality
 - Immigration Rights
 - Abortion
- Align with Socialist and Anti-Capital Values Against Wealth Equity
- Gun Ownership



RMVEs

A transnational network of racially or ethnically motivated extremists driven by a belief in white race superiority. They advocate for violent extremist attackers in Western countries to target minorities, other civilians, government officials, and critical infrastructure using mostly simple tactics and easily acquired materials.



Aim of Leaderless Resistance

“to prevent the infiltration of groups and the prosecution of organizations and individuals by formally dissociating activists from each other and eliminating official orders.”

*“...leaderless resistance has been a near total failure
as a method of fomenting widespread armed resistance
against the U.S. government.”*

Louis Beam

Kathleen Belew

Burn Baby Burn

Accelerationist extremists often advocate for “tearing down the system” and “burning it all down,” arguing that there is “no political solution.”

Analyst Comment



“The problem is, we’re so much better at crisis than long-term planning that we turn everything into a crisis.”

Chris Fussell



QAnon



QAnon Beliefs

- The government, media, and financial worlds in the U.S. are controlled by a group of Satan-worshipping pedophiles who run a global child sex-trafficking operation.
- There is a storm coming soon that will sweep away the elites in power and restore the rightful leaders.
- Because things have gotten so far off track, true American patriots may have to resort to violence in order to save our country.

Managing the First Critical Minutes of
Mass Violence

Developing and Using
Intelligence

To defeat your enemy, you must know your enemy.

Gathering Intel *Can* Be Simple

Utilizing it, Not so Much...

- Who
- What
- When
- Where
- Why
- How



Intelligence Sources

- Law Enforcement
- Fire/Rescue/EMS
- Medical Community
- Emergency Management
- Local/National Media
- Federal Government
- State Government
- Schools
- Religious Community
- Cultural Centers
- Social Media
- Entertainment Venues





www.HomelandSecurity.ky.gov

502-564-2081 866-EYE-ON-KY



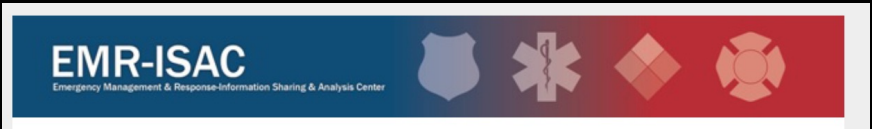
FusionCenter@KY.gov



(U) Terrorism Open Source Weekly (TOSW)

202301-TOSW-110

13 January 2023



The Attack Cycle

1	Look	All predators must first seek their prey
2	Choose	In the process of looking, they will choose their intended victim
3	Stalk	They observe, decide if it's worth the effort, then figure out how to strike
4	Close	After determining their plan of attack, they will close-in to a strike position
5	Strike	After first four steps, they will execute their attack

TERRORIST RADICALIZATION AND ATTACK CYCLE

Potential Influence of EDT on a Terrorist Attack

Terrorists will almost certainly exploit the proliferation of relatively inexpensive, fast-evolving technologies—sometimes used in conjunction with one another—to support their operations at every stage of the attack cycle.

Post Attack: Terrorists could use cyber bots to share videos of the attack or use deepfakes to propagate disinformation for messaging purposes to foster recruitment and build support.

Radicalization and Recruitment to Violence: Terrorists could use emerging technologies to increase recruitment on social media and gaming platforms, such as by using AI to pinpoint vulnerable populations.

Note: Use of social media and gaming platforms may involve constitutionally protected activities; use alone is not indicative of violent extremism.

Attack Execution: Terrorist could use autonomous vehicles to provide automated support or distractions when conducting attacks. Use of AI could help terrorists identify similar targets to the ones they are researching.

Attack Preparation: Terrorists could share attack plans via encrypted services. They could use unmanned aircraft systems (UAS) for pre-attack surveillance. Augmented/virtual reality could enable attackers to practice and do dry runs for attacks.





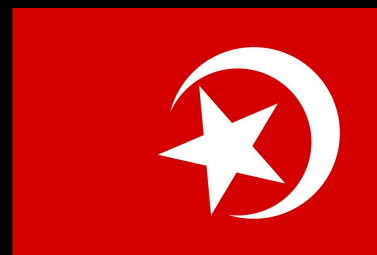
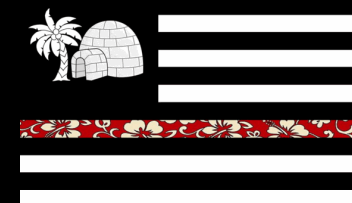
SPLC
Southern Poverty
Law Center

Tracked 733 Active
Hate Groups in 2021



SPLC
Southern Poverty
Law Center

- Proud Boys
- New Black Panther Party
- Ku Klux Klan
- Nation of Islam
- Patriot Front
- House of Israel
- Christ or Chaos
- United Skinhead Nation
- Boogaloo Bois



HATE SYMBOLS





National Socialist Legion
Neo-Nazi (2018)



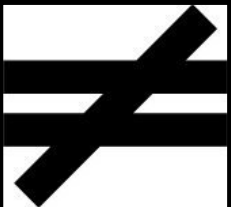
Our Race Is Our Nation



National Socialist Movement
Largest Neo-Nazi Group in US



Señor Pepe': Alt-Right
Anti-Jew Symbolism



Not Equal To -
White Supremacist



Atomwaffen Division
National Neo-Nazi Group



Anti-Antifa (Anti-Fascists)



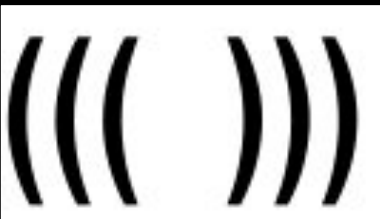
Vanguard America
(aka America Vanguard)



White Supremacist version
of Celtic Cross



Patriot Front: 2017
Former Vanguard America
Members



Echo: White Supremacists
Code for Jew



Identity Europa
(IE)



WE MUST
SECURE THE
EXISTENCE
OF OUR RACE,
AND A FUTURE
FOR WHITE
CHILDREN

-DAVID LANE-



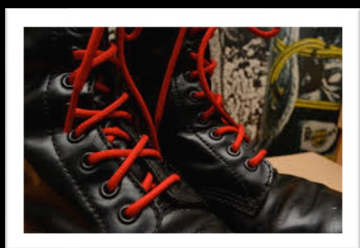
Uniform of the Day



White Pride



Anti-Racist



Neo Nazi
National Front



Gay Pride



Kill a Cop



No Affiliation

The Great Replacement Theory



Racist Conspiracy Theory

- Immigration
- Interracial Marriage
- Integration
- Violence

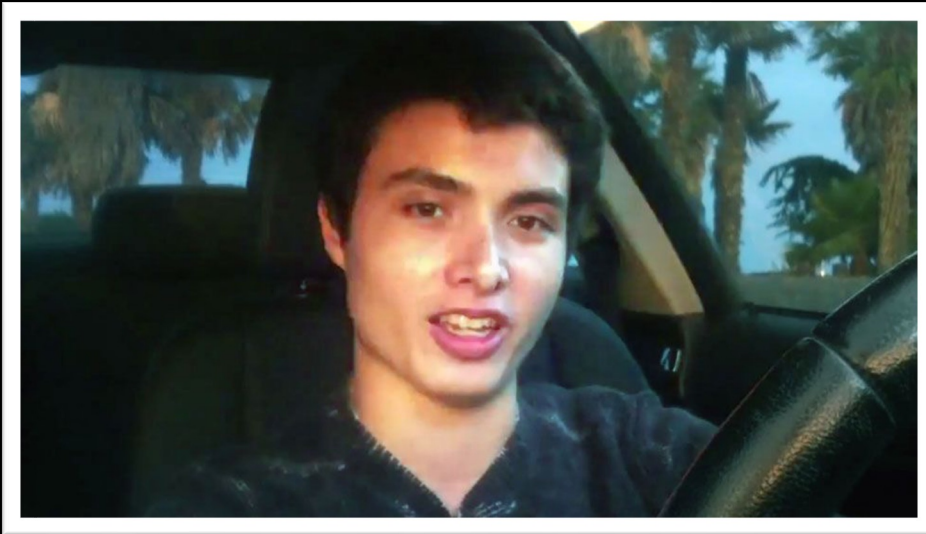
White people are being disenfranchised, disempowered, and pushed out of white nations.

INCELS

- Incel is short for "involuntarily celibate" and in particular refers to online groups of men who feel that they can't enter into sexual relationships.
- The attitudes of men who visit the boards vary widely, but online they frequently vent anger against sexually prolific men ("Chads") and women ("Stacys").
- More generally, incel forums often include rants aimed at feminism and women.

INCELS

Heroes and Fans



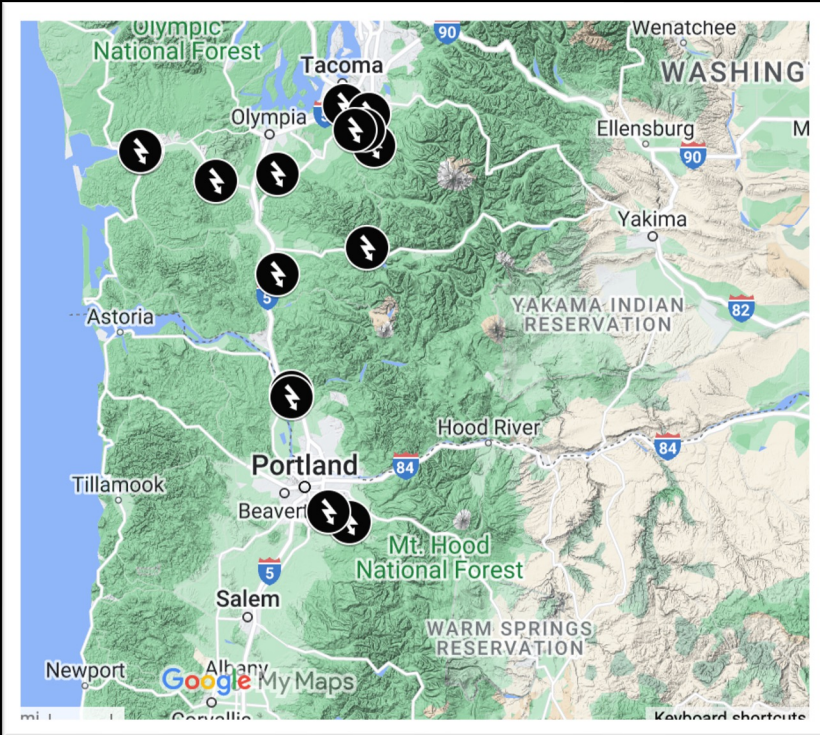
Elliot Roger
Murdered 22 in Isla Vista, CA
2023



COORDINATED ECO TERRORISM

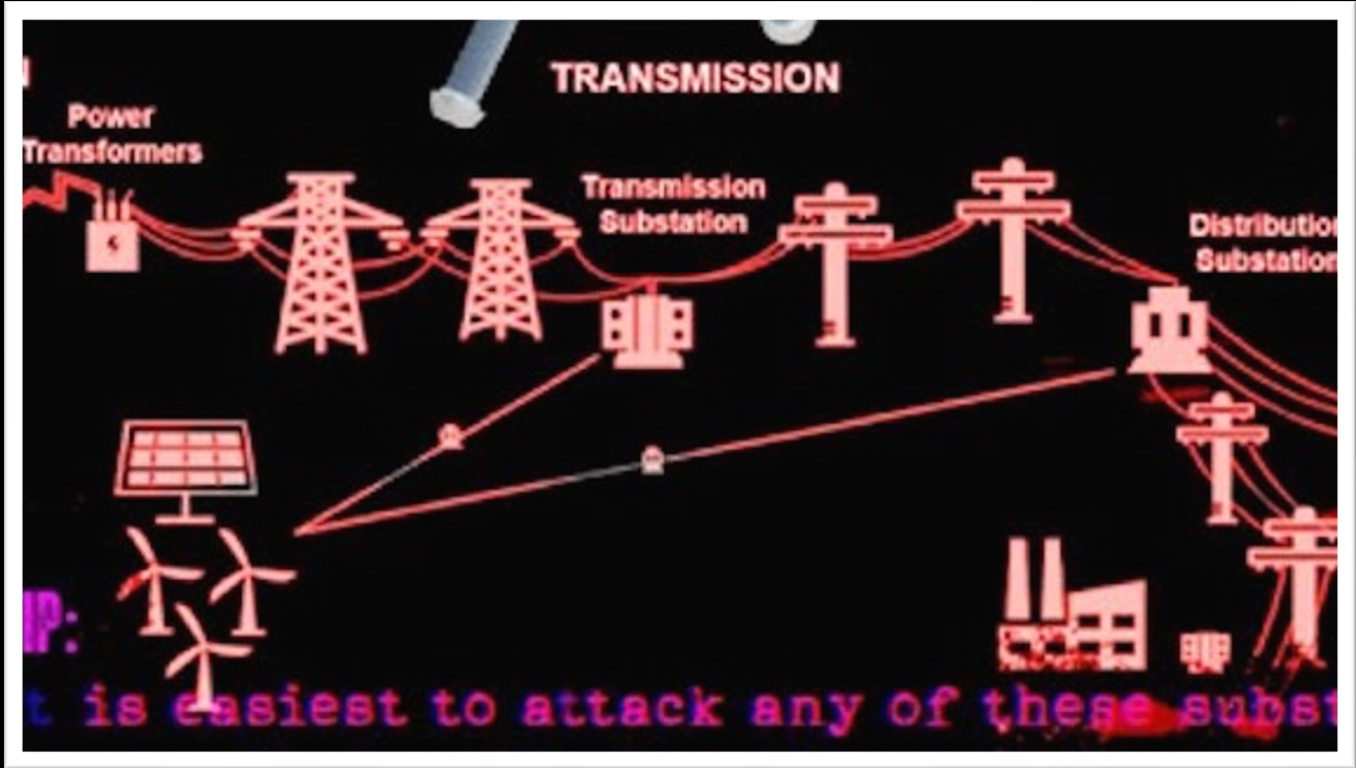


COORDINATED ECO TERRORISM



The current system, or technological society in which we live enables this. So long as the power turns on, the status quo, the downward decline of our race, and the increase in nonwhites in our lands will carry on unhindered. So this document

COORDINATED ECO TERRORISM

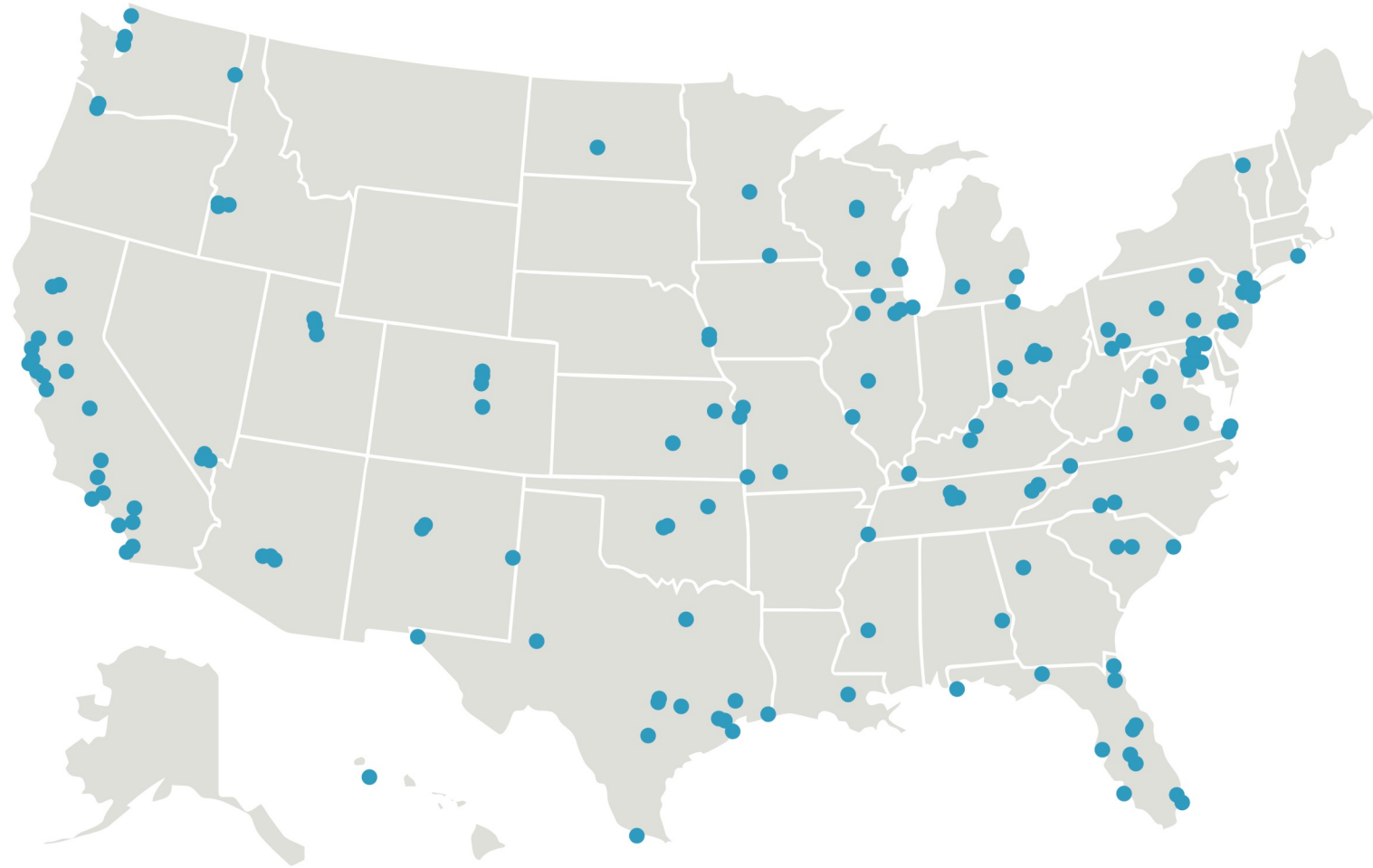


Neo Nazi Electrical Grid System Attack Manual



Proposed Power Station Hardening

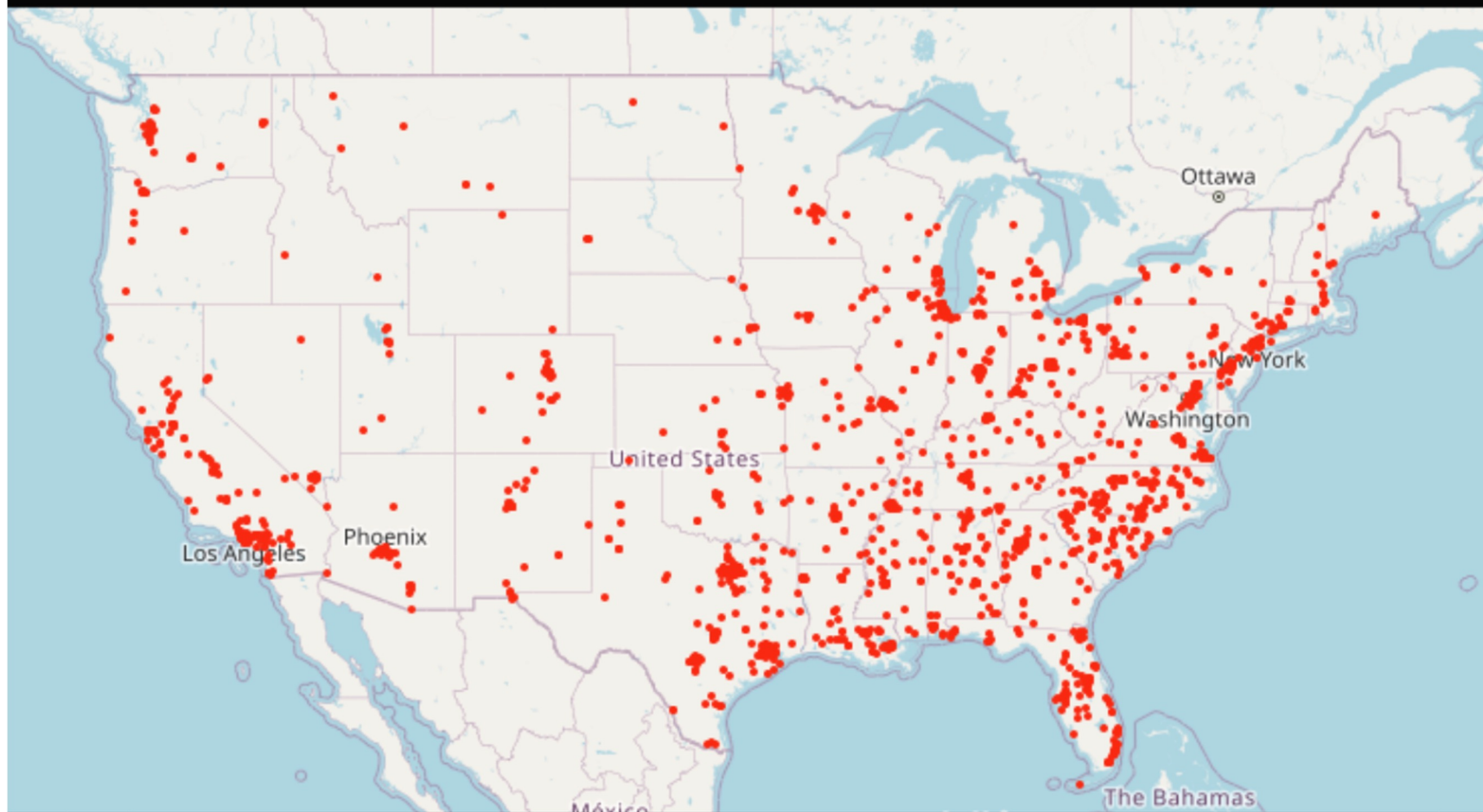
Locations of the 173 Mass Attacks in the U.S., 2016 - 2020



GVA

GUN VIOLENCE ARCHIVE

NUMBER OF DEATHS IN 2023



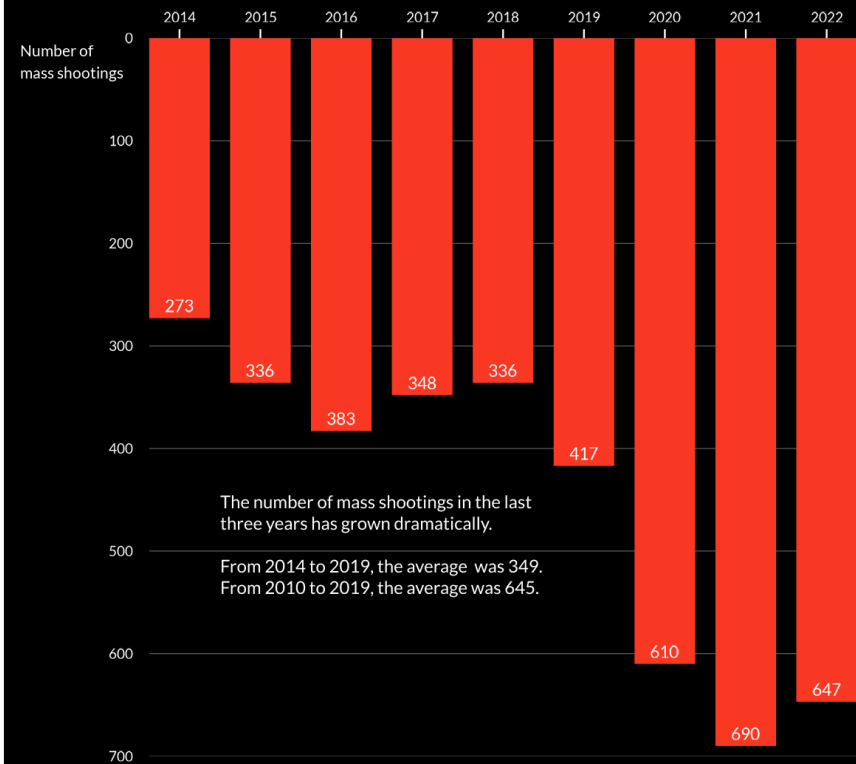
January 1 - February 14, 2023

gunviolencearchive.org

Mass Shootings in the United States

Since 2014, there have been 4,040 mass shootings that have killed 4,266 people

Latest date record = December 31st, 2022
The Gun Violence Archive defines a mass shooting as "four or more people shot and/or killed in a single incident, at the same time and location, not including the shooter".



The five deadliest mass shootings (1982 - 2022)

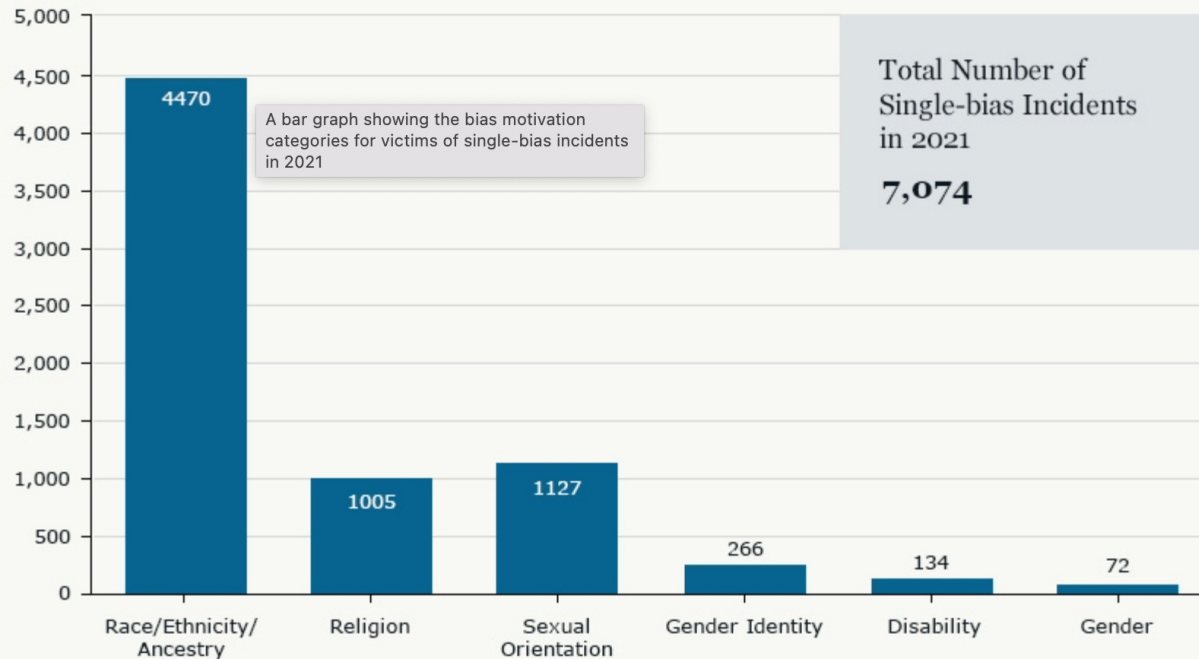
Number of people killed



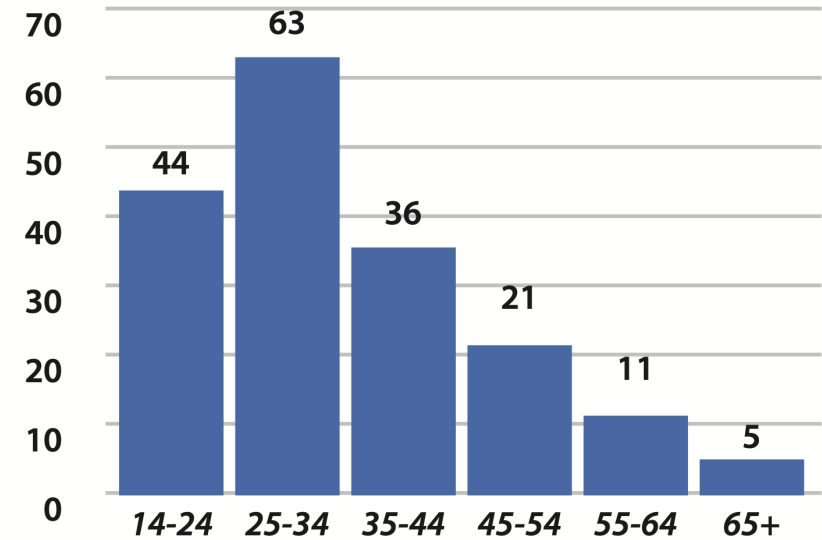
HATE CRIME BIASES

Victim Ethnicity and Attacker Ages

Bias Motivation Categories for Victims of Single-bias Incidents in 2021



Ages of the 180 Attackers



Victim Races

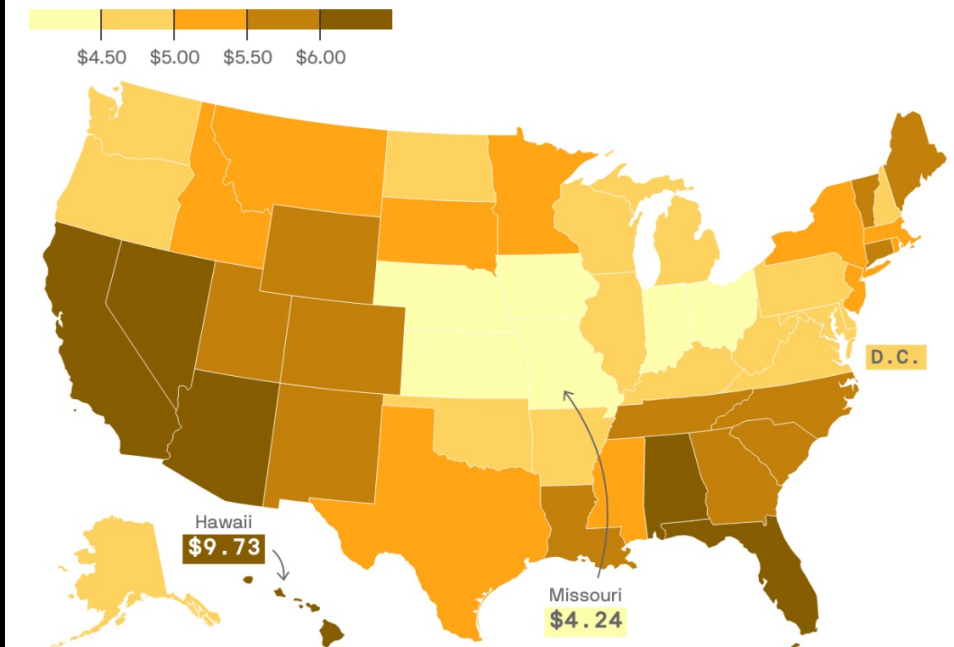
RACE	<i>n</i>	%
White	103	57%
<i>White (non-Hispanic/ethnicity unknown)</i>	84	47%
Black/African American	62	34%
Hispanic	19	11%
Asian	7	4%
American Indian	1	1%
Multiracial	1	1%
Undetermined	5	3%
<i>Hispanic ethnicity</i>	22	12%

ATTACKER MENTAL HEALTH

MENTAL HEALTH SYMPTOMS	<i>n</i>	%
Any mental health history	105	58%
Depression	62	34%
Psychotic symptoms*	51	28%
<i>Paranoia</i>	36	20%
<i>Delusions</i>	33	18%
<i>Hallucinations</i>	23	13%
Suicidal thoughts	45	25%

MENTAL HEALTH SYMPTOMS	<i>n</i>	%
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<i>Paranoia</i>	36	20%
<i>Delusions</i>	33	18%
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Average price Instacart customers paid for a dozen eggs, December 2022



Data: Instacart. Map: Axios Visuals

MENTAL HEALTH SYMPTOMS	<i>n</i>	%
Any mental health history	105	58%
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Psychotic symptoms*	51	28%
<i>Paranoia</i>	36	20%
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Suicidal thoughts	45	25%

HATE OF AMERICA

International Influence

O KUFFAR

WE WILL SLAUGHTER YOU AND WE
WILL TERRORIZE YOU IN A WAY THAT
YOU DID NOT EXPECT!

THE FRENCH INTERIOR MINISTRY SAID IT HAD FOUND A HIDDEN KNIFE IN A FRENCH BREAD MOLD. THE
MINISTRY CALLED ON HONEST CITIZENS TO REPORT ANY SUSPICIOUS CASES FOR SECURITY AND SAFETY
AND FOR THE PURPOSE OF DESTABILIZING TERRORIST GROUPS, SO THAT WE ALL SECURE.

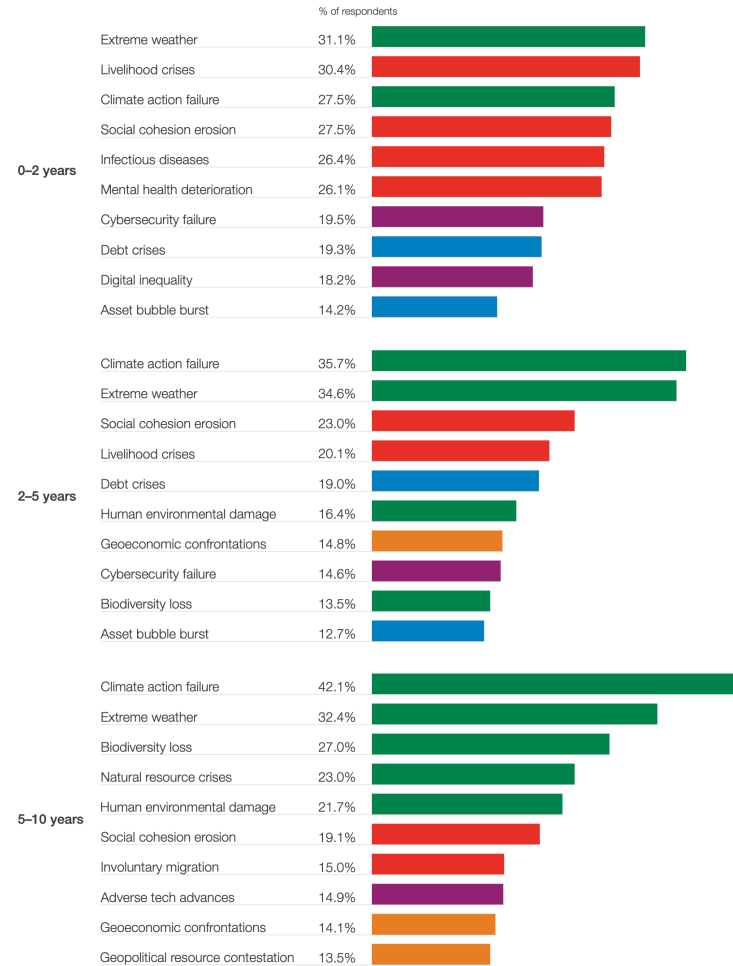
الصف
ASH-SHAFF FOUNDATION

Global Awareness

Global Risks Horizon

When will risks become a critical threat to the world?

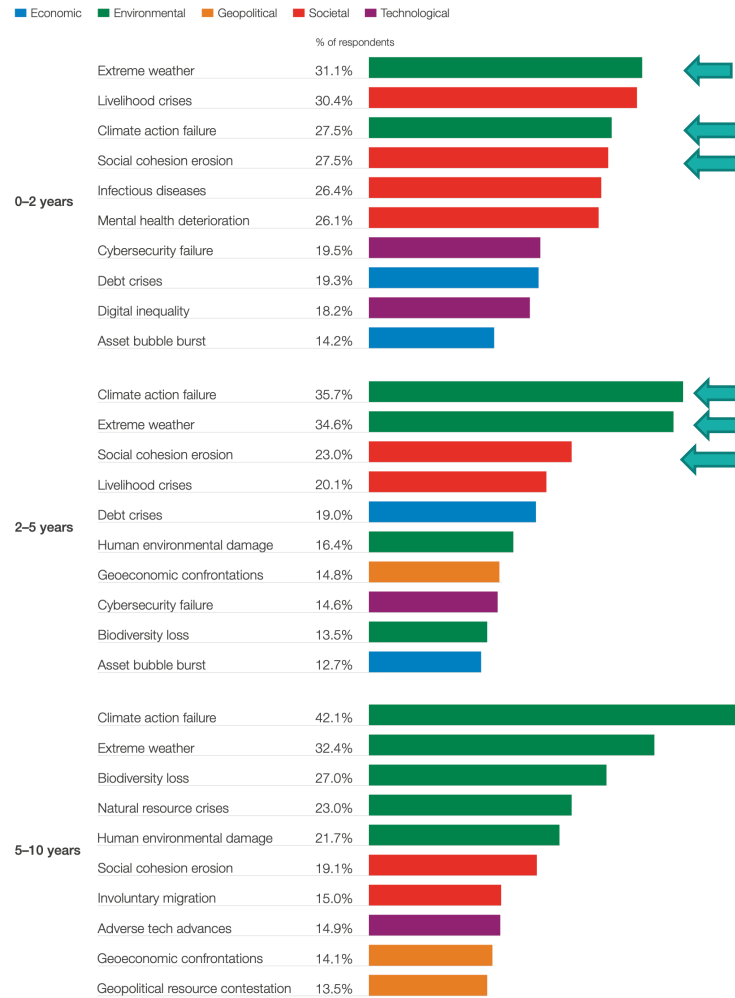
■ Economic ■ Environmental ■ Geopolitical ■ Societal ■ Technological



Global Awareness

Global Risks Horizon

When will risks become a critical threat to the world?



Global Risks by Severity

2 years

1	Cost-of-living crisis
2	Natural disasters and extreme weather events
3	Goeconomic confrontation
4	Failure to mitigate climate change
5	Erosion of social cohesion and societal polarization
6	Large-scale environmental damage incidents
7	Failure of climate change adaptation
8	Widespread cybercrime and cyber insecurity
9	Natural resource crises
10	Large-scale involuntary migration

10 years

1	Failure to mitigate climate change
2	Failure of climate-change adaptation
3	Natural disasters and extreme weather events
4	Biodiversity loss and ecosystem collapse
5	Large-scale involuntary migration
6	Natural resource crises
7	Erosion of social cohesion and societal polarization
8	Widespread cybercrime and cyber insecurity
9	Goeconomic confrontation
10	Large-scale environmental damage incidents

Fire as a Weapon





Communication Process

- Instant Messaging Apps
- Closed Online Social Media Sites
- Brochures/Flyers
- Closed Websites
- Fight Clubs
- Community Sharing

Social Media isn't Sociable

- Facebook/META
- Twitter
- Instagram
- YouTube
- Telegram
- 4Chan/8Chan
- Gab
- Reddit
- Gab
- Discord
- Minds
- Bitchute
- Parler
- Signal

Social Media Platform Uses

- Fundraising
- Communicate
- Propaganda
- Doxing
- Target Intimidation
- Activity Coordination

INTELL

Placing Responders at Risk

- Poor (Unreliable) Data
- Damaging Cross Communications
- Lack of Situational Awareness
- Unreasonably Restricted Intell Sharing
- Leaked Intell

Managing the First Critical Minutes of Mass Violence

Situational Awareness: First
Survival Step

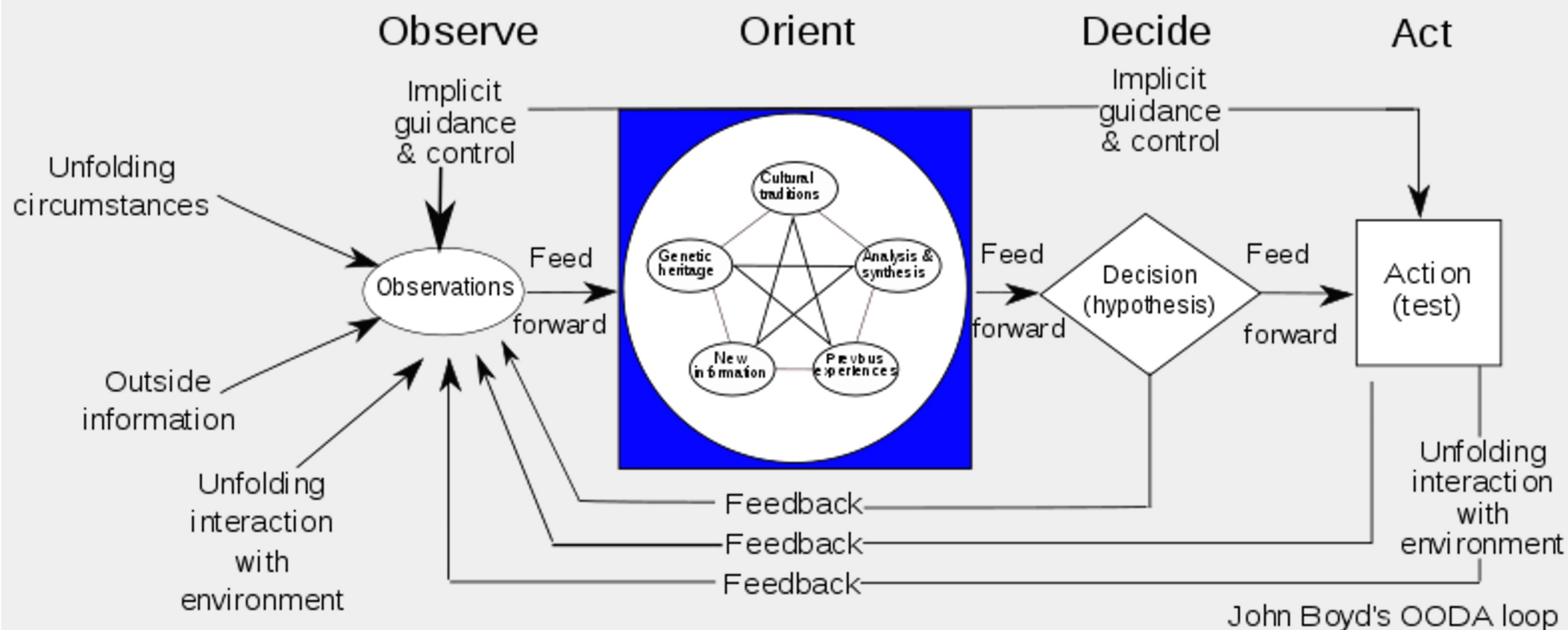
Situational Awareness Defined

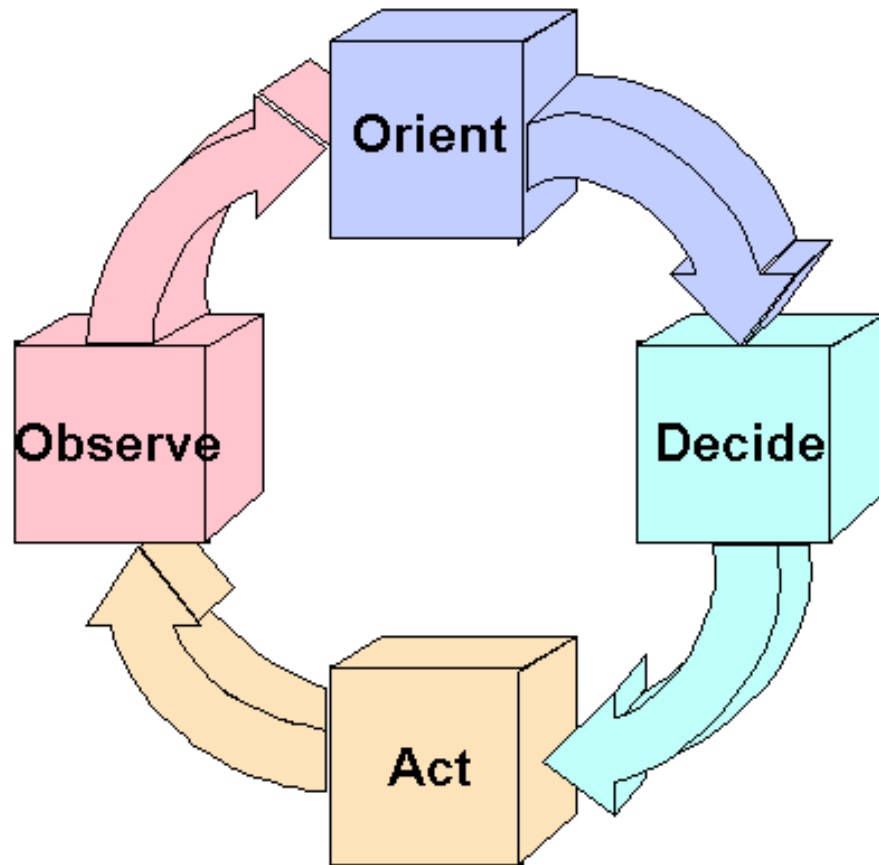
The ability to *identify, process and comprehend* the critical elements of information about what is happening regarding the mission.



Or Situational Awareness is defined as the **degree of accuracy** by which one's **perception of the environment mirrors reality.**







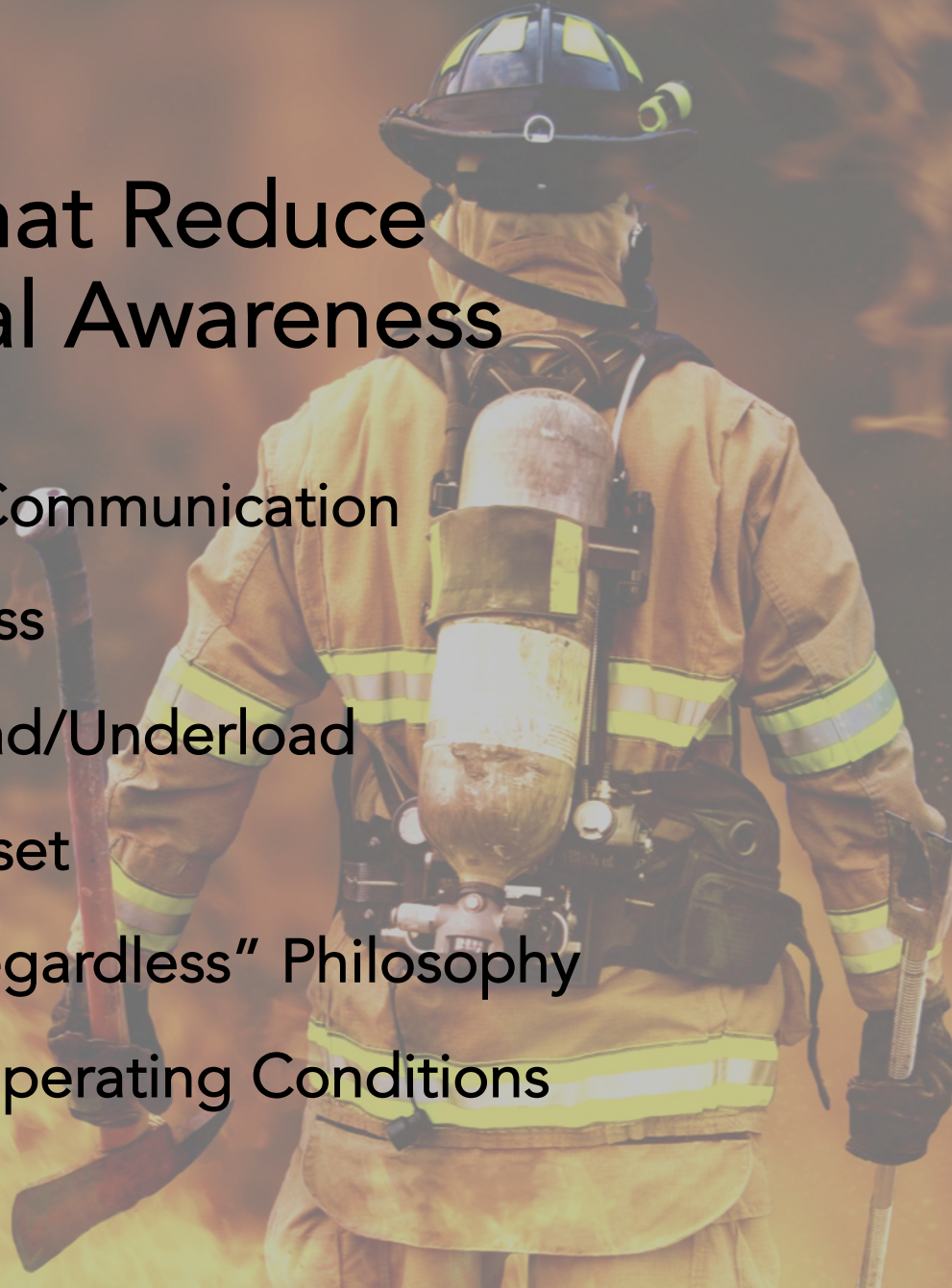
OODA Loop



Colonel John Boyd, USAF

Factors that Reduce Situational Awareness

- Insufficient Communication
- Fatigue/Stress
- Task Overload/Underload
- Group Mindset
- “Press on Regardless” Philosophy
- Degraded Operating Conditions



Improving Situational Awareness

1. Perceive by seeking and scanning for critical clues and cues.
2. Process clues and cues.
3. Predict what will happen next if responders don't intervene.
4. Use the prediction to decide action.
5. Act by communicating and coordinating.

Regulating Reality versus Perception

- Your View of the Situation
- Incoming (Filtered) Information
- Expectations versus Biases
- Information versus Expectations



Situational Awareness Truisms

- Empowered Teams Create Collective Awareness
- Individual and Team Awareness can Vary
- Premature Solutions can Misidentify Problems
- Continually Evaluate Situational Awareness
- Always Consider Plan B, C *and* D
- Remembering that Wisdom is Power

Managing the First Critical Minutes of
Mass Violence

Crowd Surge Planning and Chaos Control

If you think you are going to control this crowd when it surges...



Amygdala Planning 101



Pre-Incident Planning Focus

- Understanding Your Department Mission
- Understand Your Individual Responsibilities
- Current (Updated) ASHE(R) Guidelines
- Community Situational Awareness
- Department's Ability to Play Nice with Others



CROWD MANAGEMENT I

Know and Understand NFPA 101

- Focus on:
 - Occupant Safety > 250
 - Drinking and Stupid Activities
 - Potentially Violent Music Concerts
 - Political and Religious Rallies
 - Demonstrations
 - Highly-contested Sporting Events.



CROWD MANAGEMENT II

- Join or Monitor Crowd Management Organizations:
 - National Center for Spectator Sports Safety and Security (NCS4)
 - Entertainment Services and Technology Association (ESTA)
 - Event Safety Alliance (ESA)
- Add Certified Crowd Manager to Department's Resources



National Center for Spectator Sports Safety and Security (NCS4)

The University of Southern Mississippi

For more information, contact NCS4Train@usm.edu.

NCS4.USM.EDU/TRAINING

CROWD MANAGEMENT III

- Aggressive MedOps Improve Survivability.
- Tune Operational Plans to Specific Event Characteristics *Based on Accurate Intell.*
- Build and Implement Integrated Command and Control Actions into *All* Plans.



CROWD MANAGEMENT IV

- Implement Rescue and Ambulance Task Forces.
- Promote Community **Stop the Bleed**® and **CPR** Training.
- Improve Dynamic CasColl Point Planning and Management.
- Update, Train and Enforce a Disciplined Comms Plan.



SPECIFIC EVENT PLANNING

- Evaluate Promoter's History
- Understand Venue's Strengths and Weaknesses
- Determine Plan Reasonableness (Legal Advice)
- Assess Contingencies for Various Risks
- Establish/Train Comms Plan: *All* Event Staff Coverage
- Share Plans with Primary and Secondary Stakeholders



SPECIFIC EVENT PLANNING

- Establish Mass Evac Plan(s) with Routing Support Agencies
- Prepare and Train *All* Players (Together) for the Event
- Written Position Responsibilities and Action Steps for Contingencies – Agreed to and Signed-off
- Conduct Pre-event Site Safety Inspections
- Seek Consultation when Necessary.

Managing the First Critical Minutes of
Mass Violence

Scene Size-up and Threat- Specific Actions

Before Entering Area

- Review Intell and the Plan
- Know Response Resources
- Be Situationally Aware
- Proceed with Caution
- Never Enter a Scene with 🙅
- Trust Your Instincts



Elementary Rules of Engagement

- Always honor a threat.
- When possible, stay away from unstable scenes.
- Don't touch, taste or smell anything you can't readily identify.
- If everyone is leaving the building stay out.
- If the IC is running...try to keep up.

Elementary Rules of Engagement II

- Things you do at scenes can get you killed.
- When in doubt back out.
- Many plans don't survive the initial action.
- Always know your distance to refuge, cover and concealment.
- Things you don't recognize can kill you.

Crowd Dynamics 1

- Be Situationally Aware – Always
- Operate in Pairs – Minimally
- Know Ingress/Egress Routes - Cold
- Establish Rally Point(s)
- Practice PAR @ Regular Intervals



Crowd Dynamics 2

- Never Turn Back on Crowd
- Be Friendly but Resolved
- Keep to the Sides When Possible
- Maintain Peripheral Positions
- Move Patients to Refuge Point
- Know How to Apply TK to Yourself



Crowd Dynamics 3

- Dress for Success
- Barricaded: Pay for the Vehicle*
- Quiet Crowd: Consider Retreating
- Learn DT4EMS

*Be prepared for assault charges/lawsuits.



SPONTANEOUS CIVIL DISTURBANCE

13 Steps to Survival

1. Always be geographically aware.
2. Remain calm.
3. Keep team members together.
4. Don't get involved.
5. Drive carefully.
6. Move away from the crowd-calmly and quickly.
7. Avoid heavy traffic areas re: time of day.
8. Move to a safe area - avoiding dead ends.
9. Stay informed and keep supporters informed.
10. Dress appropriately – PPE.
11. Maintain multiply Comms.
12. Keep ID hidden.
13. Carry IFAK.



Reaction to Hostile Fire

A rapid _____ decision is necessary in order to reduce team exposure to lethal fire from a hostile threat.

Reaction to Hostile Fire

If hostile fire is encountered, immediately locate the source of fire, communicate and move to protect oneself and others.

Reaction to Hostile Fire

- ID Location(s) of Threat(s)
- Seek Cover/Concealment
- Determine Egress Pathways
- Communicate Threat Location
- Always Consider TDS.

Demobilization

- No One Left Behind
- Equipment Accountability
- Responder Debriefs/AAR
- Stress Management Briefings
- Manage Family Support

Final Checklist

- Planning is Useless without Practice
- Bring Adequate Comms
- Carry IFAK
- Carry Milk
- Protection: Eye, Hearing, Respiratory
- Uniforms Distinctive from LE
- Nutritional and H₂O Needs
- Personal Meds

One Last Checklist

- Teams Survive
- Carry ID
- Beware of Videos
- If PD runs past you; run with them.
- Stay calm and focused – calm breathing.
- Expect tear gas. (Contact lenses?)
- Keep a mental map of escape route(s).
- Have a Plan B, C and D.

Reaction to Hostilities

A quick decision is necessary to reduce team exposure to hostilities.

Reaction to Hostile Fire

If hostile fire is direct, immediately locate source and move laterally and away.

Reaction to Hostile Fire

- ID Location of Threat
- Seek Cover or Concealment
- Announce Threat Location
- Remember TDS

Top Contributors to LODD

Inadequate Risk Assessment

Lack of Effective Incident Command

Lack of Ongoing Accountability

Inadequate Communications

Lack of or Failure to Follow SOGs

Rom Duckworth

What Does it Take to Survive?

- Mental Preparation
- Physical Preparation
- Planning
- Practiced Skills
- Luck

Prepare for:

- Elected Officials
- Appointed Officials
- Mutual Aid
- Law Enforcement
- Private EMS
- Public Works
- Public Information
- Attorneys
- Volunteers
- FBI/DHS
- Media
- Family

Managing the First Critical Minutes of
Mass Violence

Street Sense Survival

VIOLENCE AGAINST FIRE AND EMS RESPONDERS

350 Assaults in 2021
296+ Assaults in 2022

- 57-93% Fire/EMS Experienced Verbal/Physical Assaults
- 8% Fatalities Due to Assaults
- Paramedics: 14-fold Higher Odds for Violence than Firefighters

Entering Area

- Kill Siren and Emergency Lights
- Keep Your Head on a Swivel
- Plan Escape Route(s)
- Determine Cover Areas
- Wait for Support
- Don't Rush
- Recon Area
- Communicate Location

The METH Model

- *M*ass Incident Declared
- *E*xact Location
- *T*ype of Incident
- *H*azards Present
- *A*ccess and Egress
- *N*umber of Casualties and Severity
- *E*mergency Services Required

In the Area

- Friendlies aren't Always
- Communicate Clearly & Concisely
- Conduct 720° Observation
- Retreating is not Cowardice

Seek Cover and Concealment

Cover: Protection from Gunfire

- Brick/Stone Walls
- Large Trees
- Large Vehicle Engine Blocks
- Berms and Banks

Cover and Concealment

Concealment: Anything that hides you from observation by a hostile threat.

(Just because the shooter can't see you does not mean he can't hurt you!)

Cover and Concealment

Pick your cover as if your life depends on it !



Exclusion Zone

Upon establishing an outer perimeter, no individual (suspect, civilian, neighbor, family member or the media) will be allowed within the inner perimeter.

Exclusion Zone

The outer perimeter looks outward (and inward) for threats or distractions impacting safety and operations.

Staging Area

- Set (Multiple) Staging Areas
- Assign *Seasoned* Staging Officer
- Assign LEO Protection to Staging
- Utilize Hospital Staff Cautiously
- Drill on Staging
- Consider Fire Rescue Only Staging

Staging Area(s)

Locations:

- LEO/SRT Separate from F/R?
- Often located close to CP
- Location not in the line of fire
- Staging Area must accommodate...



Staging Area(s)

Accommodate:

- Media
- Officials
- Casualty Collection
- Triage, Treatment, Transportation

Tactical Movement

It is essential that individuals and members move in unison – as a team.

Tactical Movement

Moving into an area that poses the threat of possible armed confrontation requires that all personnel understand how to tactically move and quickly react to a hostile threat.

Tactical Movement

- Carry only necessary equipment.
- Stop, look, and listen before moving.
- Identify your next position.
- Communicate your position?
- Be concerned with friendly/foe crowds.
- Use environment to conceal movement.

Tactical Movement

Can non-synched individual movement enhance or hinder the prospects of survival and a successful mission?

TECC Patient Priority Pneumonic

- (1) **M**- Massive Hemorrhage Assessment.
- (2) **A**-Airway Assessment.
- (3) **R**-Respiratory Trauma Assessment.
- (4) **C**-Circulatory Assessment.
- (5) **H**-Head Trauma Assessment and Hypothermia Assessment.

Final Checklist

- Advanced planning is essential to survival.
- Establish pre-arranged contact points.
- Bring Comms and backup comms.
- Carry personal IFAK.
- Wear eye protection.
- Wear uniforms distinctive FROM LE.
- Consider nutritional needs.
- Remember personal meds.

One Last Checklist

- Always remain in team.
- Carry ID.
- Consider videos.
- If PD runs past you; run with them.
- Stay calm and focused.
- Expect tear gas. (Contact lenses?)
- Keep a mental map of escape route(s).
- Have a Plan A, B and C.

Things LE Must Know

1. (Additional) Tactical Medics Available?
2. Casualty Collection Point Locations?
3. Staging Area Locations.
4. Staging Area Security Needs.
5. Resource (Friendlies) Locations.
6. Adequate F/R Resources?

Blast Injuries: Categories

Primary Injury: Blast Wave → Over Pressure

Secondary Injury: Flying Debris → Shrapnel Wounds

Tertiary Injury: Blast Wind → Forceful Impact

Quaternary Injury: Other Vectors → Heat, Radiation

Blast Injuries: Primary

Most Common Injuries:

- Blast Lung-Pulmonary Barotraumas
- Traumatic Brain Injury (TBI), Concussion
- Tympanic Membrane (Eardrum) Rupture
- Middle Ear Damage
- Abdominal Hemorrhage
- Abdominal Organ Perforation



Blast Injuries: Secondary

- Most common cause of death.
- Injuries caused by flying debris.
- Penetrating objects added to increase injuries.



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Roentgenology 2006; 187:609-616

Tertiary Blast Injuries

Tertiary injuries result from individuals being thrown by the blast wind.

Most Common Types of Tertiary Blast Injuries:

- Head Injuries
- Skull Fractures
- Bone Fractures

Blast Injuries: Head

Primary blast waves can cause concussions or mild traumatic brain injury (MTBI) *without a direct blow* to the head.

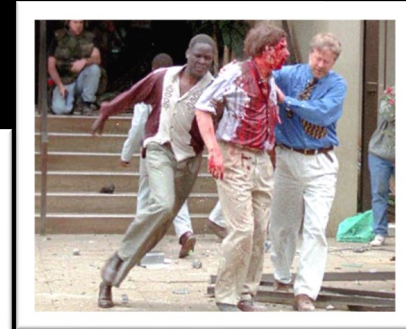
Blast Injuries: Head

Consider the proximity of the victim to the blast particularly when given complaints of:

- Loss of Consciousness
- Headache
- Fatigue
- Poor Concentration, Lethargy, Amnesia,
- Symptoms of Concussion

Explosive Incident Injuries

- Skull fracture (+30 psi)
- Lung damage (+15 psi)
- Ruptured eardrum (+5 psi)
- Traumatic amputations
- Blunt trauma
- Broken bones
- Soft tissue shrapnel wounds
- Burns



Secondary Devices



Eric Rudolph



Irish Republican Army



Beslan

Managing the First Critical Minutes of
Mass Violence

Community Planning and Prepping

“No battle
plan ever
survives
contact with
the enemy.”

Helmuth von Moltke the Elder
Prussian general



COMMUNITY PLANNING

- Encourage and Facilitate Bystander Reporting.
- Don't Wait for Direct and Specific Threat Before Acting.
- Pay Attention to Previous Individuals Displaying Interest in Violence.
- Businesses: Establish Workplace Violence Prevention Programs.
- Increase Attention to Misogyny and Domestic Violence.
- Take Note of Individuals Sharing Final Communications.

COMMUNITY PLANNING

- If you're not included in the planning process...
- Community planning can be open but discreet.
- There can only be one leader.
- Cross-pollination is critical to the plan's success.
- Restrict politicians from the nuts and bolts-OpSec is critical.
- Appointed (elected?) community leader must sign-off.
- Borrowing isn't stealing.

COMMUNITY PLANNING

Who's on first base?

- Determine who is in charge of what before the stuff hits the fan.
- It's too late to pass business cards across the hood during the event.
- Expect the feds to take a hands-off approach during the event.
- Expect the feds to take the credit...and deflect the criticism.
- Most feds are political animals...so is the sheriff.
- Defer to competent specialists.

COMMUNITY PLANNING

Who's on first base?

- Professional (and amateur) politicians should not be charge.
- No one is more equal.
- Keep criticism in house...unless it jeopardizes lives or careers.
- If responsible...take charge.
- Lead from the front.
- Strength in numbers (three-deep) for all command.

Planning Partners

- Social Services
- Animal Control
- Hospitals and DMORT Teams
- Financial Services
- Private Emergency Responders
- American Red Cross

Planning Partners

- Salvation Army
- Transit Authority
- Specialized Resources
- Business/Industry
- Media
- School Systems

Before the Big Bang

- Plan far ahead of “seasons”.
- Seek similar (successful) plans.
- Research rules, regulations and requirements.
- Utilize state, federal and local guidelines.
- Establish (re-establish) ground rules and pecking order.
- Take notes and video – if appropriate.
- Maintain planning documentation security.

Before the Big Bang

1. Practice. Practice. Practice.
2. Work like you train.
3. Train like you work.

After the Big Bang

- Conduct hotwashes immediately following all events.
- Gather all documentation: documents, videos...
- Collate documentation and issue pre-AAR.
- Compare pre-AAR document to plan.
- Plan and conduct **candid** AAR discussion; don't kill the messenger.
- Develop (2) AAR presentations.
- Present "findings" to community.

After the Big Bang

Provide timely before, during and following mental health support:

- Planners
- Players
- Support Personnel
- Family Members
- Community

Managing the First Critical Minutes of
Mass Violence

Rescue Task Force: Can You
Hang?

RESCUE TASK FORCE

Can You Hang?

Difference between RTF Medics and SWAT Medics?

- SWAT Medics are LEO Assets for SWAT Member EMS
 - Tactical Medics do not deploy independently.
 - SWAT Medics are under LEO Command.
- RTF Medics focus on the medical needs of ASHER victims.
 - RTF Medics arrive with first on scene LEOs.
 - Deliver immediate medical intervention.
 - Typically under Unified Command.

RESCUE TASK FORCE

Can You Hang?

Benefits of the RTF

- Immediate Point of Wound Care
- Team Cohesion: Less Accidents(?)
- Constant Protection for EMS
- Triage is Minimized: Faster Access/Rx to Patients
- Better Coordination: Unified Command
- Better Coordination of Casualty Collection Points

RESCUE TASK FORCE

Can You Hang?

Detractors of the RTF

- Costly:
 - Training
 - Equipment
 - Turnover
- Legally Tenuous Outcomes
- Internal Competitiveness
- Potential for Serious Injuries/Death
- Uncoordinated Continuity of Care



RESCUE TASK FORCE

Can You Hang?

Detractors of the RTF

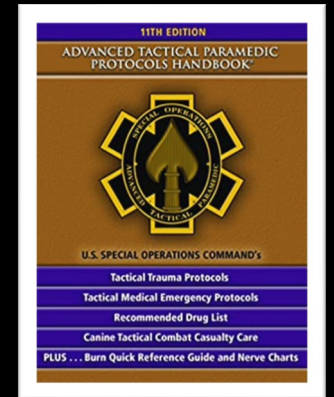
- Legally Tenuous Outcomes
- Internal Competitiveness
- Potential for Serious Injuries/Death
- Questionable Community Acceptance



RESCUE TASK FORCE

Can You Hang?

- RTF Medics conduct warm zone integration.
 - Task Force: Mixed Resources
 - EMS and LEO Work as an Integral Unit



RESCUE TASK FORCE

Can You Hang?

RTF Three Zone Concept

Hot

- Known Hazard
- Shooter May Directly Engage People
- Direct Potential for Life Threat
- Uncontrolled Area(s)

RESCUE TASK FORCE

Can You Hang?

RTF Three Zone Concept

Cold

- Little or No Threat
- May Include Building Exterior
- Safe Operating Zone

RESCUE TASK FORCE

Can You Hang?

RTF Three Zone Concept

Warm

- LEO Cleared Area(s)
- Isolated Threat
- Minimal Risk
- May be Cleared

RESCUE TASK FORCE

Can You Hang?

Collection Points

- Primary: Immediately Set in Hot Zone
- Secondary: Set Out from Hot Zone
- Secondary May Include Medical Direction/Definitive Care
- Tertiary: Contiguous to Triage/Staging/Transportation

RESCUE TASK FORCE

Can You Hang?

Minimal RTF Medical Staffing

- Two ALS (Non-Transport) Units
- Two ALS Ambulances
- EMS Field Supervisor
- EMS Command Officer (?)
- Fire Rescue Command Officer
- Fire Rescue (EMS) Safety Officer
- Field EMS Support Unit/Casualty Cache

RESCUE TASK FORCE

Can You Hang?

Things to Consider

- Legal Liabilities
- Medical Direction(s)
- Ability to Compromise: EMS vs LE vs FD
- Shared/Sponsored Costs
- Ambulance Strike Teams

RESCUE TASK FORCE

Can You Hang?

Things to Consider

- Training Costs
- (Expendable) Equipment/Supply Costs
- Time Commitments
- Community Acceptance: EMS Friend or Foe
- Community CPR and Stop the Bleed® Projects



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