

STATEMENT OF PURPOSE:

This course prepares field supervisors and commanders to manage the response to high-risk critical incidents such as active shooters, manhunts, officer-involved shootings, and more. Issues such as incident command, mutual aid management and multi-jurisdictional responses, prioritization, and decision-making will all be discussed in a practical manner with a focus on tangible tools students can use regardless of the size of their agency. Large scale California incidents will be de-briefed, and students will be presented with practical concepts they can apply in the field.

COURSE OBJECTIVES:

The students will:

- 1) Be able to describe the common issues and attributes of the response to a high-risk critical incident.
- 2) Given a complex scenario, with a variety of response options, the student will be able to prioritize life-safety over other options.
- 3) Describe a process that can be used to bring order to chaotic situations and organize a response in a methodical manner.

Minimum standards of performance shall be tested by an instructor observing the trainee during their participation in facilitated discussions, case study analysis, and scenarios. If the trainee does not meet minimum standards, as established by the presenter, remediation will be provided until the standard is met.

Expanded Course Outline

I. Introduction

A. What type of calls result in a significant response of personnel and assets in your agency?

1. Big incidents- OIS, Robbery with shots, Manhunts, Hostage problems
2. Smaller incidents- Car crashes (Fire/EMS), foot pursuits/evading suspects, etc.
3. Small group exercise: Have students collectively create a list. Divide list into three types of crises: Natural, Mechanical, and Adversarial.

B. Unified Command- What does it mean to you?

1. Who is in charge?
2. Are multiple people in charge or one person?
3. Does everyone involved need a representative at the IC?
4. Pros/cons of decentralized command?

C. Common problems with Critical Incidents:

1. Lack of leadership
2. Communication
3. Self-deployment
4. Indiscriminate parking
5. Lack of containment
6. Ingress/egress
7. Chaos at the Command Post

II. Scenario-Small Group Exercise

A. Officers/ Deputies are dispatched to a suburban rural setting. Neighborhood next to community park or open space area. Two Officers arrive on scene. Officer radios that he is contacting the suspect who is walking toward a wooded area. Second officer calls for code 3 cover. Sounds of struggle and shots fired. Officers go quiet on the radio. The first backup officer on scene sees one officer down near patrol car but moving, second officer appears unconscious on hillside. The suspect is believed to be in the tree line or fled into the park.

1. Who is coming?
2. What are some of the problems that will need to be addressed immediately?
 - a. Officer rescues
 - b. containment
 - c. evacuations
 - d. incoming units and self-deployment
 - e. EMS
 - f. Manhunt or search operations
3. What are the command-and-control issues that need to be addressed?
 - a. IC- what other roles should be at CP?
 - b. Set priorities and initial response direction
 - c. Staging area for incoming units (minimize self-deployment)

- d. Communication- Split channel or on the same channel
- e. Ingress/egress routes
- f. Where do you set up your command post?

III. Five Characteristics of Crisis

- A. Uncertainty- what causes this (no info/conflicting info, not sure what to do, no SA)
- B. Human Factors
 - 1. anger- blood missions
 - 2. fear
 - 3. loss/frustration- sad over partner death/injury, not sure what is happening
 - 4. friction- lack of experience, mistrust, never worked together
- C. Time sensitive/time competitive
- D. Risk- increased danger to others, liability
- E. Potential for severe consequences- additional injury, loss of job, second guessing by department, community, press

IV. Gutzwieller Debrief

- A. Identify problems encountered and dealt with
 - 1. Leadership problems
 - a. IC overwhelmed- too many units, suggestion fairies, multiple agency representatives, Setting priorities.
 - b. lack of detachment
 - 2. Communication- lack of due to physical location, too many channels
 - 3. Self-deployment- send others to stage (who coordinates)
 - 4. Scouting- wrong people (must have some authority to intervene)
 - 5. Human factors
 - a. physical danger
 - b. dead or injured friends
 - c. fear
 - 6. lack of intel and situational area- no maps, no comms, conflicting info

V. Command and Control Errors- San Diego Active Shooter incident

What if we cannot save them? What if there are some things we cannot get done initially? Example: argument with wife or significant other.

- A. Leadership issues- Video review or Question
 - 1. Can the students identify common leadership errors
 - a. No clearly identified IC- multiple people asking for time or resource via dispatch- default to Dispatch as IC
 - 1. Someone clearly communicates they are in charge
 - 2. Advise people where you are at
 - b. Seeking to gain situational awareness versus identifying immediate priorities
 - 1. Identify immediate life priorities- Active killing/imminent peril.

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2. Verbalize priorities (commanders' intent)
3. Designate people to address priorities
4. Dynamic versus static- seek to stabilize dynamic problems
- c. Not seeking help- Not willing to admit that lack of experience or knowledge.
 1. Learn from past incidents
 2. Conduct your own scenario-based training via video
 3. Find the right person for the right role
 4. Humility and vulnerability
- d. Unified command- too many people at the decision-making table, suggestion fairsies, role confusion
 1. Clearly identify who is in charge
 2. Make assignments
 - a. Radio
 - b. scribe
 - c. Intel
 - d. tactical planner
 - e. scout/runner coordinator
 - f. Liaison coordinator
 - g. Security
- e. Unwilling to decentralize key roles-officers must clear everything with IC.
 1. Simplify plan, allow for issue ownership
 2. Pre-incident training and discussions
 3. Increase your own confidence so you can let others work
 4. Identify those you can trust/rely on
 - a. tacticians
 - b. negotiators
 - c. intel collectors
 - d. K9 and specialty resource
- f. Use of radio role calls to gain awareness
 1. Identify the information you need specifically- React team location, confirm containment position, traffic control location, etc.
 2. Use dispatch as your aid for some tasks (perimeter containment, staging area location, medic staging area)
- g. Emotionally compromised.
 1. Control your emotions
 2. Do not view the carnage
 3. Do not get involved in frontline work, detach
- h. Friction
 1. break bread with others
 2. fix problems ahead of time

Intel Team: What do you want them working on
Planning team: Next phase WIN/WIN

Manhunt operation concerns

B. Communication issues

1. Pros and cons of working one channel or multiple channels
 - a. single channel
 - How do you fix clogging of the radio
 - How do you get info when you can reach people
 - b. multi-channels
 - When would you use separate channels?
 - How do you ensure that information and intelligence is shared
2. Have you trained with your dispatchers?
3. MOU's or understanding about who has jurisdiction ahead of time

C. Self-Deployment

1. Communicate priorities and commanders' intent early
2. assign people to roles and mission tasks early
3. direct incoming units to a staging area
4. Assign someone to control the staging area.
5. Keep staged officers out of command post

D. Indiscriminate Parking

1. Train on parking prior to the incident
2. Hold accountability on lower-level calls where parking is a problem
3. Assign someone to control parking or staging area scene

VI. Leadership KSA's

- A. What are the Knowledge, Skills, and Abilities (Aptitudes) of an effective Incident Commander?
- B. Knowledge: Law, Policy, best practices, tactical resolutions.
- C. Skills: Communicator, problem-solving, identify solutions, courageous calm
- D. Abilities: decision-maker, willing to get help (humility and vulnerability), priority setting.

VII. Final Scenarios – Small Group Exercise

- A)** Two officers responded to the neighborhood adjacent to a park for a suspicious vehicle and person. Officers arrive on scene. One officer parks behind the suspect vehicle and the other officer parks across the street but in front of the suspect vehicle. Officers are investigating the vehicle when they are ambushed with gunfire from the tree line. One officer goes down and is MIA. The other officer is pinned down behind their vehicle due to a high volume of gunfire coming from the trees. The suspect then flees into the woods.
- B)** As officers are responding, additional 911 calls come in from several blocks away. A subject armed with a firearm tried to carjack a vehicle at gunpoint. The victim was an executive officer (name business), and his bodyguard was shot by the suspect during the carjacking. The suspect then forced the executive into his house and is believed to be holding the executive hostage. The executive has a

wife and child, but it is unknown if they are home. The security guard needs EMS.

VIII. Course Review

- A. Key Concepts
 - a. Tangible takeaways
 - b. Evaluations