Preparing Civilians to Survive an Active Shooter Event

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Abstract

According to the FBI, active shooter events in the United States are on the rise, with a majority of these events ending prior to law enforcement response. Many of the targets are places of commerce and educational institutions, which often account for some of the highest death tolls of innocent civilians. The best defense against an active shooter is to develop constant situational awareness. Developing a complacent mindset of “it cannot happen to me” or “will not happen here” only provides a false sense of security. The time to prepare for an active shooter event is now. Preparation prepares potential victims to not only survive the incident, but to do so in a confident and competent manner.

*Keywords: Active shooter, active shooter events, mindset training, situational awareness*
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Sadly, active shooter events like those at Columbine, Colorado or Fort Hood, Texas, Aurora, Colorado, and Sandy Hook, Connecticut seem to have become so commonplace that many Americans appear unaffected. According to the FBI (2014), the term active shooter is a common term used by law enforcement personnel that “…describe a situation in which a shooting is in progress and an aspect of the crime may affect the protocols used in responding to and reacting at the scene of the incident.” (as cited in Pete & Schweit, 2014, p. 4, para. 3). In addition, the FBI noted the term active had an implication that the outcome of an active shooter event (ASE) could be affected by both law enforcement personnel and those on scene (Pete & Schweit, 2014, p. 4, para. 3).

Often, ASE’s leave many to focus wrongly on the killers and the aftermath, rather than the victims and survival. The common mindset remains: “it can't or won’t happen to me.” The truth, not only can it happen, the FBI study regarding ASE’s from 2000-13 has shown a steady increase in these incidents (as cited in Pete & Schweit, 2014, p. 20). The FBI identified seven locations where many of the 160 active shooter incidents in the current study occurred: commerce, educational, government, open space, residence, health care, and houses of worship (several subcategories were also included, for a total of 11 identified places) (as cite in Pete, and Schweit, 2014, pp. 14-19). Of the 160 ASE’s identified by the FBI in the United States from 2000-13, approximately half (45.6%), “…occurred in an environment related to commerce…The second most common incidents locations were in educational environments (24.4%), … study results established that some of these incidents involved some of the highest casualty numbers” (as cited in Pete and Schweit, 2014, p. 20). One of the most important things to do when in public is to remain vigilant and aware of the surroundings.

Situational Awareness

Mindset

Being involved in an ASE is very unlikely for both law enforcement personnel and citizens. However, the ultimate goal should someone happen to find themselves involved in an ASE is not only to survive the incident, but to prepare right now by developing a “winning” mindset. Preparing for every possibility is challenging, but everyone can train for the probability of what can happen and what action can be taken.

The first step in mindset training is to eliminate the 'it cannot happen here," or "that happens in other places" mentality. This mentality is referred to as the voluntary victim. Active shooter events have become a reality in our society, but ignoring this fact is not a sound strategy. Under stressful and rapidly evolving situations, the brain is searching for a file that says, “Have I been here before?” This refers to either an actual event that has happened in the past or something similar, such as a visualization of the event. The idea is to have a planned response of “What do I do now?” If that file was prepared in advance, the brain can access it and take action. The lack of such preparation will result in the absence of that file, in-turn, panic often sets in. Those operating in a state of panic tend to make poor decisions. The best idea is to recognize that these incidents do occur and in fact, are on the rise. In doing so, one can understand that even though rare, it can happen to anyone, anywhere, and at anytime, so preparation is key.
Preparing the mind to take action is the next step and reconciling upfront that violence or even extreme violence may be the only option to win this encounter. Most law-abiding citizens are uncomfortable with the term "violence," partly, because they typically do not see themselves as violent people. However, understanding the sole intent of an active shooter is to murder large numbers of people, may help citizens understand that violence may be necessary to save innocent lives.

According to the World Health Organization Violence Prevention Alliance (2015), violence is defined as ‘the intentional use of physical force or power, threatened or actual, against oneself, another person, against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation’ (para. 2). Violence is often the only option when trying to stop an active shooter. The lives of innocent people are at stake. Often, split-second decisions are required, making it imperative to plan now for the possibility that an ASE could occur. Avoid making decisions in the heat of the moment or out of panic. This is a decision that should not be taken lightly, but one that must be made without hesitation (i.e., morally, spiritually, etc.).

Without allowing one’s self to fall prey to paranoia, individuals should be more active in taking stock of their surroundings, identifying plausible means of escape, as well as the existence of environmental weapons (i.e., chairs, fire extinguishers, and other blunt objects). Additionally, citizens should make a conscious effort to observe potential places that offer increased safety such as behind cinder-block walls and locked doors.

Understanding Norms and Inconsistencies

The next step in mental preparation is not worrying about how an active shooter “looks,” but rather to understand the concept of norms and inconsistencies. However, one should not discount things about the dress or personal appearance that seem inconsistent or out of the norm (e.g., someone enters a business on a very warm summer day wearing a leather duster that hangs to the floor). Every situation and location we find ourselves in has a norm (i.e., what is considered normal for the given situation). The norm for a professional football game would include cheering crowds, lots of noise, aircraft flyovers, and fireworks. This is much different than the norm for a Sunday church service. The norm for going through an airport checkpoint (i.e., anxious and frustrated people, chaos, and lots of movement) is different than that of comfortably relaxing at home on the couch. Once the norm is established for the current environment, the next step is to look for inconsistencies (i.e., things that seem out of place). Ask the questions: What should be there but is not? What should not be there but is?

Avoid making judgments solely on race, religion, gender, etc., but rather on behaviors that do not “fit” the norm. This is accomplished by paying attention to environmental surroundings (i.e., situational awareness). Sadly, outside distractions (e.g., cell phones, texting, wearing headphones, etc.) leave many oblivious to their surroundings. Failing to tune into the norms and inconsistencies of the environment, leave many to miss early warning signs of danger. Unlike animals, humans have the ability to override intuition and ignore warning signs, which can be disastrous and even deadly.
First responder Mindset

The first responder mindset during an ASE means those present become first responders. The goal of the active shooter is to kill or injure as many people as possible. Every second counts when innocent lives can be lost in a matter of mere minutes and seconds. Citizens must understand that calling 9-1-1 is essential, but many lives may still be lost if nothing further is done to try to eliminate the active threat(s). Citizens often lack the training given to law enforcement, which can increase a citizen’s stress during an ASE. In addition to a lack of training, citizens are more likely to ‘freeze’ (i.e., do nothing) during such an event if not having been properly trained (Police Executive Research Forum, 2014, p. 37).

A research study conducted by Blair, Martindale, and Nichols (2014) identified 110 active shooter events (ASE), which occurred in the United States from 2000-12, and met the following criteria:

The event had to involve one or more persons engaged in killing or attempting to kill multiple people in an area occupied by multiple unrelated individuals—at least one of the victims must be unrelated to the shooter. The primary motive in these incidents appears to be mass murder; that is, the shooting is not a by-product of an attempt to commit another crime. While many gang-related shootings could fall within this category, they were excluded from this study because gang-related shootings are not considered ASEs by law enforcement. (para. 5)

Of the 110 ASE’s identified in the 2014 study, data on police response times were only available in 51 cases, in which “…the median response time was 3 minutes—fast by law enforcement standards” (Blair, Martindale, & Nichols, 2014, Figure 4, Police Response Time). Police response time to the December 2015, ASE in San Bernardino, California was approximately four minutes, yet 14 were killed and 21 wounded (ABC News, 2015). Again, it should be noted that four minutes is a very quick response time for law enforcement, and not necessarily the norm. In addition, officers must receive the call, be dispatched, and once on scene must then locate those involved in the ASE. Research conducted by the Police Executive Research Forum (2014) explained that often, victims who chose to act helped stop the active shooter by not placing them in danger of being targets (p. 38). Citizen’s deciding to act in light of an ASE can considerably reduce the number of fatalities (Police Executive Research Forum, 2014, p. 38).

Cover and Concealment

While in pubic, make a habit of utilizing what is known as the "2 Exits/Cover to Cover" principle (i.e., locate a primary exit and identify a secondary exit in the event the primary exit is compromised). Also, identify available cover and concealment. Cover is something that can be hid behind that will stop or slow down incoming bullets (e.g., thick, solid objects like concrete walls, metal dumpsters, car engine blocks, and large trees). Concealment is something that can be hid behind, but will not necessarily stop or slow down bullets (e.g., chairs, interior walls, car doors and shrubbery). For obvious reason, cover is preferred during an ASE, but in the absence of cover seek concealment. If running toward an exit, use a zigzag or erratic-type of pattern, as moving targets are harder to hit. The "2 Exits/Cover to Cover" principle is fairly simple to do and becomes easier to use and recall if practiced.
Avoid, Deny, Defend

The Avoid, Deny, Defend™ principle was developed in 2002 at Texas State University for the Advanced Law Enforcement Rapid Response Training (ALERRT)™. The training was initially developed for a law enforcement response, but these principles were modified to help civilians survive an ASE (http://www.avoiddenydefend.org). This discussion assumes that no one with a legally possessed concealed carry permit is present during the ASE.

Avoid. If you find yourself in an ASE with the ability to evacuate or the ability to leave the immediate area, without compromising personal safety, try to avoid the situation. Leave all personal items like purses, jackets, and briefcases and just get out. There are a couple things to consider before evacuating: direction of gunfire and location of the shooter(s). If evacuation increases the risk of encountering the shooter(s) or live fire, do not evacuate. Only evacuate and run if there is confidence that doing so will not increase the level of danger.

Another consideration is personal physical fitness. Is there an ability to run and to keep running? Once the decision to run is made, keep running, and get completely out of the immediate threat area. Once out of the threat area, call 9-1-1 and report details of the ASE. Emergency services may be inundated with calls, but all information is valuable, so do not hesitate calling because you believe someone else has already called.

Deny. If running from the area is too dangerous, then attempt to hide and make yourself unobservable to the shooter(s), thus denying the shooter access to you. Look for a room with no windows, lock the door, and pile up things like tables, cabinets, and chairs in front of the door to create a barricade. Shut off lights and silence cell phones. Do everything to avoid attracting attention. There is often a huge disconnect in the hide aspect. Many believe that hiding means to sit and wait, hoping the shooter(s) is not successful in finding victims. However, the deny access component has a very active part. While in the deny access phase, it is essential to prepare for the defend phase, in the event the shooter locates victims. Accounts of previous incidents indicate that those who hid, hoping the shooter would not harm them, ultimately became helpless victims. In addition, large numbers of people trying to hide under desks or trying to huddle in corners are considered non-resisting targets and are easy prey for the shooter.

Defend. “If you knew you were going to be in a fight for your life tomorrow, what would you do to prepare for it today?” (Source: Unknown). Have you ever really thought about defending your life or the lives of others - using extreme, gory, uncomfortable violence against another human being? This goes back to mindset training. The chances of winning a confrontation with an active shooter are greatly enhanced if mentally rehearsed beforehand. Forget the notion that because the shooter has a gun, he or she is in charge. Mental preparation is essential to take back control of the situation. The individual’s mind (or mindset) is the most vital weapon to be used during an ASE. If the time to perform arrives, then the time to prepare has passed. Fighting for one’s life is the most important factor in surviving an ASE, which is why visualization exercises prior to an event can be used to help prepare. Full commitment is necessary to disarm and eliminate the active threat (https://www.youtube.com/watch?v=j0It68YxLQQ).

Most think of defending or going hands on in a sporting context - boxing, wrestling, and mixed martial arts. While those are great skills to have, there is a huge difference between sport and fighting for one’s life. Sporting fights have rules, timed rounds, scoring, the ability to throw in the towel or tap out, and a referee to stop the fight if things get too bad. This is not the case in an ASE or armed threat event. In a fight for
one’s life, there must be a fully committed will to win at any cost. Outnumbering the
threat is easier with more people. Here are some additional things to consider:

**Personal Weapons.** The body has numerous "personal weapons." These weapons
include: hands, fists, thumbs and fingers, forearms and elbows, which can deliver
devastating strikes and gouges. Knees and feet can kick and stomp and teeth can bite.

**Improvised Weapons.** Every environment has object(s) that can be used as an
impact or stabbing weapon. Look for these items when entering different environments.
Many everyday items include, but are not limited to (e.g., scissors, pens, hole punchers,
screwdrivers, hammers, wrenches, car keys, knives, forks, fire extinguishers, hot coffee,
computer monitors, chairs, bottles, etc.). Almost any hard or blunt object can be used as
an improvised weapon.

**Overwhelm the Shooter/Threat.** Even if the shooter is armed (with a handgun or
long gun) the only way that gun can hurt you is if the muzzle is pointed at you. Also
remember that the shooter could be armed with other types of weapon (i.e., knife, box
cutter, etc.). As the shooter enters the room, the muzzle of the gun will most likely enter
first. Tips for hiding include stacking alongside (not in front of) the entry door.
Designate one or more people to focus on grabbing the gun and directing the muzzle
downward toward the floor. If possible, wrestle the gun away, always turning the muzzle
inward towards the shooters body. This unexpected act may surprise the shooter, shifting
the focus on the shooter trying to maintain control of the gun. During this surprise attack,
anyone not involved in wrestling the weapon away should be involved in actively
attacking the shooter (i.e., physically rushing, attacking and overwhelming with strikes,
kicks, eye gouges, and strikes to the groin with personal and improvised weapons). This
surprise disrupts the active shooters “OODA Loop.”

The OODA Loop developed by U.S. Air Force Colonel John Boyd refers to a
person’s constant cycle of observation, orientation, decision, and action. Initially, upon
entering a room or specific area, the observation and orientation should focus on possible
victims inside. After the unexpected intervention by those in the room or area, the
attacker must shift observation and orientation to a new set of circumstances, which in
turn could save lives. In essence, the surprise short-circuits the thinking processes,
creating the opportunity to overcome the attacker despite having inferior weapons.

If faced with deadly force or the fear of serious bodily injury, everyone has the
right to protect themselves and others. The shooter is responsible for initiating this
situation. Citizens must defend themselves and to try to incapacitate the shooter by any
means possible (e.g., restrain using duct tape, shoelaces, belts, physically sitting on them,
etc.). If the shooter goes down or becomes incapacitated, quickly reassess the situation
and decide if it is safe to run. Consider the idea of additional shooters. If able to wrestle
the firearm away, keep fingers out of the trigger guard area and move the firearm away
from the shooter. If possible, hide the firearm out of sight, so to begin to prepare for the
law enforcement response.

During an ASE, it may be difficult for law enforcement to immediately tell the
good guys from the bad guys. This is why it is safer to not have a weapon in hand when
the police arrive. Understand that during a violent encounter, the probability exists that
someone may get shot, but getting shot does not mean you are going to die. Numerous
incidents have occurred in which intended targets were shot while attacking the shooter
and ultimately survived. Take for instance the ASE in Oak Creek, Wisconsin, in which
Lt. Brian Murphy (Ret.) was shot 15 times and survived.
On August 5th, 2012, at 1025 a.m., a single gunman armed with a .9mm handgun, several boxes of ammunition, and a mindset to kill as many people as possible entered the Sikh Temple of Wisconsin. Ultimately, six were killed and three wounded. The entire event, from the first call to 9-1-1, to the shooter’s suicide (after being shot), took only six minutes. This was a Sunday morning like many other Sunday mornings. It was a place that no one would have expected to be the scene of an ASE.

The first to witness and alert other members of the Temple that something was wrong were a 10-year-old boy and his 7-year-old sister. They saw the gunman walk across the Temple parking lot and cold-bloodedly kill the Singh brothers. The children screamed that there was a man outside shooting. Inside the Temple, many were in disbelief, which is common for untrained citizens and those never been involved in or witnessing such violence. Again, from start to finish this ASE took six minutes, which is why time is of the essence. During the chaos, many adults tried to find places to hide. The Temple’s glass front doors were always open and unlocked and there was no time to try to lock them once the gunman was on scene.

It was noted after the event that locking the front door was difficult, and in this particular case, running to the front door as a means of escape or avoidance may have proven deadly. Attendees hid as best they could, never having practiced for this type of event. Many never even considered hiding in the basement. Many hid in the kitchen pantry and in offices with hollow core doors. No one fled, even though exit doors were available. Some fought back, some pleaded with the gunman, and to no avail.

The truth of the matter is, there is no talking there is only a practiced response. Attendees did the best they could for not knowing how to respond. Temple President, Mr. Kaleka was able to grab the gunman and fight briefly before being shot to death. That small amount of time allowed Lt. Murphy to arrive on scene and engage the gunman before more lives were lost. In hindsight, Lt. Murphy believed that any training for the Sikh Temple attendees would have been beneficial. Oak Creek, Wisconsin is a relatively small community, making Lt. Murphy’s response time less than three minutes. The idea to Avoid: know where and how to get out as quickly as possible. Deny: the temple now has a guard at the front door. Defend: when the time comes, and hopefully it never will, find your inner warrior and bring all you have.

Preparation for Law Enforcement Response

Law enforcement officers are trained to move quickly towards the sound of the gunfire, to locate the threat, and to stop the shooting/killing. Police officers move towards threats that others run away from, even without being full aware of the threat(s) they may encounter. If a gunman is encountered, no warning is required by law enforcement if not feasible to take the shooter down. However, the potential exists for being mistaken as the shooter if weapons are retained, rather than hidden. It is best if citizens who are able to gain control of the shooter(s) weapon to hide it. If caught off guard in the initial attack or if in close proximity to the shooter, look for opportunities to attack and overwhelm the shooter. This could be done during a time of inattentiveness or when the shooter tries to reload the weapon.

If hiding alone, the same tactics and principles apply, but there is a need to become even more committed and violent. The idea is to try and gain control of the firearm and inflict violence and damage to the shooter simultaneously. It is about the element of surprise and overwhelming the shooter, rather than allowing the shooter to gain or remain
in control. The alternative is to do nothing and most likely become a victim. No perfect answer exists of exactly what to do in the face of an ASE. However, applying the noted skills and ideas from experts in the field may increase the chance of survival and winning in an active shooter confrontation.

Upon police entry, everyone should place hands over their heads slowly, and make their hands visible at all times. Listen closely to the commands of law enforcement and do exactly as told, even if not fully aware of why they are making such demands. As soon as possible or when the opportunity presents itself, communicate to officers if the weapon was secured and hidden. Do not make any sudden movements towards the weapon(s), but explain where the weapon(s) was hidden and follow any orders given.

### Basic Medical Procedures

Despite best efforts by law enforcement to deal with and even eliminate the threat(s), innocent victims can be injured or killed before officers are able to arrive on scene and enter a structure. Because of that possibility, potential victims should be prepared and know how to effectively treat themselves and/or those that may be injured during an attack. A person shot during an ASE can bleed to death in 2-4 minutes from a simple gunshot wound to the arm or leg, and in as little as 90 seconds from a complete brachial or femoral artery compromise. Since the human body can only effectively compensate for major blood loss for a short period of time, it is crucial for potential victims, to know how to treat themselves and those around them during a crisis event.

Citizens should no longer take the attitude that waiting for Fire/Emergency Medical Services (EMS) personnel to enter a shooting scene and treat the wounded is appropriate or wise.

Ideally, citizens will seek appropriate training in the application of life-saving immediate care gear like tourniquets, but even hastily improvised critical care can limit the number of fatalities in an ASE or any mass casualty event. For example, in the immediate aftermath of the Boston Marathon bombings, 27 tourniquets were applied. Ordinary citizens used belts, shirts, and other materials to stem the worst of the bleeding in fast-acting bids to prevent major blood loss, shock, and death. No commercially available, purpose-designed tourniquets were used. Joseph Blansfield, Boston Medical Center’s trauma program manager, later stated that, “Without a doubt, tourniquets were a difference-maker and saved lives.”

Basic first-aid training and associated techniques are a good start in this preparation process, but advanced training on when and how to apply tourniquets, pressure bandages, hemostatic (blood-stopping) agents, chest seals, and other mass casualty adjuncts can make a significant positive outcome in these events. Local law enforcement, specifically those trained in Tactical Combat Casualty Care (TCCC) and/or Tactical Emergency Casualty Care (TECC) can be a great resource for obtaining training in these kinds of techniques. Further, education in life-saving techniques is available from the Federal Emergency Management Agency (FEMA) Community Emergency Response Team (CERT) program, and the American Red Cross offer numerous classes from basic to advanced first aid. The key resides in the underlying mindset and motivation of the individual seeking and receiving the training.

Places of commerce and public facilities like schools, Universities, concert stadiums, and venues holding sporting events must begin preparing for increased ASE’s and possible terrorist-type attacks, by having the following readily available:
hemorrhage control kits (HCK) and Automatic External Defibrillators (AED’s). In addition, it is imperative to translate military advances in trauma care to the civilian sector, especially for victims of penetrating trauma (i.e., gunshot wounds and knife wounds) and explosions such as those associated with the Boston Marathon bombings. This is especially true in the pre-hospital phase of care, where most preventable deaths in trauma victims occur. Casualty Care for Civilian Responders (CCCR or C3R) training should focus on these particular concepts:

- Major hemorrhage control through immediate direct pressure followed by rapid Tourniquet (TQ) application (https://www.youtube.com/watch?v=AyqxXrpgKzc)
- Utilization of pressure bandages in places not amendable for TQ placement
- Cover wounds between neck and navel with makeshift air/water tight dressing
- Airway positioning accomplished through the recovery position (http://bb.nuthallmethodistchurch.org.uk/expocd/first_aid/images/recovery_position.jpg)

Fisher, Callaway, Robertson, Hardwick, Bobko, and Kotwal (2015) explained, "active violent incidents are dynamic and challenging situations that can produce a significant amount of preventable deaths" (p. 46). Fischer et al. (2015) further stated that today’s military experiences have much to teach us about casualty care. Fischer examined a “whole-community approach,” which focuses on a tier-leveled training provided to medial and non-medical personnel alike, which may positively impact the outcome of traumatic events, like the ASE.

The concepts and teaching points stressed in TCCC and TECC curricula focus mainly on commercially made tourniquets, specifically those that have been researched, tested, and ultimately recommended by the C-TCCC (i.e., SOF-T Wide and CAT tourniquets). However, many household type items can be used to create a “makeshift” tourniquet. Any item measuring at least 1½” wide can create the desired circumferential effect on an injured arm or leg. Specifically, belts or cloth torn from clothing works well, as long as the person applying the makeshift tourniquet recognizes that the 1½” width is necessary in order to create hemorrhage control and reduce the risk for muscle, tissue and/or nerve damage. Tissue and nerve damage are rare, but can be caused by narrow, constricting bands left on for any significant amount of time.

The U.S. Government via the White House initiated a concept called “Stop the Bleed” program. If widely implemented, these recommendations will undoubtedly improve pre-hospital care and survival for trauma victims. Those injured in ASE/mass casualty events, as well as those injured in industrial accidents, motor vehicle accidents, and acts of violence that occur every day in our country, can surely benefit from civilians trained in trauma care on a basic level.

Conclusion

Active shooter events, though rare, are on the rise nationwide. In fact, in a 14-year study conducted by the FBI from 2000-13, places of commerce and educational institutions were the leading targets for active shooters. These targets also noted larger death tolls of innocent victims. A common mindset prior to an active shooter event remains “it cannot happen here” or “it will not happen to me,” both of which are not true, and can play into the voluntary victim mindset, which can be dangerous or even deadly.
Avoiding an active shooter event may not be possible, but one of the best defenses remains being aware of one’s surroundings and not being distracted by things like headphones or cell phones. Situational awareness includes recognizing what “things” can be used as weapons within each environment and personal weapons each of us possess. Many active shooter events end prior to law enforcement response, and many are short in duration with numerous victims and casualties. Even if wounded are present, emergency service workers may not come on scene immediately if a shooter is still active. This being said, those on scene must be prepared to provide basic medical care to themselves and others if necessary. No one wishes for such an event, but preparation is key in preparing for and surviving an active shooter event and research shows that those who chose to act during an active shooter event save lives.

About the Authors:

Dr. Olivia Johnson holds a master’s in Criminology and Criminal Justice from the University of Missouri, St. Louis and a doctorate in Organizational Leadership Management from the University of Phoenix, School of Advanced Studies. Dr. Johnson is the founder of the Blue Wall Institute where she trains first responders, first responder families, and administrators on wellness issues, suicide awareness and prevention, peer support, stress and anger management, and leadership issues. Dr. Johnson is a veteran of the United States Air Force, a former police officer, and published author. She is an associate member of the International Association of Chiefs of Police (IACP), a member of the International Law Enforcement Educators & Trainers (ILEETA), the National POLICE Suicide Foundation (PSF), National Alliance on Mental Illness (NAMI), Public Safety Writers Association (PSWA), the Missouri Law Enforcement Funeral Assistance Team, and the St. Clair County (IL) Suicide Alliance. Dr. Johnson is an Adjunct Professor for Lindenwood University, Belleville, Illinois. She also writes for several law enforcement and mental health publications and is the Peer Support columnist for Police One. Email correspondence: johnsonolivia@sbcglobal.net

Phil Carlson has over 30 years of professional law enforcement experience at both the state / local level and the federal level. Phil began his career in 1982 with the Cromwell, Connecticut Police Department, and then moved to Florida where he worked for the Brevard County Sheriff’s Office and the Orange County Sheriff’s Office. He has served as a Patrol Officer, Detective, Field Training Officer, Motorcycle Patrol Officer, School Resource Officer and was a member off the Crowd Control Unit, and served as an instructor. Phil continued his career working for the U.S. Department of Homeland Security at the Federal Law Enforcement Training Center (FLETC) in Glync, Georgia, where he was a Lead Senior Instructor over basic and advanced training programs, including the Law Enforcement Control Tactics Instructor Training Program, the Use of Force Instructor Training Program and the Tactics Training Program. Phil now serves as the Director of Corporate Security and Executive Protection for an international energy and telecom company and is also the co-owner and lead instructor of Command Presence Training Associates. Command Presence is dedicated to transforming good officers into great ones, by providing evidence based curriculum and training, while incorporating the power of unconditional respect. Phil is a member of the International Law Enforcement
Preparing Civilians to Survive an Active Shooter Event/Johnson, Carlson, Murphy, Flory, Lankford, & Wyllie

Educators and Trainers Association (ILEETA), the National Sheriff’s Association (NSA), the International Police Association (IPA), the United States Secret Service Electronic Crimes Task Force (USSS ECTF), and the FBI InfraGard. He is also an author for several law enforcement publications. Email correspondence: phil@commandpresence.net

**Lt. Murphy (Ret.)** began his career law enforcement career in 1980 after joining the United States Marine Corp. He was assigned to the Corrections Battalion at Camp Pendleton California after which he was assigned to the Marine Security Guard battalion stationed at embassies in Kabul, Afghanistan and Bangkok, Thailand. Upon finishing his enlistment in 1985, Lt. Murphy began his tenure at the United Nations, working in various assignments including: the control center, fire service, and armorer. In addition, while with the United Nations Lt. Murphy provided security to visiting Heads of State to include: Margaret Thatcher, Mikhail Gorbachev, and President H.W. Bush.

In 1990, Lt. Murphy became a jailer with the Jefferson, Wisconsin Sheriff’s Department. He attended Madison Area Technical College and received a certification in Corrections and Law Enforcement before leaving for the Oak Creek, Wisconsin Police Department where he served for over 22 years. Lt. Murphy also holds a Bachelor of Science in Criminal Justice and a Master of Science degree in Organizational Leadership from Marian University.

Lt. Murphy was an entry team member, explosive breacher, and emergency team leader with the Oak Creek Police Department (OCPD) Emergency Response Unit (ERU) from 1992-2009. He was a member of the OCPD Evidence Technician Unit for 15 years and served with the Wisconsin Association for Identification for over 15 years, eventually serving on the Board of Directors for five years. Lt. Murphy has served as an adjunct instructor for Louisiana State University (LSU), Texas A&M, and New Mexico Tech and currently instructs at Waukesha Area Technical College.

In August 2012, Lt. Murphy was the first responding officer to the Sikh Temple massacre, which left six dead and three wounded. Lt. Murphy was shot 15 times during the gunfight with the suspect. Lt. Murphy has been recognized on both a state and national level for his actions, to include: OCPD Purple heart and OCPD Medal of Valor (2013); Wisconsin Association of SWAT Personnel “SWAT Officer of the Year (2013); Congressional Badge of Bravery (2014); and the Presidential Public Safety Medal of Valor (2015). Email: Bamtraining101@gmail.com

**Chief David Flory (Ret.)** is a 37-year veteran of law enforcement having served 31 years with the Bedford, Texas Police Department, his last 12 years as the Police Chief and 5 years as Police Chief with the Hot Springs, Arkansas Police Department. Chief Flory has served in the following capacities: Patrol, K9, Narcotics, Investigations, SWAT Operations, and Training Administration. In December 2015, Chief Flory retired from Hot Springs to accept a position as a Senior Research Associate for the Institute for intergovernmental Research.

Chief Flory has an extensive background in tactical Para-medicine and is certified as a Nationally Registered Paramedic/TPC. Over the past 40 years, Chief Flory has worked as a Paramedic in a full and part-time capacity for a variety of EMS systems. He currently works part-time for LifeNet EMS, in Hot Springs, Arkansas. Chief Flory serves as a Subject Matter Expert (SME), consultant, and occasional speaker for the International Association of Chiefs of Police (IACP) Physician’s Section. In addition, he is a SME for the Board of Critical Care Transport Paramedic Certification, where he
assisted in designing and authoring the National certification exam for all civilian and military tactical/combat medics.

Chief Flory is one of the original curriculum designers and SME’s for the Bureau of Justice Assistances’ (BJA) VALOR Program, which focuses on training police officers on current officer safety/survival trends and techniques. Chief Flory travels extensively for the BJA, Texas Tactical Police Officers Association (TTPOA) and the Advanced Law Enforcement Rapid Response Team (ALERRT), where he instructs police officers nationally on Casualty Care and Rescue Tactics techniques and mass casualty (i.e., active shooter) mitigation. He has extensively researched the benefits of casualty care training in both the military and civilian arena and has been a featured writer on the subject in both the Police Chief Magazine and the TTPOA’s Command Magazine. Chief Flory holds a Bachelor’s of Science degree from Texas Wesleyan University, and is a graduate of the 186th session of the FBI National Academy, and a graduate of the FBI Law Enforcement Executive Development Seminar (LEEDS) Program. Email correspondence can be sent to: dflory@cr3group.com

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Doug Wyllie is Editor in Chief of PoliceOne, responsible for setting the editorial direction of the website and managing the planned editorial features by our roster of expert writers. An award-winning columnist — he is the 2014 Western Publishing Association "Maggie Award" winner in the category of Best Regularly Featured Digital Edition Column — Doug has authored more than 900 feature articles and tactical tips on a wide range of topics and trends that affect the law enforcement community. Doug is a member of International Law Enforcement Educators and Trainers Association (ILEETA), an Associate Member of the California Peace Officers' Association (CPOA), and a member of the Public Safety Writers Association (PSWA). He is active in his support for the law enforcement community, contributing his time and talents toward police-related charitable events as well as participating in force-on-force training, search-and-rescue training, and other scenario-based training designed to prepare cops for the fight they face every day on the street. Email correspondence: doug.wyllie@gmail.com
References


