

A photograph of several police officers in a school hallway. One officer is kneeling on the left, aiming a rifle. Other officers are standing in a line down the hallway, also holding rifles. The hallway has blue walls and a red carpet. The text "Never Again" is overlaid in the center.

Never Again

Lessons from the Uvalde School Shooting



Are You/We Ready For An Active shooter?

- **PSPD sought out to answer the question in a non-emotional, factual and honest basis. Its not the typical look how good we are training.**
- **A few Questions:**
 - **Are ALL of your officers ready to respond to an active shooter?**
 - **Have you done ALL you can to prepare them for an active shooter?**
- 40% of police officers nationwide are morbidly obese.
- >10% of police agencies are long term IOD, many looking for a way out of work. Would they have responded when in the field?

Prepare For A Threat

- The calmer you are the clearer you think!
- Thinking calmly under fire comes from training, experience and repetition
- Drilling reduces the need for physical courage – Jacko Willink
- Sometimes one must make the best decision where intelligence is limited and there are NO good options. Sec. of State Condoleezza Rice





Five Broad Lessons

- Better operational readiness
- Insufficient mental preparation
- Some in patrol lacked tactical knowledge and skill
- Improve the physicality to move rapidly
- Need for critical thinking under stress

Testing and Training Cadre'

- Acting Sergeant Jason Lamb, SWAT operator
- Detective, lead BJJ Instructor, SWAT Operator Ben Ryan
- SWAT Operator, Detective, and BJJ instructor, Will Moss




Active Shooter Assessment

Palm Springs Police Department

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Learning Objectives

- Purpose for the assessment
 - Goals for the scenario and how they were implemented
 - Scheduling
 - Scenario and key takeaways
 - Training and solutions
 - Active shooter assessment Part II
 - Findings and takeaways and how they relate to leadership
 - Final Thoughts
 - Questions
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- A series of five yellow dashed line segments are arranged in a curved, upward-sloping path in the bottom right corner of the slide.



Purpose



Goals

- Realism
- Sensory Overload
- Pain Penalty
 - Military Medicine, SWAT
- Structure/fatal funnel
- Lighting
- Officer Preparedness
- Equipment familiarity
- Adrenaline
- Immediate feedback

Scheduling

Day Shift – 0630 to 1630

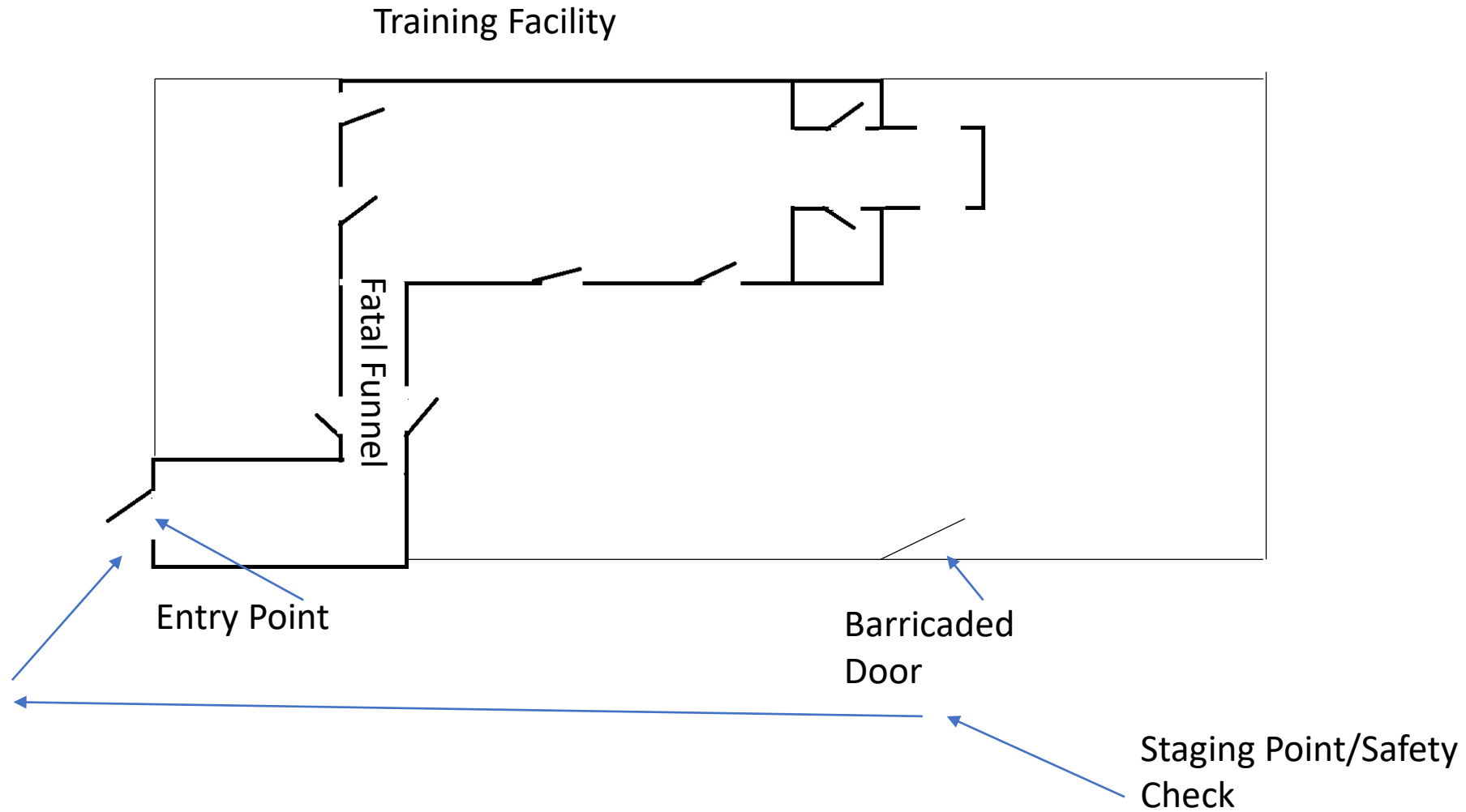
Late Days – 1100 to 2100

Swings – 1630 to 0230

Graves – 2100 to 0700

Detectives, Traffic, Airport, Task
Force

Active Shooter Scenario



Fatal Funnel



Fatal Funnel + Training



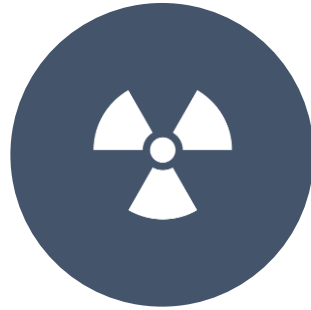
Mishap



What we learned



EQUIPMENT



WEAPONS SAFETY



MINDSET



DEBRIEF

Learning points as identified by Chief Mills (5 key areas)

Lack of operational readiness

- Equipment availability and dependability

Lack of mental preparation

Physicality and conditioning

Tactical skills

Critical Thinking

Solutions

Outfit Officers with proper equipment

- Rifles
- Monthly equipment and vehicle inspections

Department Range Training and Weapons Maintenance

- Lateral movements
- Diagnostics

Active Shooter Training

- Range, Training Number 1, Training Number 2
- Mindset – you will be shot
- Medical
- Basic room clearing

Active Shooter Assessment Part II

Goals

Control Group

- Mindset Briefing

Invitation of PSFD

Part II Results

- No waiting in fatal funnel (even with knowledge of pain penalty)
- Threats neutralized far faster

PSPD VS Control Group

Control Group
Training

Role Player
Observations

Part II PSPD



Part II Control Group



Findings and Key Takeaways

Significant improvement from PSPD

SIMPLICITY - Extreme Ownership

Scenario Comparison Flaws

- 6 Officers
- Request for Training – Lip Service only
- YOU CAN LEAD A HORSE TO WATER BUT YOU CAN'T MAKE IT DRINK

Extreme Ownership

An Excuse for lack of leadership

Briefing Training – Mindset

Continued Assessments using
abbreviated training schedule

Department training (quarterly)

Final Thoughts

- Force on Force is a MUST
 - Training venues
- SIMPLICITY
 - mindset
- Equipment
- Leadership

Conclusion

The need for an active shooter assessment

How we conducted the assessment

Learning points and solutions

Comparison – Assessment II

Final Takeaways



Questions

