

COMMUNITY PATROL SERVICE CASTRO COMMUNITY ON PATROL



ACTIVE SHOOTER – TERRORIST INCIDENT – EVENT PROTECTION CLASS PARTICIPANT HANDBOOK

Revision 4
12/16/2022

PRODUCED BY

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“Conatus est Salus Civitatis”
“SAFETY is a COMMUNITY EFFORT”



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REVISION HISTORY

#	DATE	DESCRIPTION
4	12/16/2022	Federal, State, & City Resources section added. Community Plan – Communication Codes section added. Recovery – The Aftermath section added.
3	12/10/2022	Mobilization Indicators section added. Behavioral approach to violence prevention section added. Updated in collaboration with DHS CISA, CCSF UASI, SFFD.
2	11/2022	Event Protection and GSB Command elements added following Club Q Active Shooter incident.
1	06/ 2017	Presentation and document reviewed and updated following UPS Active Shooter incident.
0	06/ 2016	Original Document



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WAIVER

Every effort has been made to ensure the accuracy of the information and techniques presented and discussed in this document.

At the time of this document's printing the materials are, to the best of our knowledge, accurate. However, many anomalies, omissions, and factual errors may exist. Should you identify such an anomaly, omission, or factual error you are encouraged to bring it to the attention of Community Patrol Service (CPS) or Castro Community on Patrol (CASTRO PATROL).

This document may be modified at any time without prior notice either in part or in full. You may ensure that you have the most recent seminar information and document by contacting CPS directly.

STATEMENT OF INTENT

This document describes examples and recommends techniques that will present information and techniques to equip CASTRO PATROL foot patrol Patrollers. However, the information, examples and recommendations contained herein are by no means complete or exhaustive.

This document is **NOT** intended, designed, or presented as a statement of, or recommendation for, the use of these techniques in a defensive situation or in any other situation and you are reminded that you are fully bound and obligated by all applicable laws prevalent to the use of such techniques in a defensive or offensive situation or manner. You are fully and individually culpable and responsible for all decisions to implement or use the techniques described, practiced, and discussed in this document, and for all subsequent injuries or loss that may result as a consequence of using such techniques.

This document is not intended, designed, or presented to replace, repudiate, or in any way discredit information you previously received from another instructor or any other source. Many different theories, concepts, and techniques are used by numerous organizations and entities throughout the world. This document merely presents a select few that CPS and CASTRO PATROL have identified as useful and informative for CASTRO PATROL Patrollers and the public whom we serve.

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INTRODUCTION

Knowledge is power and our Active Shooter – Terrorist Incident – Event Protection classes offer a wealth of information, guidance, and knowledge which we hope will assist you within your own organization and events.

We strongly recommend that EVERYONE undertake continuous training and seek out additional information and guidance in this area through courses provided by many groups and entities. In our opinion, you can NEVER have too much knowledge, but you can DEFINITELY have too little when the proverbial "chips are down." For this reason, we recommend that you participate in as many classes, as many safety meetings, and as many training options as possible. You just never know when that information or awareness may just be critical to you, your loved ones, your employees, or your event attendees.



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COURSE ADMINISTRATION



Chief Ken Craig, KCTO, KCCO, St.SPCB

Knight **C**ommander of the most illustrious **T**raingle **O**rders, **(KCTO)**

Knight **C**ommander of the venerable **C**astro **O**rders, **(KCCO)**
Saint **S**erve & **P**rotect of the **C**astro **B**eat of the Order of
Sisters of Perpetual Indulgence, **(St.SPCB)**

Grand Master Instructor, American Martial Arts Institute &
ChangMookwan

The information and content of this class is administered by Chief Ken Craig of Community Patrol Service (CPS).

Chief Craig leads the not-for-profit Community Patrol Service (CPS) which provides support and assistance in developing, training, and sustaining community patrol organizations worldwide. Chief Craig and CPS developed this curriculum and continue to update and maintain the content.

Chief Craig has a lifelong involvement with safety and self-defense. He holds a 9th Degree Grand Master Black Belt in the Korean martial art HapMoosaKi-Do from the AMAI, a 9th Degree Grand Master Black Belt in the hybrid martial art YongChul-Do from the AMAI, and an 8th Degree Grand Master Black Belt in the Korean martial art TaeKwon-Do from the ChangMookwan and USA TaeKwon-Do.

Chief Craig established and led the non-profit Triangle Martial Arts Association in San Francisco for more than fifteen years, founded immediately following the horrific murder of Matthew Shepard in Wyoming in 1998. Chief Craig led more than thirty students to 1st Degree Black Belt rank in TaeKwon-Do during this time, and a dozen or more students to 2nd Degree Black Belt and beyond.

Chief Craig helped to establish and lead the San Francisco Police Department, Auxiliary Law Enforcement Response Team (ALERT) for more than eight years, and has served on the SFPD Chief's LGBT Community Advisory Forum and the SF District Attorney's LGBT Advisory Panel.



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COMMUNITY PATROL SERVICE



Community Patrol Service (CPS) is a not for profit, entirely volunteer run, organization that seeks to build comprehensive collaborative efforts on safety and security between residents, businesses, private security and law enforcement agencies. We also support and assist in the development of Community Walking Patrols and advocate for general safety and security measures at the neighborhood, city, state and national level.

CPS facilitates the development of this collaborative and mutually supportive effort. We work to educate residents, businesses, residential and condominium owners and local associations to the benefits and need for such collaborations. We help to develop relationships with local law enforcement and local government agencies in support of mutual collaboration and we provide some information and guidance on how to create steering groups, conduct effective meetings and develop public relations strategies in support of your neighborhood's overall goals. We also provide training to residents and businesses in a number of relevant and useful topics.

We promote and provide information and assistance in the deployment of 6 major program initiatives:

1. **Community WATCH Program (CWP)**
2. **Crime ACTIVITY Reporting (CAR)**
3. **Crime ALERT System (CAS)**
4. **Community On PATROL Service (COPS)**
5. **Community SAFETY Collaborative (CSC)**
6. **Community EDUCATION Outreach (CEO)**

Please feel free to contact us at your convenience and we will be happy to meet with you to discuss your neighborhood challenges and see how we can work together to develop enhanced safety and security for everyone in your community.

CommunityPatrolService@gmail.com

“Building Safer Neighborhoods by Collaborating on Community Safety and Security”



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CASTRO COMMUNITY ON PATROL

Castro Community On Patrol Service (CCOP) is a non-profit program of **San Francisco Safety Awareness for Everyone (SF-SAFE)** who are our fiscal sponsors.

CCOP works to enhance the safety and security of the Castro and Duboce Triangle neighborhoods of San Francisco through a variety of programs and educational outreach efforts.



We deliver several KEY programs to help improve and enhance the “fabric of safety” for the neighborhood including:

- **COPS** – **Community On Patrol Service** program which trains, certifies, and deploys volunteers on regular neighborhood patrols, much like a normal neighborhood watch but with “boots on the ground” walking and interacting with residents, employees, and visitors.
- **CRESt** – **Community Response, Engagement, and Support** program which brings emergent community volunteers together with our trained Patrollers to assist other community groups and organizations with their special events, rally's, marches and so on. Through this program our Patrollers also engage directly in the management of other community benefit efforts such as the Castro Cares program, Castro Merchants, Stop The Violence program, etc.
- **CET** – **Community Education and Training** program which develops training classes and outreach materials on a number of safety topics which are typically provided FREE to anyone seeking them. This program includes our FREE Community Self-Defense classes and our FREE safety whistle distribution efforts.
- **CBW** – **Castro Business Watch** program which we manage and organize. The CBW is very much like a residents' neighborhood watch, except this one is uniquely for businesses to share information and exchange ideas.

We also work diligently to share relevant information and concerns, ensuring the appropriate people, groups, and entities are involved in finding solutions.

www.CastroPatrol.org info@CastroPatrol.org

“Safety is a Community Effort”



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FEDERAL, STATE, & CITY COLLABORATION



We have used extensive resources and information made available by the various Federal, State, and City and County of San Francisco agencies and departments in creating this training content. We recognize and acknowledge that these agencies and departments are the **SUBJECT MATTER EXPERTS** in this topic, and we strongly recommend attending training and classes offered by them.

We express our sincere thanks and appreciation to these agencies and departments in offering support, advice, counsel, and resources to help us refine this training.

U.S. Department of Homeland Security

https://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf

U.S. Department of Justice Federal Bureau of Investigation

<https://www.fbi.gov/how-we-can-help-you/safety-resources/active-shooter-safety-resources>

Bay Area Urban Areas Security Initiative

<https://www.bayareauasi.org/TVTP>



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DON'T GET PARANOID, GET PREPARED!



Our goal in providing this handbook is to help you apply the information, guidance, techniques, and concepts provided during our class. Getting paranoid doesn't typically help, but getting prepared, planning, training, and being aware absolutely helps.

Our training is designed to reduce uncertainty, offer you concrete planning, preparation, and training steps to help you respond if the worst situation should happen.

Remember, PRACTICE, share this information, then practice some more!!

CLASS GOALS

You will not suddenly become an expert in these situations overnight, nor should you. The goals of this class are to begin a new thought process for you, your employees, and your events.

This training is designed to give you some guidance in recognizing hazards and risks ahead of time, establishing a training program to mitigate those risks, developing an effective communications method and a command-and-control system, and engaging in regular training to familiarize everyone with this entire system.





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THERE ARE NEVER ANY 100% GUARANTEES



No matter how much planning, preparation, training, and resources you have available, there can never be any 100% Guarantees that those will be comprehensive, effective, applied properly, or sufficient to respond to any threat or incident presented.

While there are no 100% Guarantees for a perfect, flawless, and timely response – the time you put in with pre-planning, preparations, training, and awareness will **UNDOUBTEDLY** assist you and your staff in many invaluable ways during an incident, and in the aftermath of an incident.

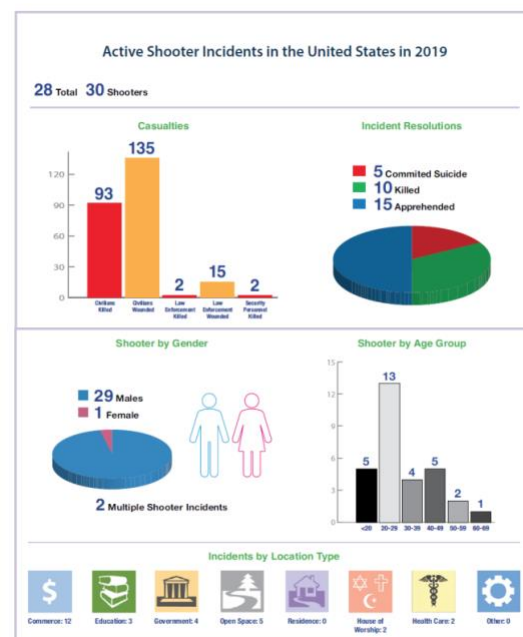
"An ounce of prevention, is worth a pound of cure."

ACTIVE SHOOTER vs TERRORIST

Active shooters and terrorists tend to have very different motivations, support systems, methods, and desired results. Despite these differences, your responses will be very similar irrespective of which offender type is present.

ACTIVE SHOOTERS tend to act alone. They often have a prior pattern of isolation, aggression, or conflict with their ultimate victims. They tend to be overwhelmingly Caucasian males.

TERRORISTS tend to be part of a larger group, bent on a political objective. They tend to surveil targets and plan and prepare more. They seek mass casualties in very public, very popular spaces.





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MASS CASUALTY INCIDENTS IN CALIFORNIA ALONE

Whether an Active Shooter or a Terrorist incident is ultimately determined by investigative agencies, this list offers a perspective of how many incidents have occurred, resulting in mass fatalities and injuries.

		Dead	Injured	Total	Description
09/28/2022	Oakland, California	1	5	6	Oakland school shooting : Four staff members and two students were shot by multiple gunmen at a complex that houses multiple schools. The shooting may have been tied to gang violence
05/15/2022	Laguna Woods, California	1	5	6	2022 Laguna Woods shooting : One person was fatally shot and five others were injured in a shooting at a church in Orange County, California .
04/03/2022	Sacramento, California	6	12	18	2022 Sacramento shooting : A shooting in downtown Sacramento killed six people and injured twelve others. A suspect was arrested the next day.
05/26/2021	San Jose, California	10	0	10	2021 San Jose shooting : Nine people were killed at a Santa Clara Valley Transportation Authority (VTA) rail yard in San Jose, California . The gunman committed suicide.
11/17/2019	Fresno, California	4	6	10	2019 Fresno shooting : Ten people were shot, four fatally, at a football watch party.
11/14/2019	Santa Clara, California	3	3	6	Saugus High School shooting : Two people were killed and three others were injured. The gunman then eventually committed suicide.
10/31/2019	Orinda, California	5	4	9	Orinda shooting : An overnight block party attended by over 100 people ended with five people killed, and four more wounded by gunfire.



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PREPARING AND TRAINING IS KEY



Successfully preparing your staff and volunteers for the “unexpected” is a KEY requirement for a professional, competent, and responsive management organization or structure.

The four pillars that help to build this safety house are Mitigation, Preparedness, Response, and Recovery.

All of these steps will require considerable thought, collaboration with Governmental agencies at all levels, and coordination with your staff and volunteers.

THREAT RISK ASSESSMENT & MITIGATION

It is VITAL that you develop close and trusted collaborations with Governmental agencies at all levels in order to solicit accurate intelligence information on current terrorism threats which may be targeted against your facility or event.

Working closely with these agencies, and developing your own internal threat and risk assessment, you are seeking to develop a clear picture of any possible threat, the likely nature and size of that threat, and then to develop mitigation and security strategies to dissuade actions or at the very least, to reduce the impact of any successful action.

Mitigation is always a delicate balancing act, between the most dangerous and likely risk and the available resources and funding that is required in order to effectively mitigate this risk. In most cases, a layered safety and security structure, in depth which leverages strategic redundant resource allocation will be able to respond to most unexpected and sudden incidents. The quality of your





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staff or volunteers, and equally the quality of all training for these resources, will correlate to the efficiency and effectiveness of any response required.



The FBI and City and County of San Francisco can provide the national threat assessment and likely risks, while the San Francisco District Attorney's office and the San Francisco Police Department can provide local intelligence on active groups or individuals who may pose a risk or threat.

The SFPD should be a close partner as you develop the risk profile, and your planned mitigation steps, as they will be first line responders if any incident should occur. Developing your mitigation plans in collaboration and cooperation with the SFPD will ensure they know precisely what

your safety organization and protocols are.

MASS CASUALTY BACKGROUND INFORMATION

There are various sources of regular updated information on both Active Shooter and Terrorist incidents which you should use to keep up with current threats, identified groups that may target your facility or event, and provide intelligence information to your staff and volunteers.

- U.S. Department of Homeland Security -
https://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf
- U.S. Department of Justice - Federal Bureau of Investigation -
<https://www.fbi.gov/how-we-can-help-you/safety-resources/active-shooter-safety-resources>
- U.S. Cybersecurity & Infrastructure Security Agency -
<https://www.cisa.gov/active-shooter-preparedness>
- U.S. Department of Homeland Security – Ready -
<https://www.ready.gov/public-spaces>



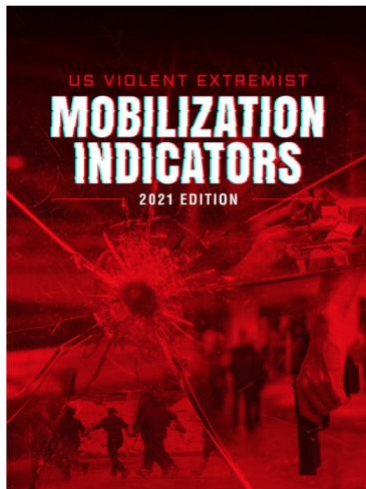
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VIOLENT EXTREMIST MOBILIZATION INDICATORS



Derived from dozens of FBI terrorism investigations, peer reviewed academic studies, and analytic exchanges among Intelligence Community and Law Enforcement professionals, the indicators of violent extremist mobilization discussed in the booklet are observable behaviors that could help determine whether individuals are preparing to engage in violence.

Identifying such threats early, and reporting such concerns to appropriate family, community, and Law Enforcement may allow early interventions and mitigation, possibly preventing a future violent act.

Assessing threatening or concerning behaviors should be assessed with an individual's totality of circumstances, including life stressors, personal risk factors, and threat mitigators.

BEHAVIORAL APPROACH TO VIOLENCE PROTECTION

The National Threat Evaluation & Reporting Program, behavioral approach to violence prevention program utilizes a Behavioral Threat Assessment and Management (BTAM), proactive, evidence-based method to consider and analyze whether an individual may be moving towards an act of intended violence.



NOTE: Vetting threatening or concerning behaviors to determine the potential for intended violence will require additional information. Please report this activity to 9-1-1 or consult with your local BTAM team who can investigate, assess and manage a potential subject of interest while adhering to the individual's privacy and civil rights.



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PREPARATION & TRAINING

Physical preparations should be considered and employed wherever possible, in support of staff and volunteer personnel.

Solid vehicle barriers to prevent possible incursions also double as attendee controls. Removing or sealing street art and resources such as newspaper stands and garbage cans to prevent them being used to hide explosives or weapons. With fore thought and some relatively simple physical mitigations, you may secure the facility or event to the point where any likely actor may consider it too “hardened” to succeed.

Clearly posted signage on attendee or entry requirements and expectations can also help to mitigate likely threats or risks at an early stage. Posting such limitations or requirements well before any event or any entry point is a useful pre-security measure to consider when appropriate.



With all of this in mind, establishing and maintaining a staff and volunteer training program to give them a clear vision of the safety construct and protocols will allow them to act in support of it, and to act independently when needed.

Your staff and volunteer personnel are the greatest single safety asset you have available, as they can assess, interpret, and act when needed in an intelligent and responsive manner in line with your facility or event goals and visions. They will also be KEY actors if any incident occurs, to assist attendees in their most critical time of need and confusion. Staff and volunteer training is VITALLY important and should never be short-changed or minimized.



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SAFETY IN DEPTH

Depending largely on the facility or event to be secured, safety in depth with layers of observation, contact, and control will offer the most effective model for dissuading any possible offender, contacting and identifying anyone with ill intentions, and responding to any incident which does occur.

External Observation Zone

This is the outermost area of the facility or event. Look for anyone, or anything, that seems or feels to be “out of place” and either simply observe or investigate as indicated.



Things to watch for would be, for example:

- **Mannerisms** – does the individual seem unusually nervous, physically guarded, or are they acting in an unusual way for the event or area?
- **Demeanor** – does the individual exhibit unusual interest in the facility or event, and the safety personnel and protocols? Does the individual seem nervous around Law Enforcement or Security personnel? Do they appear nervous or fidgety? Are they pacing or repeatedly returning to a point where something could be concealed from view?
- **Accomplices** – is the individual alone, or with others? Does the conduct of the others raise similar concerns? Are individuals in different locations apparently coordinating with each other via hand-signals or phone?
- **Accessories** – does the individual have a bag or package? Does the bag or package correlate with their dress, demeanor, or the facility or event? Is the bag or package unusually heavy? Does the individual treat the bag or package “carefully?” Do any accomplices also have similar bags or packages?

When identified, suspicious activity within the External Observation Zone may be simply monitored, or if resources are available, investigative contact can be initiated.



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Contact Zone

This is the area where attendees line-up or wait for entry to the facility or the event. This is an area where we can make initial contact with any individuals who raise concerns at any level. Any such contact is designed to elicit honest, forthright, and unrehearsed responses, to better assess whether something is "out of place" or not.

Open ended questions designed to focus on three primary areas will assist in assessing the individual: Preparation, Purpose, Pleasure.

- **Preparation** – Are you here with someone? Have you been here before? What have you heard about the event? Who are you here to see?
- **Purpose** – Do you have an appointment? Do you have tickets to the event? Is the bag/package for someone here?
- **Pleasure** – What are you looking forward to? How much do you know about the event/facility?

Chatting casually and non-threateningly should elicit stress free, rhythmic, and consistent answers without any long pauses or changes in those answers. Anyone under stress (such as when trying to deceive) will speak more slowly as they construct answers, they may ask you to repeat many simple questions for time to construct their answer, their breathing may increase under stress. They may also interrupt you with quick statement answers, in an effort to persuade you they are being truthful, in the hope you will stop asking additional questions. Indicators of possible deceitful conduct are:

- Unusual nervousness or fear
- Repeatedly grooming themselves or fidgeting
- Avoiding eye contact with authority figures
- Exaggerated yawning, excessing or nervous laughter or giggling
- Protruding or pulsating neck arteries
- Eyes wide open and either blinking rapidly, or not blinking at all
- Increased breathing (panting), sweating
- Feigned smiling or overly cooperative

Any of these could have innocent motivations, but they do suggest justification for a little more care and attention to the individual, their intentions, and any bags or packages they are carrying with them.



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Access Control Zone

This is the entry control point to the facility or the event. It is at this point that a final decision to grant or deny access is made. It is essential that any observations or concerns from external safety personnel are made known to the access point personnel so they may independently assess the concerns and arrive at a final decision.

Safety personnel at the access control point must remain fully alert to any indicators that may suggest illegal activity or nefarious intentions. Individuals identified for additional screening should be moved to a secure location just apart from the entry access point. Such individuals should be considered "suspicious" at this point, until verification of innocence is confirmed.

Safety personnel must always keep suspicious individuals in front of them when conducting additional screening interviews. All interviews should always be conducted by TWO personnel, one conducting the interview and the other providing safety support and observing the individual for signs of deception or sudden movements.

Having a backup support team is essential for proper coverage and quick response at access control points. Identify these roles well before they are needed, so all personnel "on the day" know and understand their function and requirements intimately.

The additional screening interview must establish that the individual poses no risk and has no dangerous weapons in order to grant them access. If any concerns or questions remain unanswered, or unsatisfactorily answered, then access should be denied and all safety personnel must be advised of the denial.

- Remain alert to the surroundings at all times.
- Consider additional screening individuals as "suspects" until they are cleared.
- Keep suspicious individuals in front of you.
- Interview in two-person teams.
- Ensure adequate and attentive backup is readily available.
- Make a final determination on access or denial of access based on the facility or event protocols.
- Trust your instincts.



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Internal Safety Zone



Once attendees have passed the Access Control Point, they enter the internal safety zone.

While risks and potential threats should have been successfully mitigated or denied entry at this point, active vigilance by safety personnel is extremely important. Such vigilance is not only focused on the safety of attendees with regard to health incidents and injuries, but also in ensuring that no risks or threats develop as a result of attendees within the Internal Safety

Zone.

Consider “mapping” any outdoor event to provide a grid map for identifying where incidents may be occurring and where assistance may be required.

Safety staff within the Internal Safety Zone should be rotated regularly to avoid complacency or exhaustion. Such rotation could simply be reassignment to a different area of the event, or it may be a 15–30-minute rest break. No-one should remain on shift for more than 4 hours at a time, without a break of at least $\frac{1}{4}$ the time on duty. The freshness, awareness, and responsiveness of Safety staff relies on them being well rested, attentive, and ready to act at a moment's notice.

Verification of all communication methods should take place every 30 minutes, by having all personnel or fixed stations perform a radio check, or status update.



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Emergency Response Plan

All facilities, and events, should have a formal and detailed Emergency Response Plan (**ERP**), which will establish Command and Control roles and functions, assign responsibilities, identify available resources, and establish emergency planning should any unexpected incident occur.

The **ERP** should be reviewed and updated frequently to ensure it remains accurate, effective, and useful. All staff members and volunteers must be trained in the protocols and procedures advocated in the **ERP**.



INCIDENT RESPONSE



Your prior staff and volunteer training, and their understanding and awareness of your Emergency Response Plan (**ERP**) protocols and processes, will significantly impact how well they respond to any unexpected incident which arises.

The more training, preparation, and self-confidence they have, the more likely they are to respond and apply the **ERP** protocols.

Incidents will hopefully not be significant and catastrophic, ranging from a simple medical injury (broken bone or unconscious person) to a fire or structural collapse etc. The confidence and teamwork your staff and volunteers exhibit when responding to less critical incidents, will inform how they will most likely respond when a more critical incident occurs, such as a deliberate vehicle intrusion, an explosion, an active shooter, etc.



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Emergency Evacuation Plan

One of the KEY plans that the Emergency Response Plan (**ERP**) must include is the Emergency Evacuation Plan (**EEP**).

The **EEP** will identify and establish the most viable egress routes from the facility or event, should an emergency incident occur that demands an evacuation of all attendees.



The choice of EEP will depend on the seriousness and severity of the emergency incident underway.

General Emergency

The **EEP** will identify and establish an Emergency Evacuation Assembly Area (**EEAA**) at least ½ block away from the facility or event area in a location which will be suitable for the likely attendee numbers for most emergency incidents, such as a fire, or structure collapse etc. The **EEAA** should be well lit, safe, and in the best case scenario, it may offer seating and some resources such as cover for inclement weather and restrooms. Once evacuated to the **EEAA**, all present should be recorded officially, to account for those who were successfully evacuated from the facility or event.

Active Shooter / Terrorist Incident Emergency

The **EEP** for a more serious emergency, such as an Active Shooter or Terrorist Incident will be significantly different, as in most cases the Emergency Evacuation Assembly Area (**EEAA**) will be at least several blocks from the source of the incident. The **EEAA** must be a safe, secure, and protected area that will ensure escapees remain unharmed and can receive medical attention as needed.

The **EEP** and **EEAA** must be remotely located from the incident scene to account for the possibility of a secondary attack, or a subsequent attack targeting responding emergency service personnel in which regular attendees may be swept up.



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Emergency Triage Area



You will undoubtedly have a First Aid station, and personnel trained in basic First Aid or better trained paramedics on site at your facility, building, or event. This First Aid station is perfectly capable of handling minor injuries and emergencies which are anticipated and not the result of a sudden, unexpected, disaster or attack.

In the event that a larger scale general emergency incident occurs, such as a fire, structure collapse, crowd surge etc. then the standard First Aid station may well be quickly overwhelmed in terms of numbers of injured or the type and severity of injuries. The incident may also render the First Aid station too small and limited a location to provide adequate care and treatment for the number of injured and their friends.

In such circumstances, pre-planning to establish, staff, and support an Emergency Triage Area (**ETA**) in a safe, well lit, relatively flat, readily accessible area which is not more than $\frac{1}{4}$ of a mile from the incident location is vital. Fore knowledge by all involved of the dedicated **ETA** will reduce confusion and delayed treatment in the event of a large-scale incident.

It may take a little time to realize that the incident represents a larger scale event which requires the establishment of an **ETA**, but as soon as this decision is made, all injured – from walking wounded, to seriously critical – should be transported as quickly as possible to the **ETA** where they will be professionally triaged, and treated as necessary and appropriate.

The **ETA** must provide ample road access to allow for multiple ambulances, Law Enforcement, City and County, and other necessary vehicles and personnel to access the injured as quickly and easily as possible.

Any identified deceased individuals should be left in place but covered whenever possible. Subsequent investigations will require that the deceased remain in place to aid in the investigation and incident report.



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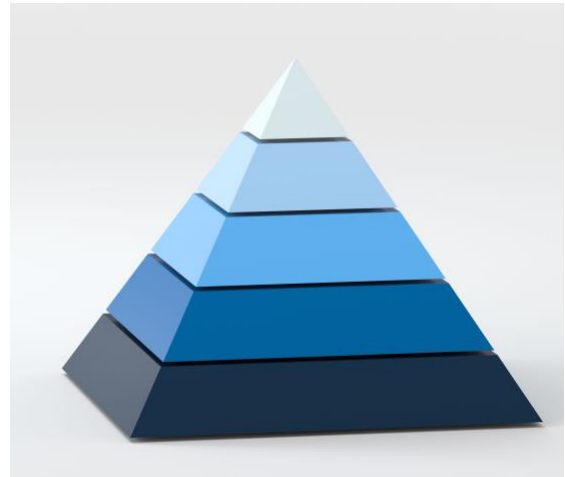
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GOLD – SILVER – BRONZE COMMAND & CONTROL

Any plan, preparation, and training in anticipation of a sudden, catastrophic emergency incident will only be as good and effective as the time, effort, and frequency of those functions.

A KEY to this, is defining and supporting a very clear Chain of Command, and a corresponding command and control system.

All organizers, staff, safety personnel, and volunteers MUST confidently know their position, role, and function in the event of an emergency, whether relatively small, or large and catastrophic.



GOLD	STRATEGIC
SILVER	TACTICAL
BRONZE	OPERATIONAL

We strongly recommend adopting a command and control systems such as the GOLD – SILVER – BRONZE model.

This model clearly defines the structural elements necessary to effectively respond to a critical and unexpected emergency, as well as simply handling the mundane day today challenges that many days or events may conjure up.

The GOLD – SILVER – BRONZE (**GSB**) command and control structure is used very successfully by all emergency services within the United Kingdom of Great Britain and Northern Ireland, and it would work well for most organizations and events as it simply categorizes staff members, safety personnel, and volunteers into conceptual roles.



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Gold Command

GOLD

STRATEGIC

The GOLD Command is the top-level overall strategic coordinator and/or organizer of the event, or the CEO or the organization etc. The GOLD Command sets the overall concept, establishes the protocols and procedures, and will perform primary liaison and collaboration with all external organizations, agencies, and individuals.

The GOLD Command is typically undertaken by one single individual.

In general terms, the GOLD Command:

- Is normally the “top dog” of the event, facility, building.
- Sets the goals, ambitions, overall concept, and strategy.
- Conducts liaison and collaboration with external governmental and private organizations such as Law Enforcement, EMT, City departments, security companies etc.
- Primary contact and PRESS OFFICER to liaise and provide comment and information to members of the press in the event of an incident.
- Responsible for making KEY high-level strategic decisions as required and appropriate in the event of an incident.
- Receives regular reports and information from the SILVER COMMAND.



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Silver Command

SILVER

TACTICAL

The SILVER Command coordinates the efforts of all public (forward) facing staff members with the safety and security personnel. They maintain an awareness of the event through reports on a regular basis, and they make KEY decisions in response to any incident or challenge which may occur.

The SILVER Command is typically undertaken by one or more individuals who have responsibility for no more than four or five Bronze command reporting to them.

In general terms, the SILVER Command:

- Briefs and coordinates all staff, volunteers, safety, and security personnel as defined by the GOLD command.
- Establishes the general safety and security profile and structure and maintains awareness of all personnel working in these roles throughout the event.
- Maintains a solid awareness of all resources allocated and will redeploy or amend planning as required to address any unforeseen situations or challenges.
- Coordinates the “on the ground” response to any incident, from minor disturbances to major mass casualty events.
- Receives regular reports and information from the BRONZE COMMAND.



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Bronze Command

BRONZE

OPERATIONAL

The BRONZE Command coordinates the efforts of all public (forward) facing staff members with the safety and security personnel in key deployment areas or in pre-defined teams. They coordinate and support the “boots on the ground” safety and security personnel, ensuring all have the necessary resources, equipment, rest breaks etc. required to perform their critical functions.

In general terms, the BRONZE Command:

- Briefs and coordinates all staff, volunteers, safety, and security personnel as defined by the SILVER command.
- Ensures that all safety and security personnel assigned to specified areas or teams are in place, functioning effectively, and assisting them as needed.
- May adjust assignment areas or team members as appropriate and necessary to maintain the effectiveness of oversight and responses.
- Supports any “on the ground” responses to all incidents and challenges.
- Receives regular reports and information from their assigned safety and security personnel.



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CASTRO COMMUNITY SAFETY PLAN



We strongly advocate for the establishment and development of this training and pre-planning as a comprehensive CASTRO COMMUNITY SAFETY PLAN (**CCSP**) which ALL events, organizations, and agencies would follow when hosting their own events.

As a relatively small community, we often find the same volunteers turning up at many various events and activities throughout the neighborhood. This is something that all organizations and events could leverage to

their considerable advantage by using a “standardized Castro Community Safety Plan” which follows the same general concepts, protocols, procedures, and structures.

Such a **CCSP** would reduce the need for each individual event or organization to spend a lot of time, money, and energy on planning and training, and would help to provide more consistently trained, aware, ready, and prepared safety and security personnel for all events and undertakings. This would also allow the use of standardized radio communication protocols, standardized radio codes which everyone would quickly and readily understand etc.

The benefits of a **CCSP** are considerable and highly desirable for many reasons. Certainly, any individual organization or event could amend the plan slightly to meet their unique needs as appropriate when the need arises.



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Castro Community Safety Plan – Radio Codes

With common training and resources used for many community events, consistent radio codes for specific incidents can be utilized which a majority of volunteers and staff members will know already. This will reduce doubt and delay in responses.

CODE BLACK	CODE RED	CODE PURPLE	CODE BLUE	CODE GREEN
<i>Lock-Down</i>	<i>Evacuate</i>	<i>Active Shooter</i>	<i>Law Enforcement</i>	<i>Medical Incident</i>
A serious incident is occurring which requires a FULL LOCK-DOWN until safety and security is restored.	A serious incident is occurring which requires an immediate EVACUATION of attendees, if safe to do so.	An Active Shooter incident is occurring. RUN – HIDE – FIGHT protocols apply.	A non-critical incident is on-going which requires LAW ENFORCEMENT response and attendance.	A medical emergency or situation is on going which requires MEDICAL response and attendance.

Additional codes may be added as needed and appropriate, though this should not become TOO overly complicated as that may then slow down responses, increase confusion, and result in improper codes being transmitted in error.



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ACTIVE SHOOTER INCIDENTS

Active shooter incidents are often unpredictable and evolve quickly. They can happen anywhere, at any time. They often begin with little advance warning, and initially they often cause confusion, doubt, and ultimate panic and fear in all those involved as victims.

Training, preparation, and confidence can definitely mean the difference between survival and becoming a possible victim.

In general, the Active Shooter protocol is defined as:



1. RUN
2. HIDE
3. FIGHT

Quickly recognizing the THREAT and communicating the Active Shooter location and description will be essential to the appropriate response.

An Active Shooter incident within a confined building, will require some different concepts and thought-process to a incident which takes place on the streets of a neighborhood, or in the open fields and woods of a park.

Law Enforcement are trained, equipped, and prepared to enter an Active Shooter environment with the sole purpose and goal of neutralizing the shooter as quickly as possible. This means they will pass by injured victims to locate and neutralize the shooter, making the scene safe for medical personnel and other responders

Law Enforcement will initially treat **ANYONE** they contact as a potential suspect when they first arrive, as their picture of the situation will be extremely limited at that time. If you encounter police, **put your hands above your head and spread your fingers** to clearly indicate you are an innocent victim.



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1. RUN



If possible, when you hear gunfire, or become aware of a shooting incident nearby, or you are specifically informed that an Active Shooter is in the area, try to run away from that dangerous area to safety.

Run away from the sound of gunfire and screaming.

Don't burden yourself with bags, laptops, or other possessions. You can replace anything – but your life.

Run as quickly as possible, but also run carefully and be aware of your surroundings as you run. Be careful not to trip, or run into obstacles, injuring yourself in the process. Watch for any signs of a possible shooter as you run.

Don't delay your own escape, trying to persuade others who are reluctant to run.

Run until you are SAFE. This may require running for a couple of blocks or even more. Run until you feel you are safe and secure.

If you know anything of value to Law Enforcement, call 9-1-1 to provide your information to them, or, pass the information on to a uniformed Law Enforcement Officer if you see one and they have time to take your report. Remember, dispatchers and Officers will be extremely busy, focused, and perhaps overwhelmed themselves. They may be short or seemingly dismissive of you initially. Gently persist to provide your information or try writing your information down and hand it to an Officer.



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2. HIDE

If escaping or running is just not possible, or does not seem safe given the proximity of the shooting, then look for places where you can hide and barricade yourself.

If possible, find a room with a door which can be closed and locked. Use this room to hide in. If you cannot hide inside a room, try to find an out of the way spot which is not readily exposed by a lot of space around it.



If you are hiding within a room with a closed door, try to use anything within the room to “barricade” the door. Desks, filing cabinets, chairs, anything that will help prevent the door from being forced open, and anything which may stop or significantly slow down any bullets which may be shot through the door.



Turn off your cell phone ringer, turn off the lights within the room, and try to close any blinds on windows if the room has them. Remain as quiet as possible within the room, to avoid attracting attention.

Don't hide under a desk or similar structure in any wide-open space where the Active Shooter has freedom to roam. This will not provide you with any real protection. Rather, find a location away

from large open spaces, and if possible, find a weapon to use on the Shooter if they find you. Try to surprise them if this happens by attacking violently and relentlessly.

Remain in your safety room until Law Enforcement personnel come to release you. Law Enforcement will identify themselves clearly and loudly – but be cautious. Active Shooters have been known to “pretend” to be Law Enforcement in order to gain access to otherwise secured safety rooms.



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3. FIGHT



If, despite your best efforts to evade the Active Shooter, or to barricade yourself in a safe place, the Shooter still finds you or breaches your Safety Room, then you must **FIGHT** with **ALL YOUR MIGHT**, with **ANYTHING YOU CAN USE** as a weapon, **UNTIL THE SUSPECT IS DOWN AND NEUTRALIZED.**

Active Shooters rely on their weapons and the fear they create to intimidate and dominate their victims. They rarely expect or anticipate any resistance, let alone an unexpected, sudden, and violent attack. You **MUST** use this to your advantage when you have no other choice.

Find anything **HEAVY, SOLID**, and substantial yet something that is easy enough to lift, swing, and hit the Shooter with. Fire extinguishers, crow bars, garbage cans, chairs, metal tools, **ANYTHING** you can find will offer you an advantage.

If confronted with no other option, **STRIKE FIRST, STRIKE HARD**, and target the suspects **HEAD, EYES, ARMS, and KNEES.**

Keep hitting the Shooter as hard as possible until they go down to the ground, and until they are either no longer moving, or you have successfully removed their weapon(s).

Be aware that there could be more than one Shooter, so even if you successfully take out one suspect, take care to reassess your situation and try to determine if another threat exists i.e. shooting or screaming continues somewhere else. Decide then to **RUN**, or **HIDE** again as necessary.



You may have to justify your actions within a court of law in the aftermath of the incident, **HOWEVER**, it is always better to be **TRIED** by 12 of your **PEERS**, rather than to be **CARRIED** by 6 of you family and friends to a grave. Do **EVERYTHING** you can to survive in the moment, so you have the ability to explain your actions, if necessary, afterwards.



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Treat – ONLY When Safe To Do So

In the event that you, or others you are with **when barricaded in a safety room, or hiding in a secure place**, is injured, provide whatever treatment you can as soon as possible if you can do so without risk of revealing or exposing yourself. **DON'T** leave a safe position to look for or treat the injured.



If there are gunshot victims with you, pack any material you can find into the bullet holes in their legs, arms, or body and apply pressure to the wound(s).



Try to chat with the victim's to slow their heart rate as much as possible. If a leg or arm wound is bleeding severely, apply a tourniquet using a tie, belt, or anything similar to stem the bleeding. This may save the victims life. **STOPPING ANY BLEEDING** is your primary goal and focus, as loss of blood is a key element in shock, which can ultimately lead to death.

In such a situation, this will **NOT BE PLEASANT** or comfortable. There will be a lot of blood, a lot of fear, a lot of pain and possibly a lot of screaming. Very few people have ever experienced such horrific situations personally. Very few first responders will have experienced this either. Again, prior training and preparation will help in these times. Consider obtaining First Aid / CPR / AED certification and maintaining that certification annually to keep your skills and knowledge up to date. Consider attending a STOP THE BLEED training course. You can never have too much training and knowledge in these situations.

Law Enforcement will initially enter the location to identify and neutralize the Shooter as quickly as possible **BEFORE** allowing medical resources access. This may result in a considerable delay before EMT personnel are able to enter the area and provide care.

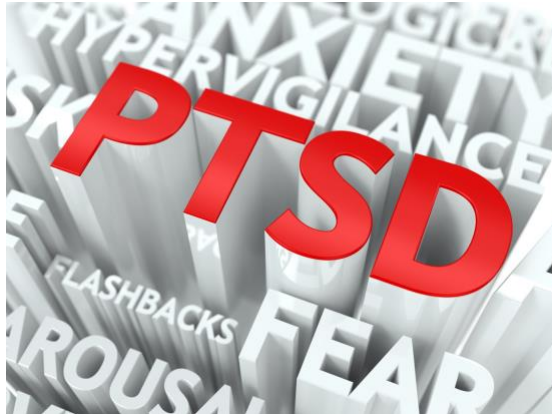


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RECOVERY – THE AFTERMATH



It is extremely important to recognize that anyone – most likely everyone – involved in any significant emergency incident will suffer from Post Traumatic Stress Disorder (PTSD) to some degree, whether the incident is an accident, or a deliberate act.

Even professional emergency first responders experience PTSD symptoms.

PTSD may also impact staff, safety, and security personnel as the emergency incident unfolds, as prior experiences may trigger memories that elicit fear and result in their inability to act or respond effectively.

The short-term stresses will occur as the incident unfolds. Information will likely be sparse, or inaccurate due to confusion. Obtaining a clear understanding of what is happening, where it is happening, to whom it is happening, and what you must do in response may take longer than you expect to understand – if you ever do fully understand it before leaving the scene. Incidents take time to assess, comprehend, and resolve effectively. The delay in fully appreciating the details of the incident can be very stressful for all involved.

The long-term stresses of witnessing, being involved in, surviving, or losing a loved one to any incident are long lasting and will affect people in different ways, yet, almost everyone WILL experience stress (PTSD.)

Pre-planning, training, and solid procedures and protocols established well before any incident will offer the best opportunity to provide appropriate support, resources, assistance, and sensitive responses to all involved.

Help for PTSD and other symptoms in the aftermath of an incident is always made available through government agencies, and we would strongly encourage the use of all available resources to help individuals work through the process of living with those memories.



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LET US KNOW

CommunityPatrolService@gmail.com
Info@CastroPatrol.org

Let us know what you thought of the in-person class, and if you find this participant handbook valuable?

Any suggestions for additions, amendments, or subtractions from this handbook you would recommend?

If you are in the unlucky positions of ever having to use this training in a real-world situation, please let us know and how the concepts and techniques worked for you. If you are in San Francisco, we may also be able to offer you some support, assistance, and guidance through the “next steps” of the incident if you wish.

Our goal is to partner with the Federal, State, and City and County of San Francisco agencies to offer additional training and opportunities to all attendees in this, and other important safety and resiliency topics.

FEEL FREE TO EMAIL US AT ANY TIME USING THE EMAIL ADDRESSES ABOVE.

FEEL FREE TO SHARE THIS INFORMATION AND THE CONCEPTS
IN THIS CLASS WITH YOUR LOVED ONES, FAMILY MEMBERS, AND FRIENDS.
JUST CREDIT CPS AND CCOP AS THE SOURCE OF THE INFORMATION, AND
PLEASE REFER OTHERS TO OUR TRAINING CLASSES.

THANK YOU FOR ATTENDING AND LEARNING WITH US.