A sunset scene over a body of water with a tropical island silhouette in the distance. The sun is low on the horizon, casting a golden glow across the sky and water. The sky is filled with scattered clouds, some of which are illuminated by the setting sun. The water in the foreground is dark, with the sun's reflection creating a shimmering path.

*Critical Incident Workshop:
“But for the grace of God go I”
– a discussion in the
wake of Uvalde.*

2023 TMHRA Civil Service and Labor Relations Workshop

Prepared and Presented by:

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1) Need for Better Training

There is broad recognition among law enforcement officials of the importance of first-line supervisors. However, research on effective supervisory training is sparse, and relatively few law enforcement agencies have strengthened their policies and training practices to emphasize preparing first-line supervisors for the important decisions they must make, particularly those related to critical incidents.

- Critical Response Tool Kit for First-Line Supervisors, Police Executive Research Forum 2016

PERF's Critical Decision-Making Model

- Step 1: Collect Information

PERF's Critical Decision-Making Model

Step 1: Collect Information

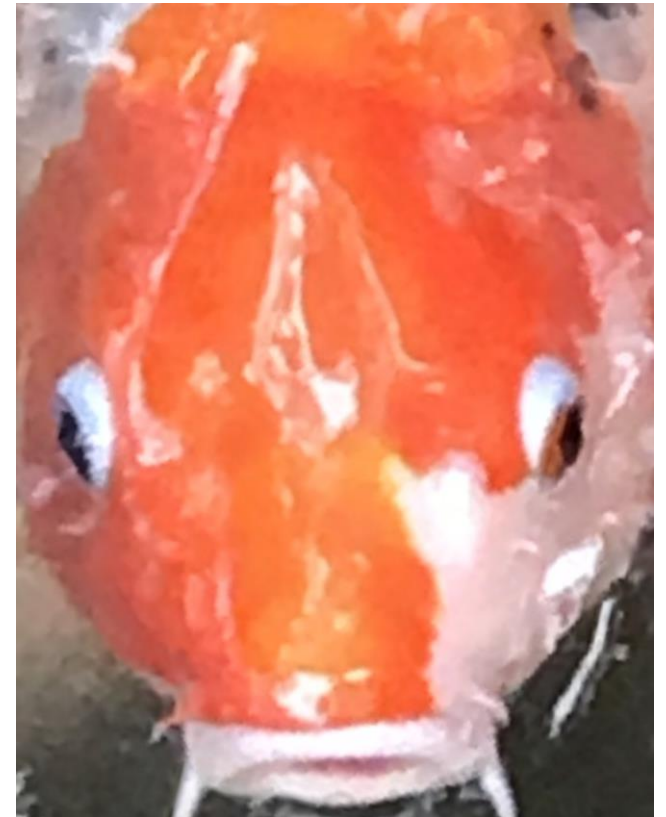
Step 2: Assess Situation, Threats and Risks



EAST-WEST
CENTER

The East-West Center promotes better relations and understanding among the people and nations of the United States, Asia, and the Pacific through cooperative study, research, and dialogue.

Which includes a peaceful, symbolic garden with tranquil water features, including a waterfall, pond & streams.



1777 East-West Rd,
Honolulu, HI 96848

PERF's Critical Decision-Making Model

Step 1: Collect Information

Step 2: Assess Situation, Threats and Risks

Step 3: Consider Police Powers and Agency Policy

PERF's Critical Decision-Making Model

Step 1: Collect Information

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Step 4: Identify Options and Determine Best Course of Action

PERF's Critical Decision-Making Model

Step 1: Collect Information

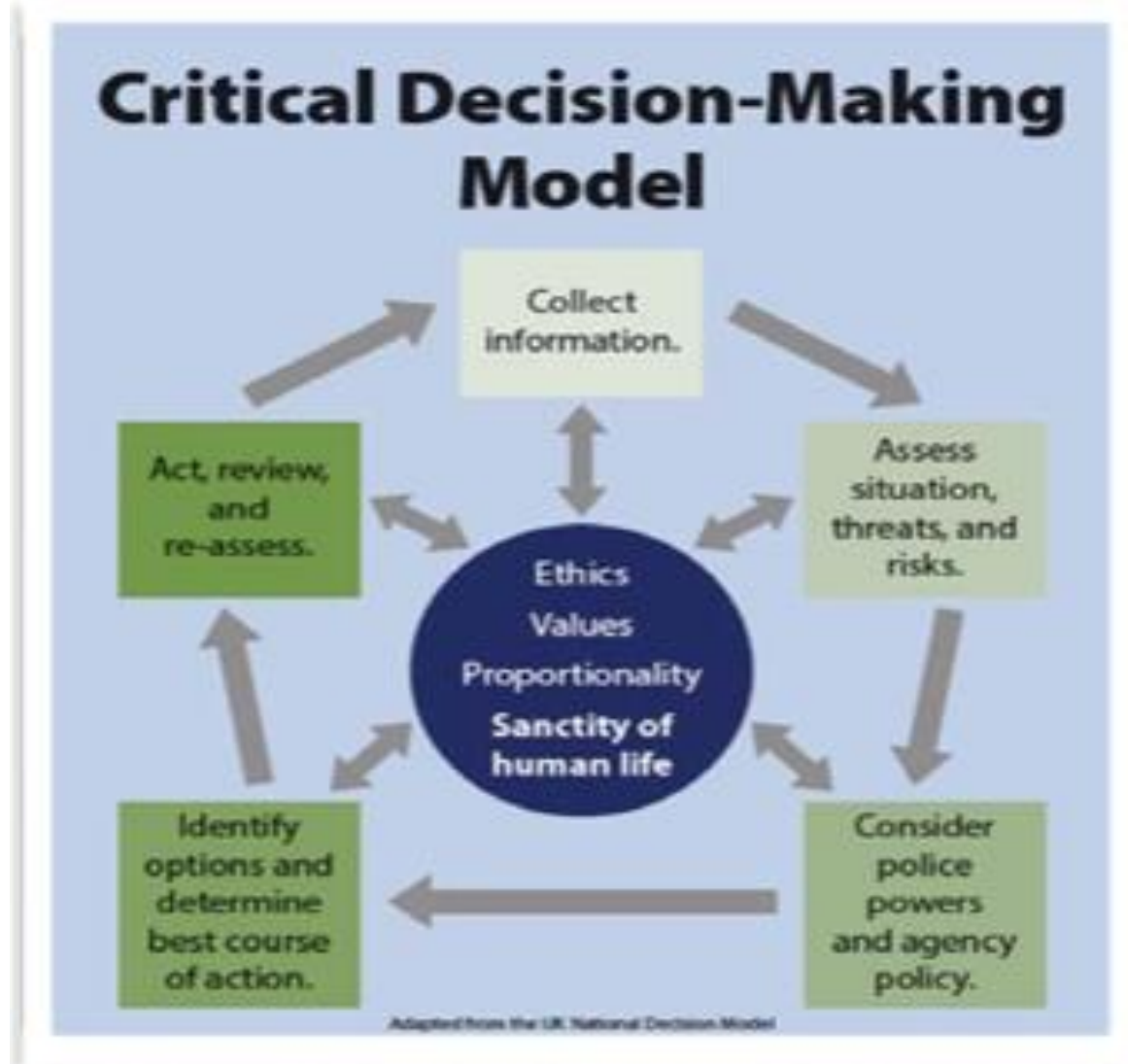
Step 2: Assess Situation, Threats and Risks

Step 3: Consider Police Powers and Agency Policy

Step 4: Identify Options and Determine Best Course of Action

Step 5: Act, review and Re-assess

CDM Graphic Model





PERF's Critical Decision-Making Model

Uses and Benefits

It is thinking process – a process to help you make better decisions.
It is a structure to help you articulate those decisions.

CDM can be performed as fast as you think.
If an officer needs to act immediately, that's OK.

Over time, the process become intuitive

INCIDENT COMMAND



Model Policy

Section II – This department shall utilize the National Incident Management System/Incident Command System (NIMS/ICS

INCIDENT COMMAND



Model Policy

Section IV. A. Incident Assessment

1. The first responder shall assess the operational situation immediately upon arrival and proceed according to applicable policies and procedures.

INCIDENT COMMAND



Model Policy

..initial responsibility for management of assigned resources...

INCIDENT COMMAND



Model Policy

The first responder shall maintain command and control of the incident or event until relieved by a higher authority, if necessary.

INCIDENT COMMAND



Model Policy

c. The chief of police or his or her designee shall exercise command and control over all law enforcement resources committed to an incident or event that is citywide or multijurisdictional in nature.



Hanging Lake is a National Natural Landmark lake in Colorado located about 7 miles east of Glenwood Springs, Colorado

Active Shooter Training

- U.S. Department of Homeland Security
 - HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY
 - Step one – Evacuate
 - Hide out
 - Take action against the active shooter
- 2020 TCOLE Active Shooter Response for School-Based Law Enforcement Course #2195 - January 2020
 - **Learning Objective:** The student will be able to compare/contrast an active shooter event and a hostage or barricade crisis
 - **Learning Objective:** The student will be able to identify response priorities during school shootings.
 - **Learning Objective:** The student will be able to explain the need to potentially adopt a solo response to an active shooter event.
 - **Learning Objective:** The student will be able to explain communication strategies for solo officer response.

Active Shooter Training

- An active shooter event involves one or more persons engaged in killing or attempting to kill people in an area occupied by multiple unrelated individuals. U.S. Department of Homeland Security
- vs
- A hostage crisis develops when one or more criminals hold people against their will and try to hold off the authorities by force, threatening to kill the hostages if provoked or attacked.
- An event that starts as an active shooter event can easily morph into a hostage crisis and vice versa. The patrol response and search tactics for dealing with active shooters and hostage/barricade situations are starkly different.

Active Shooter Training

- First responders to the active shooter scene will usually be required to place themselves in harm's way and display uncommon acts of courage to save the innocent. First responders must understand and accept the role of "Protector" and be prepared to meet violence with controlled aggression. The Priority of Life Scale is used to guide first responders during the critical decision-making process that is required to effectively neutralize any threats. As first responders we must recognize that innocent life must be defended. A first responder unwilling to place the lives of the innocent above their own safety should consider another career field.
- This scale does not suggest that any first responder approach the mission with reckless abandon for safety. The first responder using effective tactics coupled with situational awareness can isolate, distract, and neutralize the actor(s), while mitigating the loss of innocent life.

Active Shooter Training

- Place themselves in harm's way.
- Display uncommon acts of courage.
- Be prepared to meet violence with "controlled aggression".
- Recognize that innocent life must be defended.
- Willing to place the lives of the innocent above their own safety should consider another career field.

versus

- No requirement to act with reckless abandon for safety to defend the innocent life threatened by an Active Shooter.

Reckless Abandon, Defined:

- "without care or regard for consequences".
- "in a very wild and reckless way"
- "with rash, unrestrained impulsiveness, enthusiasm, or zeal."
- "to engage in something with no regard for consequences or safety"

*Source: Internet definitions from "reckless abandon meaning" search 01.29.2023.

Active Shooter Training

- So, what is the standard of conduct for **ALL** Texas Peace Officers?
- Which training are you to follow, NIMS or Active Shooter?
 - How does one decide?
 - If I “rush in” I violate NIMS training and if I follow ICS training, I violate Active Shooter training.
- How about adopting the below standard for Texas Peace Officers:

In the moments that mattered, all Texas Peace Officers who find themselves first responders to an Active Shooter shall display bravery, courage, sacrifice, integrity and a deep love of the State and a desire to always do what is right?

The Congressional Medal of Honor
Since 1861, only 3,530 Medals
awarded to only 3,511 people.



As you all “propel” out of here, 😊
Thank you for listening and being a part
of TMHRA. And I thank TMHRA for
allowing me to speak on this matter, as it
is truly a life-or-death situation.



Lake Travis, Texas, 2013 - Flyboarding.