



# VIKING AT WAR

TACTICAL TRAINING

## ACTIVE SHOOTER & TERRORISM DEFENSE EMERGENCY ACTION PLANNING



**FEMA**  
Certified

"Active Shooter..."  
"Workplace Security..."  
"Guardian Accord..."

**DIRECT ACTION**

Book Series By

**Chuck Knutson**



# ACTIVE SHOOTER & TERRORISM DEFENSE EMERGENCY ACTION PLANNING

This book is adapted from the "Active Shooter & Terrorism Defense Emergency Action Planning" live seminar. It is normally presented as a "Power-point" seminar and therefore does not necessarily flow as well in book form without notation and comment.

The seminar is attended by State and Local Law Enforcement, Military, Community Leaders, Facilities Managers, Teachers and Organization Leaders.

I felt it was important to make this book adaptation as soon as possible. I will make updates for flow and explanation later.

If you have any specific questions regarding the information in the book. Please visit [VikingatWar.com](http://VikingatWar.com) and contact us.

We sincerely hope this information helps individuals and groups wanting to learn more about what can be done to protect and preserve human life in the event of a terrorist attack or workplace violence.

As you read the beginning of the book you will see the very specific liability disclaimers. It can not be stressed enough that the information presented here in this book is informational only and not instructional. Each situation is different and only you can make decisions on your safety or that of someone else. You are solely responsible for those decisions.

Thank you

Chuck Knutson

# ACTIVE SHOOTER & TERRORISM DEFENSE EMERGENCY ACTION PLANNING

Information in this book has been sourced from many agencies and experts.

## We would like to acknowledge

Department of Homeland Security

Federal Bureau of Investigation

Federal Emergency & Management Agency

Our Friends and Associates in Law Enforcement and the Military.

Our Professionals and Experts that participated in discussions and open forums to help provide guidance in the ever evolving and rapidly changing threat environment in which we all now live.

The Military, Police, First Responders and others who work tirelessly as well as sacrifice so much to protect everyone.

My friends and family.





# **ACTIVE SHOOTER & TERRORISM DEFENSE EMERGENCY ACTION PLANNING**

## **ATTENTION !!!!!!!**

**THIS BOOK IS FOR INFORMATIONAL PURPOSES ONLY**

**THIS BOOK CONTAINS GRAPHIC  
INFORMATION AND MAY BE  
UPSETTING TO SOME PEOPLE.**

**READING PAST THIS POINT  
INDICATES YOUR ACCEPTANCE AND  
AGREEMENT THAT THIS BOOK IS  
INFORMATIONAL ONLY AND NOT  
INSTRUCTIONAL.**

**THE BOOK CONTAINS MATERIAL  
INTENDED ONLY FOR  
PEOPLE OVER 18**





# **ACTIVE SHOOTER & TERRORISM DEFENSE EMERGENCY ACTION PLANNING**

## **ATTENTION !!!!!!!**

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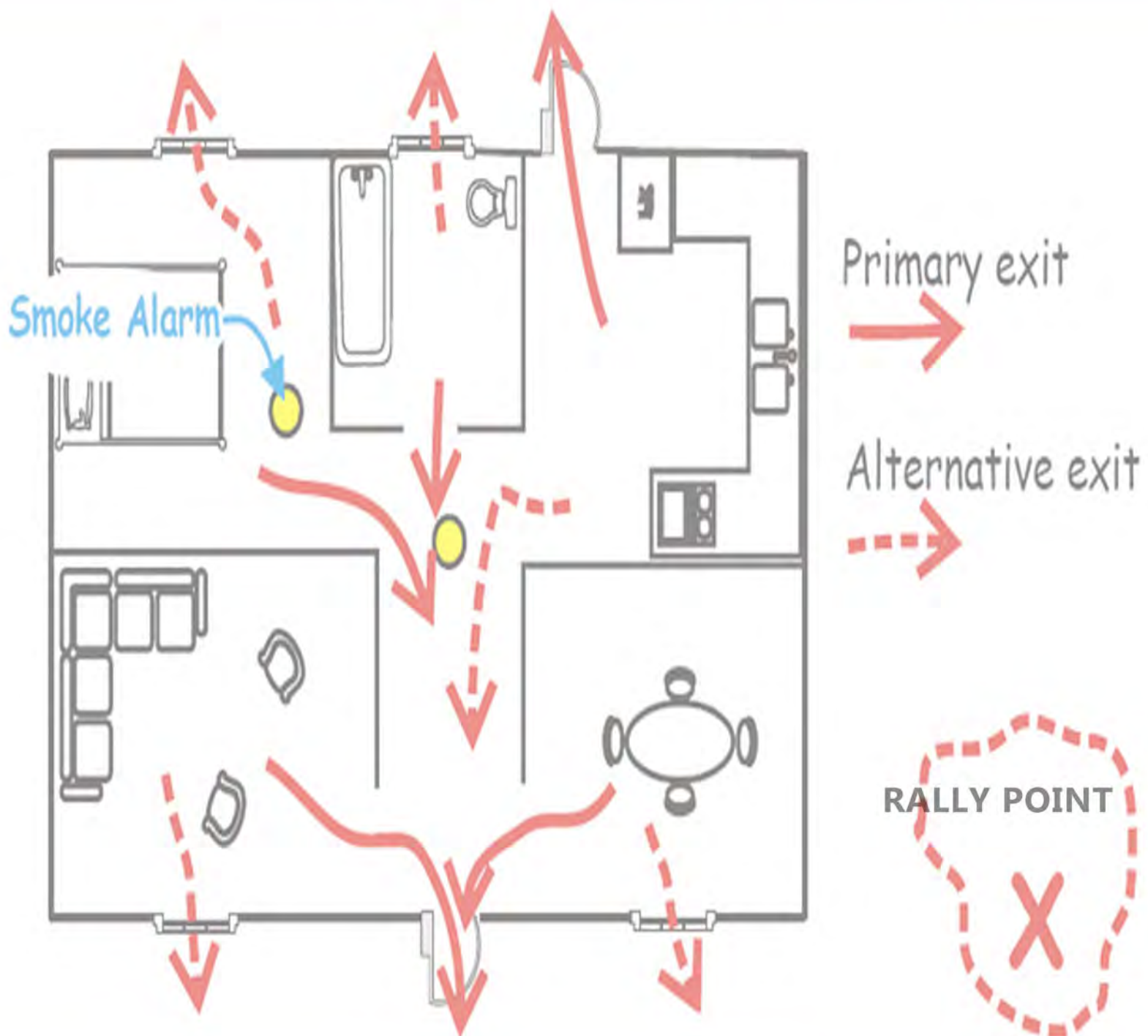
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REPRESENTATION THAT THE  
INFORMATION CONTAINED IN THIS BOOK  
WILL PROVIDE YOU PROTECTION OR SAFETY  
IN ANY EVENT**

**CHARLES KNUTSON, HIS ASSOCIATES AND VIKING AT WAR MAKE  
ABSOLUTELY NO STATEMENT OF WARRANTY OR GUARANTEE  
CONCERNING THIS BOOK AND ADVISE ALL INDIVIDUALS READING  
THIS BOOK, THAT ANY DECISION WHICH THEY MAKE DURING AN  
ACTIVE SHOOTING EVENT IS SOLELY THEIR OWN AND THEY FULLY  
ACCEPT THE CONSEQUENCES OF THEIR OWN ACTIONS REGARDLESS  
OF WHERE THEY READ OR VIEWED MATERIAL SUGGESTING ANY**





# ACTIVE SHOOTER & TERRORISM DEFENSE EMERGENCY ACTION PLANNING





# **REALITY**

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**In the ever increasingly violent world in which we now live, an attack must be considered a real threat.**

**Realizing the very real threat of a violent attack is not an endeavor in paranoia but prudent common sense.**

**Emergency Action Planning will help prepare you for such an emergency.**

**We can provide you with valuable training and help you to adopt procedures necessary for the preservation of life.**

**ACTIVE SHOOTER & TERRORISM DEFENSE  
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# ACTIVE SHOOTER

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**An “Active Shooter” situation is “dynamic” and violent. It often starts without warning and evolves rapidly.**

**An “Active Shooter” is actively seeking and engaging targets.**

**In most situations the violence does not stop until the police stop the shooter or the shooter commits suicide.**

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# ACTIVE SHOOTER



In the United States there are on average

**20 Mass Shootings a Year**

Approximately 1 every 2.9 months

**Results in 4 or More Deaths**

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# **ACTIVE SHOOTER**

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## **CONFUSING DATA**

**There is no widely accepted definition for what amounts to a “mass shooting” and therefore no trusted central database for the number of incidents that occur in the U.S.**

**The FBI defines mass killings as 3 or more killings in a single incident**

**Often the data is confusing as different metrics are used to qualify incidents**

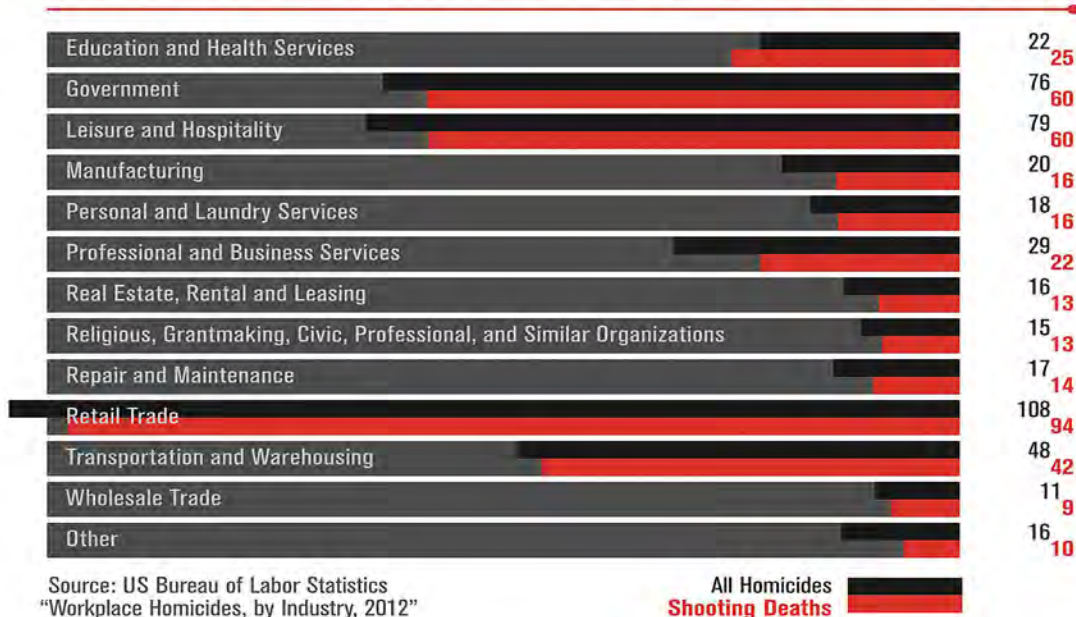
**For example is the shooters death included in the number?  
Is the incident part of a robbery,  
gang violence or other criminal activity  
where all involved parties were criminals?**

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# ACTIVE SHOOTER

In 2012 alone, 394 employees were killed in workplace shootings while on the job.



**A very recent FBI Study of  
160 Active Shooter Incidents in the U.S.  
between 2000 and 2013  
showed that commercial buildings  
of all kinds were the #1 target  
of active shooters, by far,  
representing 45.6% (or 73) of the  
active shooting incidents**

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# ACTIVE SHOOTER

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**An “Active Shooter” most often attacks “Soft Targets” and  
“Target Rich Environments”**

**The shooter believes he is justified in his actions.**

## **Most Common Types of Active Shooters**

*Workplace related & School shooters*

*Criminal terrorists*

*Ideological terrorists*

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# ACTIVE SHOOTER

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## **Ideological Terrorists**

**Use violent acts intended to create  
population fear (terror)**

**Perpetrated for an ideological goal, as opposed to a  
lone attack, for a specific contemporary  
or individual issue**

**They deliberately target or disregard the safety of  
non-combatants Cause oriented**

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# ACTIVE SHOOTER

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## **Ideological Terrorists**

(cont.)

**Narrowly focused**

**Highly motivated & dedicated to a cause**

**Acts based on or driven by political, economic, social,  
geographic or religious elements**

**Do not believe change can occur in a peaceful way; therefore  
"violence is justified"**

**Includes violent jihadists, racists, separatists,  
political groups and radical environmentalists**

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# **ACTIVE SHOOTER**

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## **Criminal Terrorists**

**Hostile reaction to some frustration, loss or  
damage to ego**

**Self centered**

**Desire for vengeance "justifies violence"**

**Seeks psychological reward through terrorism**

**Thrilled by power of firearms, bombs, killing and chaos**

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# ACTIVE SHOOTER

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## **Criminal Terrorists**

(cont.)

**Use soft and opportunistic targets - malls, theatres, retail stores, office buildings, health clubs, etc.**

**Lack discipline and training of the ideological terrorist but more expert weapons use**

**Lack of specific goals results in mass murder and often suicide or death by law enforcement**

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# **ACTIVE SHOOTER**

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## **Criminal Terrorists Planning and Preparatory Acts**

**Extra Ammunition Carried**

**Shooter often exhibits cold, calm and expressionless appearance**

**Mental rehearsals and practice firing prepare shooter**

**Avoidance and escape plans almost non-existent**

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# ACTIVE SHOOTER

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## Ideological Terrorists Planning and Preparatory Acts

### Determine maximum ROI

(terror event cost/effort vs response cost  
money/life/values - trade freedoms for security) Example; ROI on a  
cargo plane bomb, \$4,200 for attack vs billions of dollars for new  
western security measures

### Target selection

### Surveillance & Intelligence gathering

### Fund raising

Weapons purchased or stolen  
(interested in weapons as tools)

### Bomb manufacturing

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# ACTIVE SHOOTER

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## Ideological or Criminal Terrorist?

**Robert Lewis Dear**

**Nov 27 2015**

**Attacked Planned Parenthood facility  
Colorado**

**3 Dead including a Police Officer**

**Held Police off for 5 hours**

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# ACTIVE SHOOTER

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## Ideological or Criminal Terrorist?

**His motive was not immediately clear even after capture was effected.**

## Why is it important?

**It could help Law Enforcement determine if he was a lone actor or part of a group potentially preparing a wave of attacks.**

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# ACTIVE SHOOTER

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## Ideological or Criminal Terrorist?

**“After Action” reports with survivors and witnesses may help provide insight into what type of shooter he was.**

- Did he reference a larger movement?**
- Did he communicate with others not present at the attack about strategies?**
- Did he talk to anyone about anything?**
- Did he seem lucid or confused?**
- Did he seem to know the property/facility?**
- Did he know any of the victims personally?**

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# **ACTIVE SHOOTER**

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## **Summary of Risk factors for Potential Terrorists**

**Often younger male**

**Blames large oppressive "system" or circumstances**

**Obsessive about "victimization"**

**Sees terror or suicide as supreme sacrifice, revenge,  
manipulation and possibly salvation**

**Some believe that problems are solvable  
through violent jihad**

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# ACTIVE SHOOTER

## Awareness Campaign

Have an awareness campaign in place. Example: “See Something, Say Something” campaign, which encourages the public to report what they see.



NYPD employs an aggressive awareness campaign to keep the public engaged in keeping everyone safe.

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# **ACTIVE SHOOTER**

## **RUN - HIDE - FIGHT**

**Civilians must be provided strategies to help save their own lives in an active shooter event. More than half of the events are over before law enforcement ever arrives on the scene.**

**In a 2011 New York Police Department (NYPD) study showed that the vast majority of attacks ended violently. Out of 202 cases examined between 1966 and 2010, 86 percent ended only after force was applied by law enforcement, security personnel, bystanders or the attackers themselves. Just 14 percent concluded without any force at all.**

**You and you alone must make the decision in what course of action you will take in the event of an attack.**

**If you can RUN, do so.**

**If you can not, HIDE.**

**If you must, FIGHT back.**

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# **ACTIVE SHOOTER**

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## **The Police Can Not Be Everywhere**

**Average Police response time is 5 to 7 minutes**

**The Police were training near by the crime scene during the recent tragedy in San Bernadino California where 14 people were killed and many injured**

**The response time was still 4 minutes before the first officer arrived**

**The shooters killed 14 and injured more than 17 then exited the building and left the scene before the Police arrived**

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# ACTIVE SHOOTER

## POLICE TOLD TO 'RUN AND HIDE' IF AIRPORT ATTACKED BY TERRORISTS

**Police at two of America's busiest airports have been told to run and hide should they face an attack by extremists.**

**The stark warning came as part of a training video issued to officers at Chicago's O'Hare**

Reporters at CNN discovered a plethora of documents giving very specific instructions to law enforcement agents to "run and hide". The deputy communications director for the Chicago Aviation Department Owen Kilmer defended the policy. He said: "The current security structure in place, violent crime incidents at O'Hare and Midway airports are extremely low - ensuring that the millions of passengers who fly through Chicago each year feel secure at the airports".

Chicago's O'Hare is the third busiest airport in the United States .

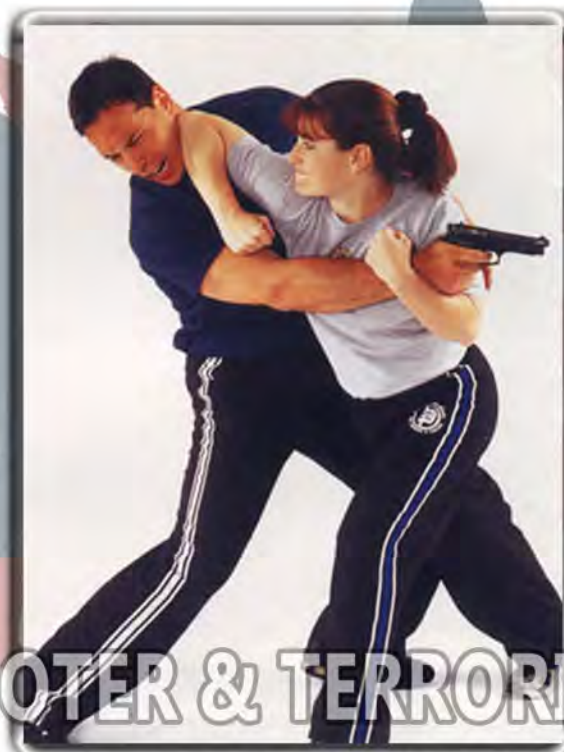
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# ACTIVE SHOOTER

## You Have an **Absolute Right** To Self Preservation

**You may not have time to wait for help  
depending upon the situation so we will  
cover multiple scenarios**



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# **ACTIVE SHOOTER**

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**Prepare Yourself Mentally That This Could Happen To You**

**You must be mentally prepared to remain calm enough to function under the extreme stress of such a situation**

**You will experience sensory overload**

**The noises: gunfire - screaming - crying -  
sirens - alarms - etc.**

**The smell: gun powder - blood - skin burning - excrement**

**The sight: bodies - mutilation -  
many dead will have eyes partially open**

**While you should not de-sensitize yourself, looking at few photos online of bodies may at least somewhat prepare you for what you may see**

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# **ACTIVE SHOOTER**

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## **Facilities Managers and Employers You Must Prepare an Emergency Action Plan**

### **What will you do if an attack takes place?**

**Do you have an Emergency Action Binder with a floor plan, employee counts, information about surveillance equipment and access to remote viewing (IP access to facility CCTV)?**

**Have you conducted evacuation drills?**

**Do you have assigned dedicated “liaison officers” to provide immediate intel to responding Police officers?**

**Do you have immediately accessible first aid equipment (tourniquets, quick clot gauze) for victims you are able to help prior to emergency medical services arrival?**

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# **ACTIVE SHOOTER**

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## **Facilities Managers and Employers You Must Prepare an Emergency Action Plan**

### **What will you do if an attack takes place?**

**Are you on a list or part of an early warning system that would notify you of an armed suspect in your area?**

**Have you provided your employees with safe zones/rooms inside the facility which would provide protection (already existing items like walk in safes or security rooms must be identified)?**

**Do all work areas provide for multiple exit strategies?**

**Have you designated "rally points" for evacuating personnel to assemble (make sure this information is in binder for Police as immediate access to these people for intel is critical)?**

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# **ACTIVE SHOOTER**

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## **Facilities Managers and Employers You Must Prepare an Emergency Action Plan**

### **“The Black Bag”**

**In addition to your binder with the “EAP”, it is a good idea to have a bag/back pack with items such as the first aid kit, small mirror (for corners).**

**Additional items in the kit could include  
“breaching tools”**

**The first officers on the scene may not have tools necessary to gain entrance if the shooter has locked or chained doors.**

**Breaching Items would include - bolt cutters, axe, and hammer. Make the axe and hammer as large as you can in your kit.**

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# ACTIVE SHOOTER

## Facilities Managers and Employers You Must Prepare an Emergency Action Plan

## The Bomb Threat

Do you have a  
procedure for  
handling a bomb  
threat?

| BOMB THREAT CALL PROCEDURES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                      |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------|----------------------|---------------------|--------------------|----------|--------------------|----------------|-------------------|------------------|---------------------|-----------------------|--|
| <p>Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                      |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| <p><b>If a bomb threat is received by phone:</b></p> <ol style="list-style-type: none"><li>1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.</li><li>2. Listen carefully. Be polite and show interest.</li><li>3. Try to keep the caller talking to learn more information.</li><li>4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.</li><li>5. If your phone has a display, copy the number and/or letters on the window display.</li><li>6. Complete the Bomb Threat Checklist (reverse side) immediately. Write down as much detail as you can remember. Try to get exact words.</li><li>7. Immediately upon termination of the call, do not hang up, but from a different phone, contact FPS immediately with information and await instructions.</li></ol> |                      |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| <p><b>If a bomb threat is received by handwritten note:</b></p> <ul style="list-style-type: none"><li>• Call _____</li><li>• Handle note as minimally as possible.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                      |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| <p><b>If a bomb threat is received by email:</b></p> <ul style="list-style-type: none"><li>• Call _____</li><li>• Do not delete the message.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                      |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| <p><b>Signs of a suspicious package:</b></p> <table border="0"><tr><td>• No return address</td><td>• Poorly handwritten</td></tr><tr><td>• Excessive postage</td><td>• Misspelled words</td></tr><tr><td>• Stains</td><td>• Incorrect titles</td></tr><tr><td>• Strange odor</td><td>• Foreign postage</td></tr><tr><td>• Strange sounds</td><td>• Restrictive notes</td></tr><tr><td>• Unexpected delivery</td><td></td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                      | • No return address | • Poorly handwritten | • Excessive postage | • Misspelled words | • Stains | • Incorrect titles | • Strange odor | • Foreign postage | • Strange sounds | • Restrictive notes | • Unexpected delivery |  |
| • No return address                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Poorly handwritten |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| • Excessive postage                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | • Misspelled words   |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| • Stains                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | • Incorrect titles   |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| • Strange odor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | • Foreign postage    |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| • Strange sounds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | • Restrictive notes  |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| • Unexpected delivery                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| <p><b>DO NOT:</b></p> <ul style="list-style-type: none"><li>• Use two-way radios or cellular phone; radio signals have the potential to detonate a bomb.</li><li>• Evacuate the building until police arrive and evaluate the threat.</li><li>• Activate the fire alarm.</li><li>• Touch or move a suspicious package.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                      |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |
| <p><b>WHO TO CONTACT (select one)</b></p> <ul style="list-style-type: none"><li>• Follow your local guidelines</li><li>• Federal Protective Service (FPS) Police<br/>1-877-4-FPS-411 (1-877-437-7411)</li><li>• 911</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                      |                     |                      |                     |                    |          |                    |                |                   |                  |                     |                       |  |

| BOMB THREAT CHECKLIST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date: _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Time: _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                           |
| Time Caller Hung Up: _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Phone Number Where Call Received: _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Ask Caller:</b></p> <ul style="list-style-type: none"><li>• Where is the bomb located? (Building, Floor, Room, etc.) _____</li><li>• When will it go off? _____</li><li>• What does it look like? _____</li><li>• What kind of bomb is it? _____</li><li>• What will make it explode? _____</li><li>• Did you place the bomb? Yes No</li><li>• Why? _____</li><li>• What is your name? _____</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Exact Words of Threat:</b></p> <p>_____</p> <p>_____</p> <p>_____</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Information About Caller:</b></p> <ul style="list-style-type: none"><li>• Where is the caller located? (Background and level of noise) _____</li><li>• Estimated age: _____</li><li>• Is voice familiar? If so, who does it sound like? _____</li><li>• Other points: _____</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Caller's Voice</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Accent</li><li><input type="checkbox"/> Angry</li><li><input type="checkbox"/> Calm</li><li><input type="checkbox"/> Clearing throat</li><li><input type="checkbox"/> Coughing</li><li><input type="checkbox"/> Cracking voice</li><li><input type="checkbox"/> Crying</li><li><input type="checkbox"/> Deep</li><li><input type="checkbox"/> Deep breathing</li><li><input type="checkbox"/> Disguised</li><li><input type="checkbox"/> Distinct</li><li><input type="checkbox"/> Excited</li><li><input type="checkbox"/> Female</li><li><input type="checkbox"/> Laughter</li><li><input type="checkbox"/> Lisp</li><li><input type="checkbox"/> Loud</li><li><input type="checkbox"/> Male</li><li><input type="checkbox"/> Nasal</li><li><input type="checkbox"/> Normal</li><li><input type="checkbox"/> Ragged</li><li><input type="checkbox"/> Rapid</li><li><input type="checkbox"/> Raspy</li><li><input type="checkbox"/> Slow</li><li><input type="checkbox"/> Slurred</li><li><input type="checkbox"/> Soft</li><li><input type="checkbox"/> Stutter</li></ul> | <p><b>Background Sounds:</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Animal Noises</li><li><input type="checkbox"/> House Noises</li><li><input type="checkbox"/> Kitchen Noises</li><li><input type="checkbox"/> Street Noises</li><li><input type="checkbox"/> Booth</li><li><input type="checkbox"/> PA system</li><li><input type="checkbox"/> Conversation</li><li><input type="checkbox"/> Music</li><li><input type="checkbox"/> Motor</li><li><input type="checkbox"/> Clear</li><li><input type="checkbox"/> Static</li><li><input type="checkbox"/> Office machinery</li><li><input type="checkbox"/> Factory machinery</li><li><input type="checkbox"/> Local</li><li><input type="checkbox"/> Long distance</li></ul> | <p><b>Threat Language:</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Incoherent</li><li><input type="checkbox"/> Message read</li><li><input type="checkbox"/> Taped</li><li><input type="checkbox"/> Irrational</li><li><input type="checkbox"/> Profane</li><li><input type="checkbox"/> Well-spoken</li></ul> |
| <p><b>Other Information:</b></p> <p>_____</p> <p>_____</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                           |



Homeland Security

ACTIVE SHOOTER & TERRORISM DEFENSE  
EMERGENCY ACTION PLANNING



# ACTIVE SHOOTER

**There are Many Other  
Factors and Steps  
Facilities Managers and  
Employers Should Take  
to Prepare an  
Emergency Action Plan**

**On location seminars, training  
and facility analysis are available**

**Please Contact us for a list of  
services visit**

**VikingatWar.com**



**ACTIVE SHOOTER & TERRORISM DEFENSE  
EMERGENCY ACTION PLANNING**



# S.A.F.E.®

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**S**ituational **A**wareness **F**ocus **E**vacuate

ACTIVE SHOOTER & TERRORISM DEFENSE  
EMERGENCY ACTION PLANNING





# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

**S**ituational **A**wareness **F**ocus **E**vacuate

**Be aware of suspicious behavior**

**Have any coworkers, friends or associates  
started to withdrawal?**

**Are they exhibiting extreme behavior  
Preaching extremist views?**

**Are You Sure to Report**

**Individuals in areas they are not supposed to be in?  
Individuals taking photographs or drawing sketches  
that seem inappropriate or suspicious?**

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**S**ituational **A**wareness **F**ocus **E**vacuate

**S**ituational **A**wareness **F**ocus **E**vacuate

**Emergency escape procedures**

**Familiarize yourself with floor plans**

**Carefully monitor explosive outbursts of anger  
or rage without provocation**

**Be cognizant of anyone perpetually talking about  
financial problems, exhibiting paranoia, escalating  
domestic problems or talk about previous acts of  
violence Recognizing the sound of gunshots**

**Reacting quickly when gunshots are heard and/or  
when a shooting is witnessed**

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# S.A.F.E.®

**S**ituational **A**wareness **F**ocus **E**vacuate

Situational **A**wareness **F**ocus **E**vacuate

Quickly focus your attention on the problem  
If you feel panic....breathe...count or say alphabet  
(to yourself) as you move  
Counting or saying the alphabet in your head will  
kickstart the thinking process  
Focus on evacuation or if not possible  
find cover or concealment

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**S**ituational **A**wareness **F**ocus **E**vacuate

**S**ituational **A**wareness **F**ocus **E**vacuate

**Evacuate the area as quickly as possible**

**DO NOT take personal or work items...LEAVE THEM**

**Move away from noise/gunfire**

**If you see Police - move in the direction they are coming**

**from and past them in the direction**

**from which they came**

**Make sure your hands are empty, keep your hands**

**visible, hold them over your head**

**with your fingers spread**

**DO NOT touch the Police or move**

**toward them erratically**

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# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

**Police officers will be AGGRESSIVE and FAST MOVING**

**They will likely yell orders**

**They may throw people to the ground or take other actions  
which may surprise you...comply immediately  
with all orders and actions**

**The Police must take immediate control of the  
situation and facility**

**For your safety and theirs**

**DO NOT argue...DO NOT resist....DO NOT interfere**

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# S.A.F.E.®

**S**ituational **A**wareness **F**ocus **E**vacuate

The **PRIORITY** of responding Police officers is to  
**STOP THE SHOOTER**

Do not ask them for medical assistance or impede them by  
telling them where injured victims may be

IF you know where the shooter is

Calmly...with your hands raised..start your sentence with  
**"THE SHOOTER"**

As the shooter is the priority...

the officer should hear you .... example;

"The Shooter, is down the hall to the left"

If the officer wants or needs more information...he will ask

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# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

Other mission critical information:  
Remember begin your sentence with;

**“THE SHOOTER”**

Then advise quickly if one of the following is present;

Multiple shooters  
Explosives observed  
Fortifying a position  
Number and types of weapons  
Set “booby traps”  
Is on the run

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# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

## **If Evacuation is Not an Option**

### **Find "Cover"**

Cover hides you and provides some protection from bullets

### **Find "Concealment"**

Concealment hides you but does not provide protection

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# **S.A.F.E.®**

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## **Cover:**

**Examples of cover, larger metallic objects such as a refrigerator, washer or dryer, freezer or anything with a large amount of mass that would defer or stop a bullet from penetrating completely through the other side. Brick or mortar walls, steel doors and some fire doors. In a mall sometimes there are very large potted trees, the large pots filled with dirt offer some protection.**

## **Concealment:**

**Standard sheetrock walls (bullets easily penetrate these), regular doors, couches, or any other large item that hides you but offers no other protection.**

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**When Seconds Count - Help is  
Minutes Away**

**Average Police Response Time 5 to 7  
Minutes**

**If you are unable to evacuate and must stay in the  
building keep your options open**

**Remain quiet and calm**

**Make sure your cell phone ringer is off**

**Try to put yourself in a position that does not prevent  
movement to another location**

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# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

**When Seconds Count - Help is  
Minutes Away**

**Average Police Response Time 5 to 7  
Minutes**

**Try to fortify your position  
If you are in a room - lock the door - move  
heavy objects to block the door**

**Try to choose a position that will place responding  
Police between you and the shooter**

**Continue to evaluate your options for  
escape or potential confrontation**

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# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

**Average Police Response Time  
5 to 7 Minutes**

**Prepare to defend yourself  
if necessary**

**Understand that you may have to engage the  
shooter to stay alive**

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# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

## **Prepare to defend yourself if necessary**

**As an absolute last resort, and only when your life is in  
imminent danger, attempt to disrupt and/or incapacitate  
the active shooter:**

**Act as aggressively as possible against him/her**

**Reconcile hurting another human being with  
your need to survive**

**Throw items and improvise weapons**

**Yell**

**Commit to your actions - Violence of Action**

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**S**ituational **A**wareness **F**ocus **E**vacuate

## Improvised Weapons

Scissors, pen or pencil for stabbing

A hot beverage like coffee

Spray Cans of paint or chemicals - spray, then strike with can

An umbrella

Any hard metal or wooden pipe/stick

Fire extinguishers for spraying and striking (or masking movement - spray cloud - move behind it)

Cell phone - strike with "Hammer Fist"

Fire axe

Bleach or ammonia in a cup

Good items to carry for field expedient weapons

Metal water bottle

Metal flashlight

Carabiner appropriately sized for use as "Brass Knuckles"

Back pack with bullet resistant panels for shielding

Bullet resistant panels for briefcase or other everyday item



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# **S.A.F.E.®**

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## **AMBUSH**

**You may have the benefit of knowing the buildings floor plan, the shooter may not**

**If engaging the shooter becomes necessary, try to ambush him**

**Hide behind a door or around a corner**

**Use the element of surprise**

**Try not to attack him directly but from behind or at an angle**

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# S.A.F.E.®

**S**ituational **A**wareness **F**ocus **E**vacuate

## AMBUSH

Strike soft tissue areas

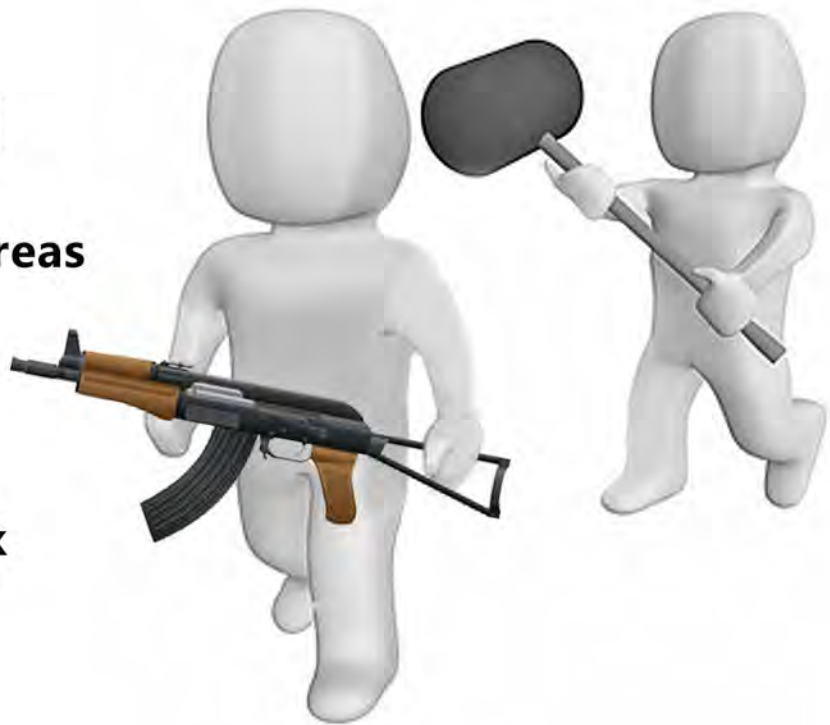
Throat

Temple

Eyes

Base of Skull

Stab lower back



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# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

## **CHAOS**

**An active shooter situation will be highly  
volatile and chaotic**

**There will be a great deal of confusion, fear,  
panic and adrenalin**

**First Police Officers on the scene will most likely be  
“patrol” and not “tactical”**

**They may be out-gunned, not appropriately trained,  
lack experience or even be out numbered**

**DO NOT IMPEDE THEM  
COMPLY WITH ORDERS IMMEDIATELY**

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# **S.A.F.E.®**

**S**ituational **A**wareness **F**ocus **E**vacuate

## **CHAOS**

**Compounding the stress and fear of the situation will be the potential for being caught in the middle of a tactical entry or firefight.**

**In addition to gunfire there may be explosions such as a "Flash Bang".**

**The XM84 Stun Grenade is a non-fragmentation, non-lethal "Flash And Bang" stun grenade that is intended to provide a reliable, effective non-lethal means of neutralizing & disorienting.**

**If a stun grenade is thrown into the area near you, immediately face away, cover your ears, open your mouth (reduces pressure injury potential), close your eyes and get down.**

**Stay down until the police tell you to move.**

**Facility Managers - Make sure that if you have contact with the police prior to entry, you inform them of the locations of ANY potential secondary explosive device such as fuels, compressed tanks, chemicals, etc.**

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# **S.A.F.E.®**

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## **Preserve Life**

**If you are capable of moving an injured victim  
to safety safely - do so**

**If an armed officer is shot - use his firearm to suppress the  
shooter while someone else helps you to pull  
the officer out of the line of fire**

**Immediately reload using magazines on the officers belt**

**Use the officers radio to listen so that you are  
aware of what is happening**

**Remember - you are now holding a gun  
PUT IT DOWN AS SOON AS YOU SEE POLICE OFFICERS  
RAISE YOUR HANDS HIGH AND VISIBLE**

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# **S.A.F.E.®**

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## **COURAGE**

**Regardless of odds or fear  
The Police will engage the shooter**

**Courage is not the lack of fear, it is the willingness to  
move forward in the face of fear**

**Police officers are heroes because they sacrifice them-  
selves and place the safety of others above their own**

**DO NOT IMPEDE THEM  
COMPLY WITH ORDERS IMMEDIATELY**

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# **PRESERVATION OF LIFE**



**There are emergency life saving  
procedures that you can learn.**

**Classes and courses are  
typically available from local hospitals.**

**CPR, First Aid and Trauma Bleeding  
treatment should be basic  
skills that we all have.**

**ACTIVE SHOOTER & TERRORISM DEFENSE  
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# **ADDITIONAL CONSIDERATIONS**

**Although many believe that first responders will or can handle everything, as a community, we should all try and consider ways to help them expedite services. The faster and smoother they can operate, the better chance injured victims have.**



**Initial response may be disorganized simply due to the speed at which Police show up.**

**Trying to maintain a path to the facilities door for ambulances has been an issue at previous events**

**Obviously, impeding or directing arriving Police is not advisable.**

**A potential fix may be to consider an alternative route that would normally not appear accessible. For example, Police will probably stay on asphalt simply due to reflexive or automatic behavior.**

**Consider a pathway across landscaping or walkways once ambulances arrive. Direct them across this predetermined route so that they can get as close as possible to the access points.**

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# ADDITIONAL CONSIDERATIONS



**Crime Scene Integrity and Preservation will give investigators the best chance of effectively and quickly determining what, why and if not already known, who.**

**If the shooter has left the scene, it is absolutely critical to find, analyze and execute upon actionable intelligence quickly.**

**In addition to making sure that you don't move anything, if you had to move something, remember where it was as precisely as you can. Try to collect cell phones from anyone that took photos or video to save the Police time doing it themselves once the scene stabilizes. Try to calm each other down and think about what you saw that may help the Police so that you are better prepared to provide immediate helpful answers.**

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# REAL WORLD FACTS

**The reality is that regardless of the focus on our Southern border's poor security or the fact that our border with Canada is easily breached, the United States enjoys a very robust tourism industry.**

**We rank number 2 in the world for tourism. We are second only to France in tourism.**



**The United States welcomes about 25 million visitors a year from all over the planet.**

**While new technologies and diligent security protocols have helped, the truth is that is virtually impossible to stop every potential threat.**

**We must all come together as a Nation, as a community and as neighbors to be prepared to help each other if necessary.**

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# **C.O.R.P.<sup>©</sup>**

## **Combined Operations Resource Program**

**Our “Combined Operations Resources Program” takes critical input from military, law enforcement and other expert sources to provide programs and services designed to harden facility defenses to preserve human life in the event of an attack.**

**To have our experts visit your facility to assist in the production and adoption of an emergency action plan as well as a facility analysis, employee seminars or direct action planning visit  
[VikingatWar.com](http://VikingatWar.com)**

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**C.O.R.P.®**

# **Combined Operations Resource Program**

**We Provide other programs and seminars to the community which include gun safety courses, fitness training and emergency management organization.**

**We can provide services to individuals and groups.**

**Our Mission is to provide the next evolution in Safety, Security, fitness and ability.**

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# C.O.R.P.®

## Combined Operations Resource Program

### GUN FAMILIARITY

**"Gun shot shock" is a real concern when people are not familiar with the sound or operation of guns**

**The sudden loud and chaotic sounds from gun fire may cause people to freeze in fear or make panic decisions resulting in catastrophic results**



**Providing Veteran funeral services with "gun salute" has demonstrated time and time again that people unfamiliar with guns...even when warned...jump and become confused when guns are fired**

## ACTIVE SHOOTER & TERRORISM DEFENSE EMERGENCY ACTION PLANNING



# **C.O.R.P.®**

## **Combined Operations Resource Program**

### **GUN FAMILIARITY**



**Taking the time to take a gun safety and familiarization class would be enormously beneficial to the average person**

**Even if you have no intention of purchasing or owning a firearm it is prudent to understand how they operate and sound**

**ACTIVE SHOOTER & TERRORISM DEFENSE  
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# C.O.R.P.®

## Combined Operations Resource Program

### GUN FAMILIARITY

**We Started VAW Tactical Training To Meet The Needs of Gun Owners Who Need Expert Guidance in The Safe and Effective Use of Firearms**

**Appropriate Training is Important To Make Sure That Home-Owners Possessing A Gun For Home Protection Store and Manage Guns Safely**

**Quality Training By Expert Operators Not Only Establishes Important Safety Procedures but Instills Confidence in Use**

**Learn Important Methods For Protecting Yourself and Your Family From Highly Trained Professional Operators**



*VikingatWar.com*

## ACTIVE SHOOTER & TERRORISM DEFENSE EMERGENCY ACTION PLANNING



# ***Be Aware - Be Safe***



**FEMA**

Certified

*"Active Shooter..."  
"Workplace Security..."  
"Guardian Accord..."*

**Thank you for  
Reading  
Active Shooter &  
Terrorism Defense**

**Learn More about  
tactical defense  
principles in the book  
"Direct Action".**

**Contact us to have a seminar scheduled for your  
organization. For commercial partners, we can provide  
facility analysis, EAP programs, physical security,  
operational & security consulting and more**

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*After serving in the Marine Corps, Chuck Knutson spent years providing physical protection services in multiple countries for dignitaries and executives. He also provides specialized fitness and tactical training for professional athletes, military & law enforcement*

## EMERGENCY ACTION PLANNING



# VIKING AT WAR

TACTICAL TRAINING

# ACTIVE SHOOTER & TERRORISM DEFENSE

**FEMA**  
Certified

"Active Shooter..."  
"Workplace Security..."  
"Guardian Accord..."

**DIRECT ACTION**

Book Series By

**Chuck Knutson**