



Church Safety Team

Protecting the Sheep

2: Active Killer Preparedness
The Safety Team Member's Response
Prepared by Bob Soule




WARNING: This training series examines the topic of church attacks and preparedness. Graphic Violence from actual incidents is depicted and discussed for informational and educational purposes in some of these presentations. Children should not view this presentation except when allowed by their parent and/or guardian.



Church Safety Team
Protecting the Sheep
2: Safety Team Member's Response to an Active Killer

In this presentation, Safety Team Members will learn:

- The information that you, as a protector, should consider prayerfully and soberly.
- The types of Use of Force.
- The divisions of a Safety Team in a larger organization's team.
- The duties of these divisions of the Safety Team.



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Introduction

"Blessed be the Lord, my rock, who trains my hands for war, and my fingers for battle." – Psalm 144:1


The previous section addressed what could be done to harden the building and prepare the congregation for the possibility of an active killer. However, even the best preparation cannot keep a determined Killer from getting on the premises or entering the building.

This section will focus on what to do in the event that an active Killer enters the building.

Quick thinking and decisive action by Safety Team members can possibly contain the Killer, minimize casualties, and stop the attack quickly.

What is the Safety Team's response in an active Killer event?

This is what will be covered in this presentation.



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2: Active Killer Preparedness Congregation Response Part 1

The Risk

This West Freeway Church attack graphically shows the risk you face accepting the role as a "Protector" of this church family.



"Iron sharpens iron, So one man sharpens another."
- Proverbs 27:17

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Your Decision

You need to understand that:

- Responding to an active Killer incident **will** put your life in danger.
 - No one can or will order you to do this.
 - Everyone must make this decision for themselves.
 - Everyone must accept what ever choice their fellow Safety Team member makes about this.
 - Understand that running toward gunfire is counter to what the normal human reaction is. You will have to train yourself mentally and physically to do this.

Armed Members / Suggested Weapons Policy

- Safety Team members must:
 - Meet the minimum legal requirements to carry a firearm.
 - Be familiar with the use of force laws and the church policy regarding the use of force.
 - Be sufficiently trained to use firearms in a tactical situation.

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Use of Force

- Use only the force that is reasonable and necessary for the situation.
 - Law allows you to only use the level of force that is reasonable and necessary to the circumstances.
 - Force can only be proportionate to the force used by the aggressor.
 - If the assailant surrenders or stops using force, you cannot continue to use force against them.
 - ✓ If the assailant is being restrained, thus has been stopped, you do not have to stop restraining them until police arrive.
 - ✓ Restraining is a use of force and keeping the assailant from causing injury to others by restraining them until they can be placed in custody is reasonable.
- The policy of using force should be predicated as a last resort to protect imminent threats and injury to members.
 - The goal should be to contain the intruder or to convince them to leave the building.
 - Move members away from the immediate area to safe places.
 - Wait for police to arrive and resolve the incident.

Deadly Force


- Deadly force should not be used unless it is necessary to prevent the assailant from causing serious bodily harm or death to members. **(THIS INCLUDES YOURSELF!)**

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Deadly Force Continued


- Avoid shooting toward a crowd.
 - ✓ You must be aware of what is beyond (downrange) of your target (the assailant) or near them.
 - ✓ Your fire must be accurate, and discretionary, even though the assailant will not be concerned with theirs.
 - ❖ Each round you fire will be accounted for and can have consequences legally or if not, personally.
- Pointing a gun does have legal implications.
 - ✓ You must justify all of your actions and need to know what and when you should draw your firearm.
 - ✓ Taking someone's life will change your life. Family members can also suffer the collateral effects.
 - ✓ A criminal investigation about every step you took up to the use of force and after the use will be examined.
 - ✓ A civil action will most likely follow from the assailant, if they survive or family members of the assailant if they die.
- Know that drawing your firearm can escalate the situation and it can slow down your capabilities if a non-deadly use of force by you has to be implemented.
- **ALWAYS BE CERTAIN WHEN USING DEADLY FORCE, THAT IT IS ABSOLUTELY NECESSARY.**

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Deadly Force Continued

- Self-Defense Coverage Plan
 - Armed Safety Team members should have a Self-Defense plan that will provide support financially, expert witnesses, investigators and post critical incident support.
 - ✓ Legal costs can easily be in the \$500,000.00 range to defend yourself against criminal prosecution and civil litigation by the assailant or their family members.
 - ✓ Some Self-Defense plans offer a coverage plan for Church Safety Team Members and can be purchased by the church.
 - ✓ The church should explore what their insurance would cover, or obtaining an umbrella policy.
 - ✓ One company is CCW Safe which offers the [House of Worship Volunteer Security Plan](#) which costs \$275 per covered member annually (May 2024).


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Division of Duties

During an active shooter event, there are three roles Safety Team members need to take:


- The **Containment Team** moves people from the danger area and either out of the building or into hiding.
- The **Engagement Team** tries to de-escalate the situation and/or prepares to use force against the Killer.
- The **Congregation Team** responds to any threat entering the sanctuary. This team is already in the sanctuary, sitting in plain clothes among the worshippers ready to respond if a threat arises.

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Division of Duties Continued

- **Containment Team** is responsible for protecting vulnerable members. This includes:
 - Securing the Children's area.
 - ✓ One of more Safety Team members should be responsible for protecting:
 - ✦ Children in nursery and walkers.
 - ✦ Children in Sunday School
 - ✦ Teen's area.
 - Communicating the emergency to members throughout the building.
 - ✓ If building has no intercom system, assignment of runners to alert people.
 - Evacuating members or helping them hide.
 - ✓ The major task would be to help members get to safety by guiding them to exits, safe rooms, or hiding places.
 - Preventing the shooter from entering populated areas.
 - ✓ Guarding the areas where members are in hiding to keep the Killer from being able to get to them.


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Division of Duties Continued Engagement Team


- **Engagement Team** in comprised of three or five Safety Team members and are responsible for moving toward the Killer in an effort to neutralize them and bring the incident under control by:
 - Ambushing or Trapping them.
 - Swarming them or overwhelming them.
 - Incapacitating them.
 - Preventing them from entering an area where church members are in hiding.
 - This is accomplished by using non-deadly if possible or deadly force if necessary.
 - ✓ Deadly force is a last resort and should only be used if the killer's actions clearly show their intentions are to inflict serious physical injury or death to the attendees.

Engagement Team Tactics
There are a number of possible ways for the Engagement Team to control and neutralize the shooter. The tactic will depend on the situation, floor plan of the church, the training and confidence level of the Safety Team members who must engage the Killer.

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Engagement Tactics Continued
Active Killer Entry – Covenant Christian School, Nashville, TN on March 27, 2023

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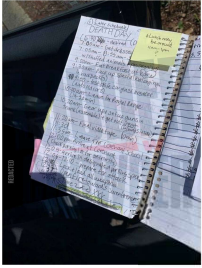
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Engagement Tactics Continued
Active Killer's Plan – Covenant Christian School, Nashville, TN on March 27, 2023

Active Killer's Itinerary

DEATH DAY
6:30 Desired Day
7:00am – Get Dressed
7:05 am – 855 am – Unknown w/ Stuffed animals & possessions
9:00am – Eat breakfast at home
9:30am – Pack up special belongings in backpacks
9:50am – test knife car glass (Dads old cars)
10:00am – Leave for Royal Range (19-20 minutes)
10:20 am – Gear up + setup guns in trunk (assemble)
11:20am – Final Video Tape (Omin) means Omen???

(11:30)
11:39am – Leave for Covenant School
12:00pm – Arrive at Covenant School (Check parking lot for security)
12:05 – Arrive in designated parking space
12:06-12:10pm Prepare for attack
12:11 – Lock & load all weapons
12:33 – Open fire toward SW entrance
Let massacre begin, Time to die XXX




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Division of Duties Continued

Engagement Tactics Continued

- **Direct Engagement** by the Engagement Team with 3-5 members moving in formation using cover toward the Killer until upon them.
 - Observing if the Killer is wearing body armor or an explosive device.
 - Members move in 3-5 second rushes using cover until close or upon reaching the last available cover between them and the Killer.
 - From cover, team members fire accurate shots at the center mass of the Killer until the Killer is incapacitated.
 - Maintain position behind cover so that visual contact of the Killer is maintained.
 - Remaining members of the team should advance to cover the area.
 - **Important:** Do NOT approach the downed Killer.
 - ✓ Team members should remain behind cover until certainty the Killer is incapacitated.
 - ✓ Be alert for the possibility of a second Killer.
 - ✓ Be alert for explosive devices left around the building, carried by the Killer or wired to the Killer.



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Engagement Tactics Continued
Direct Engagement Example – Covenant Christian School, Nashville, TN on March 23, 2023




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Division of Duties Continued

Engagement Tactics Continued


- **Fatal Funnel** limits the Killer's movement by containing them in a narrow area like going through a door, a hallway or a stairwell.
 - Works best if Safety Team members can determine the Killer's path of approach.
 - The Team member/s can take a position of cover and aim their firearm in the direction of the Killer's approach.
 - This is known as setting an ambush and prevents the Killer from approaching.
- Safety Team members will have an advantage over the active Killer, by their personal knowledge of the church building's layout. The importance of studying the building's floor plan cannot be emphasized.
- Safety Team members should rehearse with each other responding to different scenarios.

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Division of Duties Continued


Engagement Tactics Continued - Fatal Funnel Video

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Division of Duties Continued

- **Congregational Team** sits among the congregation during the service. The role is to respond to threatening incidents that may take place while the worship service is being conducted.
 - **Violent Intruders.** An active Killer were to enter the sanctuary, members of the Congregation Team would be able to respond immediately and incapacitate to assailant.
 - **Threats against the Pastor.** By virtue of their location in the sanctuary, would be responsible for their protection.
 - ✓ The Congregation Team would be responsible for protecting the pastor from attack.
 - ✓ Helping the Pastor to get to a safe area in the event of a violent intruder.
 - **Disruptive Person.** Whether a spontaneous or planned outburst, the team would be responsible to escort the disrupters out of the building.
 - **Medical Emergencies.** Call for assistance, administer assistance, perform CPR, or help move the victim, if necessary.

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Division of Duties Continued

Congregational Team Positioning

There are a number of options on where the Congregation Team members should be staged in the sanctuary. Determine what works best for your church. Positions could be:

- In the middle on an aisle.
- Up front on the stage.
- Near the back door.
- The back corners of the room.
- You are encouraged that if you are seated in a pew, to sit on one of the aisle sides, so that you can move unhindered and quickly.

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Division of Duties Continued

Congregational Team Requirements

The Team member should possess these attributes:

- Proficient in handgun Marksmanship.
 - May be required to engage a violent intruder in the sanctuary full of members.
 - Should be one of the best trained and highest performing members of the Safety Team.
 - Need to understand their weapons limitations and their ammunition.
 - Have the ability to identify their target and what lies beyond (downrange) of any potential shots fired.
 - Visits the firing range regularly striving to improve their performance and skills in marksmanship.
- Physically fit.
 - Must be physically fit, with the ability to run, jump, climb and physically interact with an aggressive assailant.
- Emotionally and Spiritually Mature.
 - Must be emotionally stable with good judgement and an even temperament.
 - The ability to make split second decisions.
 - Maybe called upon to take someone's life to protect members.
 - Must be prepared able to withstand the psychological, physical and emotional toll in the aftermath.
 - May need to provide leadership and help others move beyond the trauma of the event.

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
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Division of Duties Continued

Congregational Team Training

The Team members should have training in:

- Tactical Shooting.
 - Drawing and shooting from the holster.
 - Shooting from behind cover/concealment.
 - Shooting from the kneeling and prone positions.
 - Shooting while moving.
- Reality-based Training.
 - Exposure to different types but realistic scenarios.
 - Allows practice for split-second decisions.
 - Both armed and unarmed scenarios.
 - Stress inoculation.
 - ✓ Benefit is when faced with real situation, you will have a plan and your body's stress arousal response will not be as intense.
- Hand to Hand Fighting.
 - Includes basic hand to hand fighting, basic restraint techniques, escort techniques and use of nonlethal weapons.


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Division of Duties Continued
When the Threat is Over

Once the threat has been neutralized, the scene will likely be chaotic with numerous injured. It will be important to maintain a secure mindset until police is able to provide the ultimate "all clear."

- All weapons should be holstered.
- Any dangerous weapons, instruments of the assailant should be secured.
- Deploy your DSM banners to help police identify the good guys from the bad.
- Notify 911.
 - Make sure the 911 operator is advised that the threat is over.
 - Maintain the lockdown until police arrive.
 - ✓ Allow police to ensure for themselves that the scene is secure and there are no other threats.
 - Tend to the wounded.
 - ✓ Begin as soon as you can. Minutes count.
 - ✓ Setup triage procedures attending to the most seriously injured first.
 - ✓ EMT's and Fire services will most likely not enter the scene until police tell them it is safe.
 - ✓ Treat the assailant if it is safe to do.
 - Notify the Containment Team members who will be with members in safe rooms or outside the building of "all clear."
 - Evacuate to Reunification Area.
 - ✓ When allowed by police and stay until cleared to leave by police.

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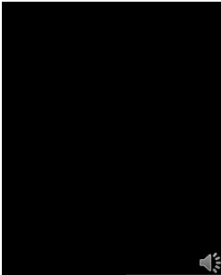

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Division of Duties Continued
When the Threat is Over – What is a *DSM Banner?

The purpose of this is to prevent getting shot by arriving officers. This allows you to be recognized as not the threat.

<https://dsmsafety.com/security/>

*Don't Shoot Me!




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Las Vegas, Nevada, Friday, June 23, 2023

On Friday, June 23rd, 2023, an employee at Turnberry Towers shot a gunman who had walked in with a rifle and began firing shots at the front desk. An employee who was legally armed, present and willing to act quickly stopped the attack before any residents were hurt. It was learned that the shooter was staying with someone at the apartment building. The attack was unprovoked. The shooter never had any issues with anyone at the location. He retrieved a semi-automatic rifle and came back in and shot the front lobby up.

Again, the front glass doors are easily defeated by gunfire, from the attacker and from you, the defender.




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- The types of Use of Force.
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- The duties of these divisions of the Safety Team.


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Questions?

Should you have any questions, you may contact me at:

Email: laptop1@rsoule.us


Bob Soule


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The next training series presentation is:

**3: The Safety Team Member's Response
Disruptive Person & De-escalation Part 1**


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2: Active Killer Preparedness The Safety Team Member's Response

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On Sheep, Wolves and Sheepdogs

(From the book, On Combat, by Lt. Col. Dave Grossman) ([Grossman on Truth](#))

"Honor never grows old, and honor rejoices the heart of age. It does so because honor is, finally, about defending those noble and worthy things that deserve defending, even if it comes at a high cost. In our time, that may mean social disapproval, public scorn, hardship, persecution, or as always, even death itself. The question remains: What is worth defending? What is worth dying for? What is worth living for?"

- William J. Bennett

In a lecture to the United States Naval Academy

November 24, 1997

One Vietnam veteran, an old retired colonel, once said this to me: "Most of the people in our society are sheep. They are kind, gentle, productive creatures who can only hurt one another by accident." This is true. Remember, the murder rate is six per 100,000 per year, and the aggravated assault rate is four per 1,000 per year. What this means is that the vast majority of Americans are not inclined to hurt one another.

Some estimates say that two million Americans are victims of violent crimes every year, a tragic, staggering number, perhaps an all-time record rate of violent crime. But there are almost 300 million Americans, which means that the odds of being a victim of violent crime is considerably less than one in a hundred on any given year. Furthermore, since many violent crimes are committed by repeat offenders, the actual number of violent citizens is considerably less than two million.

Thus there is a paradox, and we must grasp both ends of the situation: We may well be in the most violent times in history, but violence is still remarkably rare. This is because most citizens are kind, decent people who are not capable of hurting each other, except by accident or under extreme provocation. They are sheep.

I mean nothing negative by calling them sheep. To me it is like the pretty, blue robin's egg. Inside it is soft and gooey but someday it will grow into something wonderful. But the egg cannot survive without its hard blue shell. Police officers, soldiers and other warriors are like that shell, and someday the civilization they protect will grow into something wonderful. For now, though, they need warriors to protect them from the predators.

"Then there are the wolves," the old war veteran said, "and the wolves feed on the sheep without mercy." Do you believe there are wolves out there who will feed on the flock without mercy? You better believe it. There are evil men in this world and they are capable of evil deeds. The moment you forget that or pretend it is not so, you become a sheep. There is no safety in denial.

“Then there are sheepdogs,” he went on, “and I’m a sheepdog. I live to protect the flock and confront the wolf.” Or, as a sign in one California law enforcement agency put it, “We intimidate those who intimidate others.”

If you have no capacity for violence then you are a healthy productive citizen: a sheep. If you have a capacity for violence and no empathy for your fellow citizens, then you have defined an aggressive sociopath--a wolf. But what if you have a capacity for violence, and a deep love for your fellow citizens? Then you are a sheepdog, a warrior, someone who is walking the hero’s path. Someone who can walk into the heart of darkness, into the universal human phobia, and walk out unscathed. - Grosman (2004, pp. 176–177)

The gift of aggression

"What goes on around you... compares little with what goes on inside you."
- Ralph Waldo Emerson

Everyone has been given a gift in life. Some people have a gift for science and some have a flair for art. And warriors have been given the gift of aggression. They would no more misuse this gift than a doctor would misuse his healing arts, but they yearn for the opportunity to use their gift to help others. These people, the ones who have been blessed with the gift of aggression and a love for others, are our sheepdogs. These are our warriors.

Grosman, D. (2004). *On Combat: The Psychology and Physiology of Deadly Conflict in War and in Peace* (1st ed.). PPCT Research Publications.