

VERSION: 1:0

BRIEFING

The INTENT TO DEFEND Protocol

This Intent to Defend protocol (ITD) is designed to be shared with local law enforcement agencies (LEA), describing the intention of a business, church, school or other entity to be prepared to defend life against violent threats. It describes the training which Pulse O2DA Firearms Training will provide, and offers procedures for interfacing with law enforcement before and during a violent threat event. The end objective of the ITD is to seek the support and cooperation of LEA, and to invite their active participation in training.

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PULSE O2DA FIREARMS TRAINING, INC
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The INTENT TO DEFEND Protocol

We recognize that when violent threats materialize, police frequently arrive too late to intervene effectively. Legally armed citizens can bridge that gap, defending their lives and others until police arrive. While the track record of armed citizens – usually concealed carry permittees – is generally very positive, we believe that training can both increase their odds of defeating a threat and provide greater safety for themselves, officers, and the public when law enforcement does arrive to assume control of the situation.

Businesses, churches, schools, and other entities concerned about their safety can take a proactive role by encouraging associates, parishioners, and staff who do carry a firearm to pursue further training focused specifically on response to an active shooter type incident on their premises. While individual armed citizens constitute a first line of defense, a further step at the organization level is to analyze, organize and plan for the possibility of a violent incident, integrating the capabilities of armed associates into a comprehensive response plan.

This **Intent to Defend** protocol (**ITD**) is designed to be shared with local law enforcement agencies (LEA), describing the intention of a business, church, school or other entity to be prepared to defend life against violent threats. It describes the training which Pulse O2DA Firearms Training will provide, and offers procedures for interfacing with law enforcement before and during a violent threat event. The end objective of the ITD is to seek the support and cooperation of LEA, and to invite their active participation in training.

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TRAINING

Our training is delivered in three phases – Basic/Individual, Advanced/Organizational, and Recurrent. Basic and Advanced Training can be either Remote – conducted at our facilities, entailing travel for your personnel, or On-Site, at your own facility and a suitable nearby firing range. We prefer the On-Site format, especially for Advanced and Recurrent training, as it allows us to fit our training more closely to your specific needs. Five day programs typically run Thursday through Monday, which would allow us access to your facility during non-working days for walk-throughs and non-live fire training.

All phases of your training should be open to LEA observation and participation; training together builds confidence, shared understanding, and implicit communications.

Note that if you proceed no farther than providing or encouraging Pulse's Basic/Individual Training for your associates, you will be far ahead of any organization or entity that depends on hope, luck, and the random chance of an armed and willing individual being present, and acting appropriately and effectively in the event of a violent threat. The further steps described under Advanced and Recurrent Training, and in the following section on Organizational Preparation, will greatly increase your preparedness, coordinate and leverage individual capabilities, and build what we at Pulse call a private defense network.

1. Basic/Individual Training. We recommend that your organization identify individual associates who are able and willing to carry a firearm and act in defense of life, and create the opportunity for them to participate in this course. Training together, prior experience and qualifications

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notwithstanding, allows individuals to build the implicit communications, mutual trust, and confidence in each other's abilities that are vital components to teamwork, and teamwork will provide enormous leverage in a crisis. Common individual training will also provide some assurance that armed citizens on your premises will act in accord with the organization's plans and objectives, and within the law.

Basic Training focuses upon individual competencies while introducing some small team concepts, in a 5-day format that covers the fundamentals of gunfighting, including:

- Intensive handgun, shotgun, and rifle training
- Individual and small team tactical fundamentals
- Force-on-force, Reality Based Training (RBT) exercises using non-lethal training arms and munitions to simulate active shooter and other threat scenarios and inoculate individuals against the stresses of a lethal force encounter

This session is "preheated" via read-ahead and practice by all participants using our online drills, videos, and manuals, allowing us to optimize our face-to-face training time.

2. Advanced/Organizational Training is customized to your specific needs and circumstances, with the On-Site portion not exceeding five days in length supported by online study and webinar sessions. Building upon the foundations established in the Basic course, it will focus upon team and organizational level tasks and functions, including:

- Command, Control, and Communications (C3) for coordinated response in crisis

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- Armory, equipment storage and accountability
- Lockdown, evacuation, and positions of advantage
- Securing access and egress
- Active shooter response tactics tailored to your situation
- Search and clear operations in complex structures or compounds
- RBT exercising multiple cooperating teams
- Constructive AAR (After Action Review) techniques
- Pre-incident coordination with LEA
- Safe linkup between armed defenders and responding LEA
- Use of wargaming techniques for planning, testing, and rehearsal
- Media relations

3. Recurrent Training. On an ongoing basis, Pulse can repeat the Basic and Advanced training courses for new members of your organization. We will advise and assist you in designing and conducting practice sessions and sustainment training, and can also “train the trainer” to certify your own training staff. We can return to conduct targeted training exercises to address evolving threats or challenge specific components of your system.

ORGANIZATIONAL PREPARATION

There are several areas that your organization must address, in order to leverage the capabilities of armed associates, and ensure that their activities and your Intent to Defend remain firmly within the law.

1. Formulate realistic and legally defensible goals and objectives, coordinated in advance with cooperating law enforcement agencies (LEA).

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a. Identify the legal constraints on your freedom of action, through careful study of statutes and relevant court precedents in your jurisdiction. Include LEA in these discussions.

b. Ensure that your leaders and armed associates understand these legal constraints, through education sessions, training exercises, and focused AARs. These are your “Rules of Engagement.” If your training, equipment, plans, procedures, and rehearsals do not display sufficient consideration for these legal limitations, and for public safety beyond your premises, you cannot expect to win the approval and cooperation of your local LEA.

c. Formulate a security METL (Mission Essential Task List) for your organization, as a guide to planning, training, and preparation. Modified in accordance with your legal context, and at the highest level of mission essential tasks, it might look like this:

In response to violent threats, we shall seek to:

- 1. Deny access.*
- 2. Disrupt an adversary's intent in the earliest possible phase of his own planning and action.*
- 3. Defend our personnel with necessary, legal and appropriate use of force.*
- 4. Shelter or evacuate potential victims to safe and secure locations.*
- 5. Provide lifesaving medical care to injured persons, pending arrival of Emergency Medical Services (EMS).*
- 6. Isolate, immobilize, and contain suspects pending LEA arrival.*

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7. Communicate vital information to LEA at the earliest possible moment, and throughout the duration of any incident.

Your own METL should follow the logic, and utilize examples from the Task Catalog presented in Pulse's Team Tactics manual. Share it with your LEA partners for their input and critique.

2. Determine how long your people can expect to be acting autonomously. Can you expect LEA response in five minutes? Ten? Thirty? How might those expectations be affected by conditions and events beyond your control, such as civil disorder, natural disaster, or large-scale accidents or incidents affecting public safety? These assumptions will be central to your planning and to the design of your Advanced and Recurrent Training,

3. Develop an Emergency Notification Plan, minimally including a checklist for personnel placing 911 calls, alternate communication means should land lines or cellular service be disrupted, and a plan for additional notifications and updates during an incident. Brief all personnel on this plan and supporting procedures.

4. Identify routes and means, through consultation with LEA and EMS partners, by which first responders will approach and enter your property, and take measures to enhance their safety and access.

5. Establish "Identification Friend or Foe" (IFF) visual identifiers for your own armed associates. These will contribute to a safe linkup with LEA, but will also protect your associates during ongoing incident response before LEA appears, or during extended LEA operations once

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they are on the scene. The ability to swiftly and confidently identify the “good guys” will minimize the risk of fratricide. LEA personnel might be easily identifiable by their uniforms, equipment, and marked vehicles – but will all your people recognize the uniforms of every agency that might appear? Are you confident they can identify plainclothes officers in civilian dress, or tactical team members who are armed and uniformed differently than patrol officers?

Misidentification of your own personnel by responding LEA is even more likely, unless you establish and enforce standards for uniform items and/ or colors of clothing and equipment. These could be caps, patches, armbands, jackets, or any other item that you can confidently expect your armed personnel to wear or display during an incident. The longer you rely on one solution, and the more exposure it receives (i.e., if your personnel wear these items daily under normal conditions) the greater the possibility that it could be identified, copied, and therefore compromised by a potential adversary. Change colors from time to time; have personnel carry these items on their person or in their gear, but not display them except in an emergency. Like your schedules and SOPs, your IFF solutions should be protected from compromise, and shared only among your own trusted personnel and cooperating LEA.

6. Establish procedures for initial face to face contact with responding LEO (Law Enforcement Officers). This moment is a very dangerous one for your associates and for responding LEO, especially if shots have been fired. In those critical first moments when LEO have arrived on scene, the likelihood of misidentification and a fratricide or “friendly fire” incident is highest, despite all your pre-planned notifications and IFF measures.

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Responding officers, whether or not they are aware that there are armed citizens present, may quite understandably act on initial impressions when they see one or more persons down/injured, and others active with weapons in hand. Consider these three broad conditions that LEO may encounter, and recognize how they might be expected to react to the sudden appearance of an armed individual:

- Suspect(s) are down and there may be other casualties present. At first this may seem like a “tame” problem, but consider how chaotic even this scene would appear to arriving LEO, with injured or uninjured civilians moving about in various levels of panic or distress, and armed individuals who are not fellow officers mixed in among them.
- One or more suspects are still active, either barricaded or moving. LEO have been advised that armed associates are present; they are likely to be the first non-victims that LEO encounter, and may be in danger both from the offender(s) and from misidentification by LEO until positive linkup and identification has been accomplished.
- Shots have been fired, there are casualties present who may include suspects, defenders, and civilian victims. LEO are unaware of any armed associates active on scene, and do not know how many suspects there are/were, and whether any are still active. Friction and the fog of war suggest this is a very likely – and dangerous – condition when LEO first arrive.

Recognition signals, running passwords, and sign/countersign are all useful techniques, but cannot be relied upon. Proper performance of these procedures can be a confidence builder, but they can be compromised and exploited by a prepared adversary, or forgotten or misapplied in the heat of the moment by your own personnel or by first responders.

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Failure to perform correctly (e.g. wrong password, response, or signal) is not a “license to engage.”

General guidelines for an armed associate or citizen anticipating contact with LEO are these:

- a. If you have successfully engaged an armed suspect, you must ensure that person is no longer a threat to you and to others. Disarm him and secure his weapons so that neither he nor anyone else can put those weapons back into play. It would be prudent to understand the principles of crime scene investigation and rules of evidence so that you disrupt the scene as little as possible, but your safety and others' is your first priority.
- b. Direct and protect others in providing lifesaving care to all those who are injured, including suspects if this can be accomplished safely.
- c. Maintain a position of cover, for protection from other possible suspects.
- d. Holster or conceal your weapon. If you believe there is a possibility of other armed suspects, you may need it immediately accessible, but a weapon in your hand will present an immediate threat to responding LEO.
- e. When LEO appear or challenge you, be prepared to show your empty hands, and follow all their orders to the letter. You may attempt to exchange rehearsed recognition signals, but do not expect them to work, and assume that LEO will treat you as a suspect until they can determine

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to their satisfaction that you are not one. It may be psychologically difficult to relinquish authority to LEO, but you must do so without hesitation.

7. Command, Control, and Communications (C3). While this topic will be addressed in Advanced Training, you cannot afford to wait until then. Armed individuals, with the best of training, will still be acting as individuals unless and until you establish some form of C3 to coordinate and leverage their actions. If you will have armed associates on your premises, you should begin immediately to consider these components of a C3 plan:

a. For an organization facing an armed threat, “Command” means what it always does: the hands-on, interactive art of exercising authority, directing what is to be done in a clear, timely, and unambiguous way. It sounds simple, but it never is.

b. “Control” has two components. The first is assessment - monitoring actions and unfolding circumstances. The second is supervising and coordinating the performance of subordinates, ensuring they continue to act in accord with the plan or with leaders’ direction and intent. Crisis situations are characterized by fog, friction, chaos, surprise, and uncertainty, so both parts of “control” are as difficult in crisis as they are easy to define.

c. “Communications” here has a different focus than the external notifications that are made according to your Emergency Notification Plan (paragraph 2.f. above), and includes actions both in planning and preparation, and in incident response. You must:

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i. Provide associates with reliable, redundant means of communication and the procedures and skills to utilize them effectively to communicate laterally (with each other) and vertically (with organizational leaders) during an incident.

ii. Ensure that first responder agencies have the means and procedures for direct communication with your leaders. Common or compatible two-way radio systems, shared frequencies, and a commitment to plain speech and clear voice communications should be the primary means, with phones (cellular, satellite, and/or landline) as the first alternate. Contingency and Emergency backup communications, depending on your circumstances and prior planning, will fill out the vital acronym PACE (Primary, Alternate, Contingency, Emergency).

iii. Have the ability to scan public safety channels and maintain open mike communications with 911 dispatchers or the LEA Incident Commander. Communications relayed through command structures and dispatchers are a poor substitute for direct communications between cooperating operators on the ground, but are better than nothing at all; and communication among leaders of cooperating entities is vital.

8. Medical/triage. Ensure that you have qualified people and supplies on hand to treat gunshot wounds and other serious injuries, providing critical lifesaving care in the minutes before EMS can arrive. Identification and recruitment of these personnel should occur in parallel with the identification of armed associates. Coordinate the development of this capability with your local EMS responders, to include coordination of pro-

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protocols for care, for communication of status and location of victims, and for handing off injured to EMS providers.

9. Force integration. Address direct cooperation with LEA by your organization's leadership and armed associates, in the event of a complex or long-duration incident. Define roles and responsibilities, accepting limitations that LEA may require. Guarantee the transfer of tactical command authority to LEA when their leaders and/or command post are present on scene; ensure face-to-face liaison before, during, and after transfer of command.

10. Develop a Site Survey, an Assets Evaluation, a Threat Assessment, and a Vulnerability Analysis, using the methodology presented in Pulse's manual, *Team Tactics: For the Defense of Business, Church and School*. Pulse can provide consultative assistance on request, in adapting these analytical tools to your particular circumstances. Share these analyses with your LEA partners, inviting their input and critique, and review and update them on a regular basis.

11. Develop an Intent to Defend briefing, which will introduce, describe, and summarize your intentions and progress for law enforcement partners. Use this briefing to solicit LEA support, approval, and feedback for your efforts.



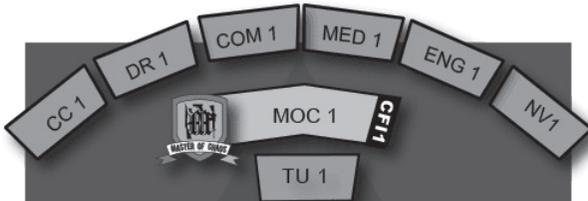
ABOUT PULSE O2DA FIREARMSTRAINING, INC.

Pulse O2DA offers training programs, training manuals, and the online O2DA Defense Academy which collectively form the most comprehensive private firearms training resource worldwide.

The Pulse O2DA “Training Ladder” is at the core of our training resources. Our training ladder moves a firearms novice through four stages of skill development:

1. Developing basic firearms fundamentals on handgun, shotgun and rifle.
2. Applying these skills to individual maneuver for self-defense.
3. Developing team tactics necessary to defend business, church and school.
4. Learning small unit tactics for defense of neighborhoods and communities.

The Pulse O2DA Training Ladder has been developed to turn men and women with no prior firearms training into competent defenders of their life and community. The training ladder begins with mastering basic handgun manipulations in a personal defense scenario.



UNIT TACTICS

COMMUNITY - NEIGHBORHOOD



TEAM TACTICS

BUSINESS - SCHOOL - CHURCH



INDIVIDUAL TACTICS

HOME - STREET



FIREARMS FUNDAMENTALS



PULSE O2DA TRAINING LADDER



THE PULSE O2DA DEFENSE SERIES

Strategy, Tactics, and Techniques

Necessary To Defend Home, Business and Community

STRATEGY:

Defending Life, Home, Business and Community

INDIVIDUAL TACTICS:

Individual Tactics Necessary To Defend In The Home And On The Street

TEAM TACTICS:

Team Tactics Necessary To Defend A Business, Church Or School

UNIT TACTICS:

Unit Tactics Necessary To Defend A Neighborhood Or Community

HANDGUN:

Fundamental Techniques For Mastering Combative Handgun

RIFLE:

Fundamental Techniques For Mastering Combative Rifle

SHOTGUN:

Fundamental Techniques For Mastering Combative Shotgun

*To be circumspect and not to forget one's armor is the right way
to security.*

-- I Ching, 43: Break-through (Resoluteness)

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