

LESSONS LEARNED IN RESPONSE AND RECOVERY: NORTHERN ILLINOIS UNIVERSITY



PRESENTER:

LT. DARREN MITCHELL

NORTHERN ILLINOIS UNIVERSITY POLICE DEPARTMENT

NIU DEPARTMENT OF PUBLIC SAFETY

- **62 POLICE OFFICERS**
- **8 TELECOMMUNICATORS**
- **9 SECURITY GUARDS**
- **6 CIVILIAN EMPLOYEES**
- **6 COMMUNITY SAFETY CENTERS**
- **LATE NIGHT RIDE SERVICE**
- **RESIDENCE HALL OFFICER PROGRAM**



DEPARTMENT PHILOSOPHY

- **PREVENTION VS. REACTION**
- **OBTAIN VOLUNTARY COMPLIANCE THROUGH THE LEAST RESTRICTIVE MEANS NECESSARY**
- **BUILD TRUSTING RELATIONSHIPS**
- **INTEGRATED COMMUNITY POLICING MODEL**



DEPARTMENT PHILOSOPHY



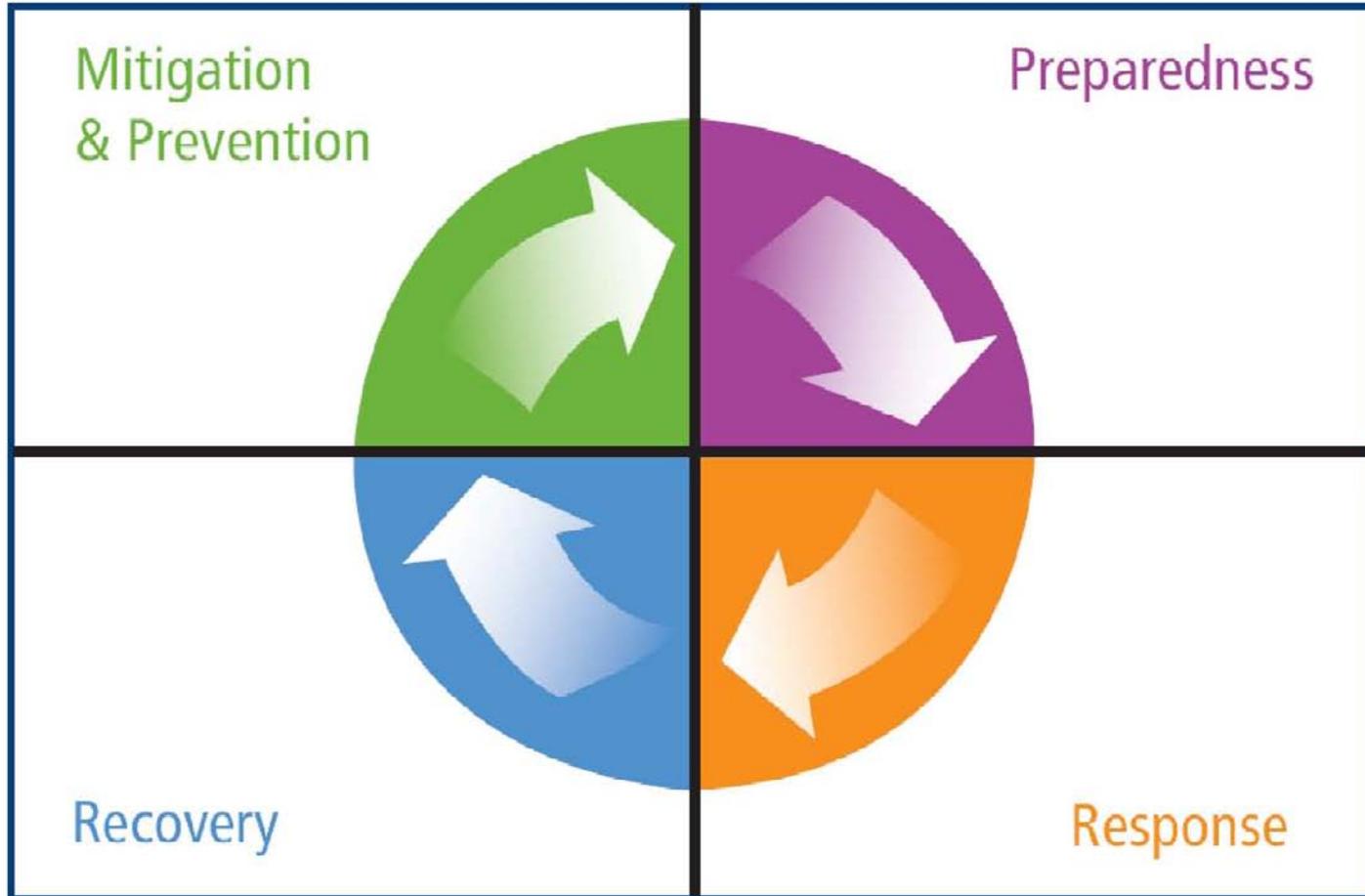
- ➡ **EVERY OFFICER IS INVOLVED IN COMMUNITY POLICING**
- ➡ **OFFICERS ARE ASSIGNED SPECIFIC AREAS OF RESPONSIBILITY**
 - **COMMUNITY SAFETY CENTERS IN KEY LOCATIONS**
 - **OFFICERS ARE ACCESSIBLE AND APPROACHABLE**

DEPARTMENT PHILOSOPHY



- **OFFICERS ENGAGE THE COMMUNITY**
 - **THROUGH FOOT PATROL**
 - **FORMAL AND INFORMAL COMMUNITY MEETINGS**
 - **EDUCATIONAL PROGRAMMING**
 - **COLLABORATIVE PROBLEM SOLVING**

CYCLE OF CRISIS PLANNING



*The Office of Safe and Drug-Free Schools U.S. Department of Education (January 2007)

THE THREE SHIPS TO CRISIS MANAGEMENT

LEADERSHIP

- ✓ ESTABLISH GOALS AND OBJECTIVES
- ✓ MAKE SOUND AND TIMELY DECISIONS
- ✓ COMMUNICATE EFFECTIVELY

FOLLOWERSHIP

- ✓ DISCIPLINED AND WELL EXERCISED
- ✓ “STAY IN YOUR LANE!”

RELATIONSHIP

- ✓ ESTABLISH TRUSTING AND OPEN RELATIONSHIPS WITH THE COMMUNITY
- ✓ BUILD FAMILIARITY AND TRUST WITH OTHER AGENCIES
- ✓ TRAIN WITH OTHER AGENCIES BEFORE AN INCIDENT OCCURS



OUR ACTIVE SHOOTER PLAN:

- DEVELOP A COMPREHENSIVE ACTIVE SHOOTER POLICY.
- TRAIN ALL OFFICERS IN THE RESPONSE TO ACTIVE SHOOTERS – **INCLUDE REALISTIC SCENARIOS**
- REMEMBER, AN IMMEDIATE RESPONSE IS CRITICALLY IMPORTANT - **THE FIRST OFFICER ON THE SCENE GOES IN!**
- EQUIP ALL SQUAD CARS WITH **BALLISTIC SHIELDS AND EMERGENCY MEDICAL TRAUMA BAGS!**
- **TRAIN, TRAIN AND TRAIN SOME MORE....**



EVENTS LEADING UP TO THE INCIDENT

- **SEPTEMBER 2007 – PRESIDENT PETERS ESTABLISHES A COMMITTEE TO REVIEW THE V-TECH REPORT.**
- **OCTOBER 2007 – DEPARTMENT CONDUCTS A MULTI-JURISDICTIONAL MASS CASUALTY EXERCISE.**
- **OCTOBER 2007 – TEST EMERGENCY NOTIFICATION SYSTEM**
- **DECEMBER 2007 – DEPARTMENT INVESTIGATES THREATS OF AN ACTIVE SHOOTING, PROMPTING A UNIVERSITY CLOSURE.**
- **FEBRUARY 7, 2008 – DEPARTMENT INVESTIGATES THREATENING GRAFFITI LEFT IN A BATHROOM STALL.**

THE PRIMARY RESPONSE

- **911 CALLERS BEGIN REPORTING THE SHOOTING 3:06 PM**
- **OFFICERS OBSERVE DISPERSION OF STUDENTS 3:06 PM**
- **13 NIU POLICE OFFICERS RESPOND FROM VARIOUS LOCATIONS**
- **FIRST OFFICER ENTERS COLE HALL AT 3:08 PM**
- **ENTRY OF COLLINS AUDITORIUM 3:09 PM**
- **TRIAGE AND TREATMENT 3:10 PM**
- **COLLINS AUDITORIUM SECURED 3:12 PM**
- **COLE HALL DECLARED SAFE 3:15 PM**
- **PUBLIC AFFAIRS FIRST ALERT 3:20 PM**



FIRE/EMS STAGING – INITIATED AT 3:08 PM



TREATMENT AND TRANSPORT

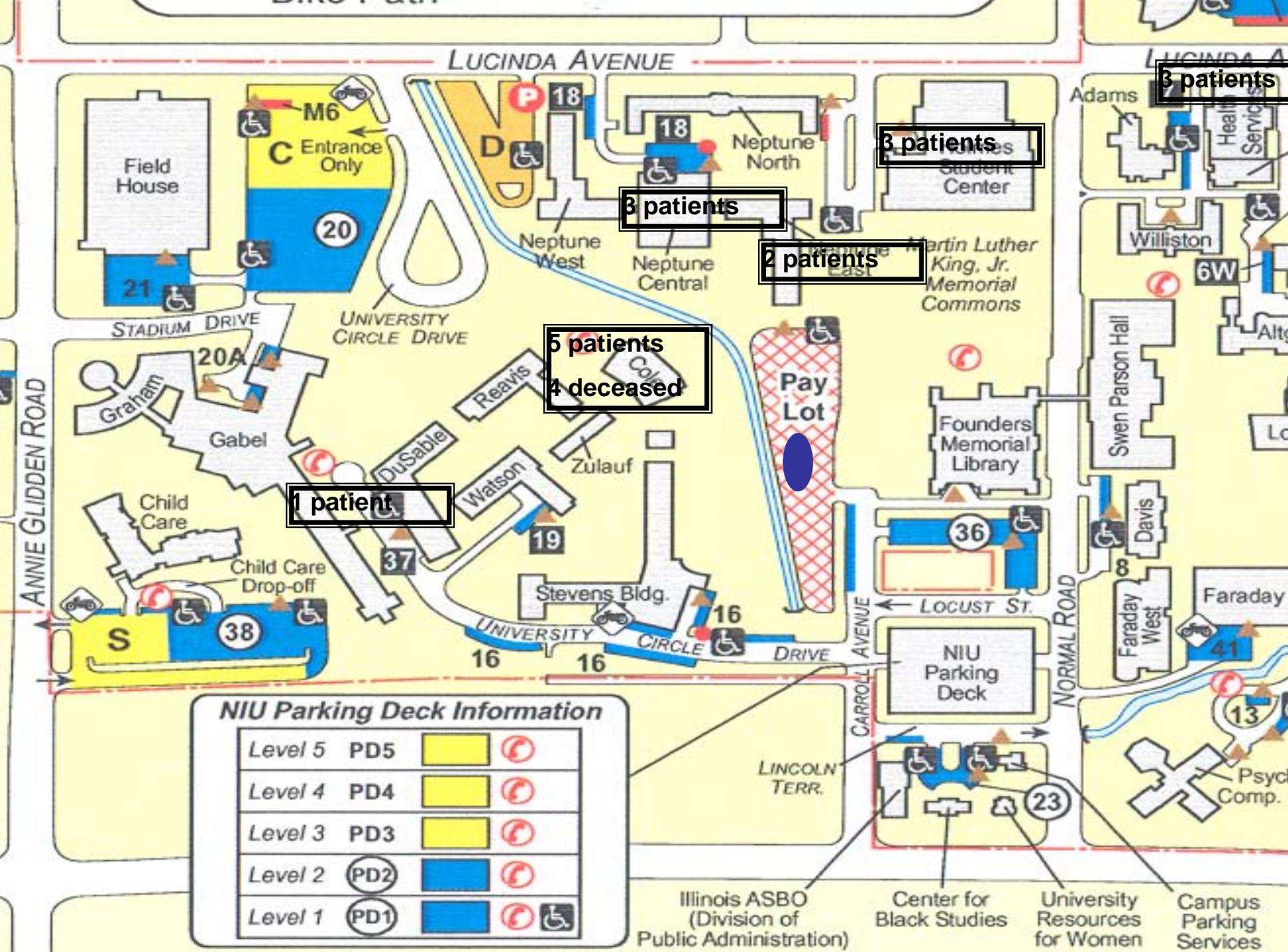


- **FIRST PARAMEDICS ENTER COLE HALL AT 3:15 PM**
- **FIRST TRANSPORT FROM SCENE 3:26 PM**
- **DEKALB FIRE DEPARTMENT WITH THE ASSISTANCE OF 19 MUTUAL AID AGENCIES**
- **DEPARTMENTS TRANSPORT 18 VICTIMS FROM THE 5 CAMPUS LOCATIONS TO KISHWAUKEE COMMUNITY HOSPITAL**

TREATMENT AND TRANSPORT



- **LAST VICTIM TRANSPORTED AT 4:54 PM**
- **2 OF THE 18 TRANSPORTED DIED AT THE HOSPITAL**
- **6 VICTIMS TRANSPORTED BY HELICOPTER FROM KCH TO 4 DIFFERENT HOSPITALS**
- **4 PEOPLE PRONOUNCED DEAD AT THE SCENE, INCLUDING THE SHOOTER**



LUCINDA AVENUE

3 patients

3 patients

3 patients

2 patients

5 patients
4 deceased

1 patient

NIU Parking Deck Information

Level 5	PD5		
Level 4	PD4		
Level 3	PD3		
Level 2	PD2		
Level 1	PD1		

LINCOLN TERR.

Illinois ASBO
(Division of
Public Administration)

Center for
Black Studies

University
Resources
for Women

Campus
Parking
Services

INCIDENT COMMAND AND STAGING OF POLICE RESOURCES

- **ESTABLISH MOBILE COMMAND POST**
- **ESTABLISH RECEPTION POINT**
 - IDENTIFY PERSONNEL
 - TYPE RESOURCES
 - KEEP RECORDS
- **ESTABLISH STAGING AREA**
 - PROVIDE APPROPRIATE BRIEFING
 - MAKE ASSIGNMENTS
 - STANDBY UNTIL NEEDED



RESOURCE ALLOCATION

- PERIMETER SUPPORT
- SECURITY SWEEPS
- PRELIMINARY INVESTIGATIONS AND WITNESS INTERVIEWS
- DOOR TO DOOR SWEEPS OF NEARBY BUILDINGS
- TACTICAL RESPONSE TEAM



INVESTIGATION



- **INVESTIGATIVE COMMAND**
 - ➡ **NIU POLICE**
- **CRIME SCENE PROCESSING**
 - ➡ **FBI AND ISP**
- **WITNESS INTERVIEWS**
 - ➡ **ISP**
- **FIREARMS TRACING**
 - ➡ **ATF**
- **VICTIM INTERVIEWS**
 - ➡ **ATF**
- **SUSPECT BACKGROUND**
 - ➡ **DEKALB MCS**
- **BEHAVIORAL SCIENCE**
 - ➡ **FBI**

LESSONS CONFIRMED



1. TRAIN ALL OFFICERS IN THE RESPONSE TO AN ACTIVE SHOOTER OR VIOLENT INTRUDER.

- **YOU CANNOT PREDICT WHEN OR WHERE AND ACTIVE SHOOTER WILL STRIKE.**
- **YOU CANNOT WAIT FOR S.W.A.T.**

LESSONS CONFIRMED

2. THE FIRST OFFICER ON THE SCENE GOES IN.



- THE PEOPLE INSIDE ARE NOT ARMED OR PROTECTED BY BODY ARMOR.
- SECONDS COUNT.

LESSONS CONFIRMED (CONT.)

YOU DON'T HAVE THE TIME TO SET UP A PERIMETER, STAGE AN ENTRY TEAM, FORMULATE AN ENTRY PLAN AND THEN ENTER.

- **IN AN INSTANT MANY MORE PEOPLE CAN BE HURT OR LOSE THEIR LIVES.**
- **FORCES THE SUSPECT TO TAKE COVER, FLEE, ENGAGE THE OFFICER OR TAKE HIS OWN LIFE.**



LESSONS CONFIRMED

3. TRAIN WITH WHAT YOU CARRY.

- THAT MEANS THE TOOLS YOU CARRY WITH YOU THE VAST MAJORITY OF THE TIME.
- YOU WILL NOT ALWAYS HAVE IMMEDIATE ACCESS TO LONG GUNS OR BALLISTIC SHIELDS.
- YOU DON'T HAVE THE TIME TO GO BACK FOR THE THINGS YOU WISH YOU HAD.



LESSONS CONFIRMED



4. IF ALL OF YOUR POLICE OFFICERS ARE EMERGENCY MEDICAL TECHNICIANS:

- EVERY OFFICER RESPONDING TO THE INCIDENT IS A TACTICAL EMT**
- OFFICERS ARE ABLE TO TRANSITION FROM LAW ENFORCEMENT TO EMERGENCY MEDICAL TREATMENT AND TRIAGE.**
- PROVIDES FOR IMMEDIATE EMERGENCY MEDICAL TREATMENT TO INJURED UNTIL OTHER EMS PROFESSIONALS ARRIVE.**

LESSONS CONFIRMED



5. TRAIN WITH OTHER AREA RESPONDERS BEFORE AN INCIDENT OCCURS.

- **THE DEVELOPMENT AND USE OF IAPS FOR PLANNED EVENTS PREPARED US FOR USE OF IAPS IN AN ACTUAL CRISIS.**
- **MOCK EXERCISES HELP IDENTIFY WEAKNESS IN OUR PLANS AND ALLOW US TO MAKE IMPROVEMENTS BEFORE A CRISIS OCCURS.**
- **TRAINING DEVELOPS TRUST AND ENHANCES COMMUNICATION.**

LESSONS CONFIRMED

6. STAGING OF RESPONDERS IS CRITICALLY IMPORTANT.

- **COMMUNICATE YOUR STAGING AND RECEPTION PROTOCOLS TO LOCAL AGENCIES:**
 - **IF YOU DON'T EVERYONE WILL RESPOND DIRECTLY TO THE SCENE OF THE SHOOTING.**
 - **UNCOORDINATED POLICE RESPONSE TO THE SCENE HAS THE ABILITY TO CAUSE CONFUSION.**

LESSONS CONFIRMED

7. MAXIMIZING RESOURCE EFFECTIVENESS IS CRITICALLY IMPORTANT.



- DIRECT THE AGENCIES IN YOUR AREA TO ONLY SEND THE PEOPLE AND RESOURCES YOU ASK FOR.
- ASSIGN OFFICERS WHO REPORT TO THE STAGING AREA SPECIFIC DUTIES AND DIRECT THEM TO **STAY IN THEIR LANES.**

LESSONS CONFIRMED



- **EVERY RESPONDER COMING TO ASSIST MUST BE STAGED UPON THEIR ARRIVAL, UNLESS THE OFFICER IN COMMAND AT THE SCENE DIRECTS OTHERWISE.**
- **OFFICERS CANNOT ABANDON THEIR GIVEN ASSIGNMENT UNLESS REDIRECTED BY SOMEONE IN A POSITION OF AUTHORITY.**

LESSONS LEARNED

1. BEWARE OF DISPERSION

- **VICTIMS WILL FLEE THE SCENE IF THEY CAN.**
- **DON'T JUST ASSUME VICTIMS WERE INJURED IN THE LOCATION THEY ARE FOUND.**
- **DON'T REPORT A “SECOND SHOOTER” UNLESS YOU HAVE CLEAR EVIDENCE OF ONE.**
- **TELECOMMUNICATORS MUST ASK CLARIFY QUESTIONS AND AVOID THE ASSUMPTION THAT CALLERS WERE INJURED AT THEIR PRESENT LOCATION.**

LESSONS LEARNED



2. SELECT PRIMARY, SECONDARY AND TERTIARY STAGING AREAS NOW, BEFORE YOU HAVE AN INCIDENT ON YOUR CAMPUS.

FORWARD TOGETHER FORWARD



“AN ACT OF VIOLENCE DOES NOT DEFINE US.”

NIU PRESIDENT JOHN PETERS



Catalina Garcia
"She kept me positive; she kept my head on straight."

*Audrey Hays
friend*



Julianna Gehant
"If you saw her smiling, you'd never forget it."

*John Gallo
NIU Women's Club member*



Gayle Dubowski
"She was so kind and nice and just ... genuine."

*Josephine Ponce
friend*



Ryanne Mace
"Ryanne put a smile on everyone's face; I never saw her in a bad mood."

*Miss LeCompte
classmate*



Daniel Parmenter
"He always cared about others first and making someone else's life better."

*Tim Jones
classmate, brother and classmate*

EXPERIENCES AND KEY LESSONS CONFIRMED FROM THE NIU TRAGEDY

QUESTIONS?



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