**FAST CHEAT SHEET**

**LAW ENFORCEMENT SENSITIVE**

**Active Threat Immediate Response (FLETC Definition)**: “The swift and immediate deployment of law enforcement resources to on-going, life threatening situations where delayed deployment could otherwise result in death or great bodily injury to innocent persons.”

* NO TIME to obtain additional equipment
* NO TIME for detailed information
* NO TIME to wait for special equipment teams (SWAT, SRT, HRT, ESU, STOP, etc)
* NO TIME to establish a perimeter

**Active Shooter Stats: (Total subset of 230 AS incidents between 1966 and 21, Dec 2012)**

AS incidents studied by NYPD were female shooters, almost 4%

AS gunman ages were concentrated between 15-19 (schools) and 35-44 (work place)

98% of AS incidents were caused by 1 gunman

36% of AS incidents involved more than one weapon.

Average AS incident lasts 12 minutes (FBI stats)

37% of AS incidents concluded within 5 minutes (FBI stats)

57% of shootings still occurred when one lone officer responded on scene with 75% of requiring LE to confront the gunman before the threat ended (FBI stats)

35% of officers forced to make a lone entry were shot (FBI stats)

Levels of planning varied from a shooter with no plan to a very detailed plan.

AS targets categorized into: 38% professional relationships, 26% no prior relationship, 22% academic relationships, 8% other, 6% familial relationships.

Average deaths per incident was 3.1 with VA Tech and Newtown, CT the most deadliest incidents and average wounded per incident was 3.9 with Aurora, CO and Ft Hood, TX recording the most wounded

AS locations--24% occurred in schools, 11% in offices, 24% in open commercial areas, 12% in factory/warehouses, and 29% in other.

43% of incidents ended due to applied force (LE, private security or by-standers), 40% by suicide or attempted suicide, 16% no applied force (AS surrendered), less than 1% AS fled.

AS incidents have been more frequent since 2000. Hence:

2000--2, 2001--7, 2002--5, 2003--15, 2004--7, 2005--9, 2006--11, 2007--15, 2008--12, 2009--22, 2010--20, 2011--11, 2012--17 (as of Dec 21, 2012, numbers were based off 324 incidents between 1966 and 21, Dec 2012, 281 attacks with at least 1 casualty, 3 attacks with no casualties, and 40 plots foiled during planning stages)

AS incidents more deadly since 2007—VA Tech, Ft Hood, TX, Aurora, CO & Newtown, CT.

**Warrior Mindset:** possessed by people who can screen out distractions while under great stress, focus on the mission, and go into harms way

**Psychological Considerations:**

* By-passing dead/injured children and adults
* Blood
* Seeing dead/injured victims
* Post Traumatic Stress
* Personal Safety

**Physiological Effects During Deadly Force Encounters:** “Half-Rule”--You shoot half as accurately, half as fast due to stress factors—“Fight or flight” mindset.

**Bowel Movements:** During “fight or flight” mode, the body is prone to “blow ballast”--everything goes. Hence the saying, “Sh\*t happens”

**Autonomic Nervous System:** Sympathetic Nervous System (SNS) and Parasympathetic nervous System (PNS)

Condition White 60-80 BPM, Condition Yellow 80-115 BPM, Condition Red, 115-145 BPM, Condition Gray 145-175 BPM, Condition Black 175 BPM and above – panic “I can’t see sh\*t”, “I can’t hear sh\*t”, “I can’t think straight”, “I was scared sh\*tless”

**Fore-, Mid-, Hind-brain:** Complex analytical thinking/decision making, puppy brain, life support— Medulla Oblongata shot

**Vasoconstriction/Dilatation:** Veins constrict during SNS and dilate during PNS **Near Vision Loss:** during deadly force encounters, can affect pistol sites versus rifle sights

**Perceptual Loss in Combat:** Auditory Exclusion—85%, intensified sounds 16%, Tunnel Vision— 80% (why you continually scan and side-step when drawing from the holster), Auto Pilot—74%, Heightened Visual Clarity—74%, Slow Motion—65%, Temporary Paralysis—7%, Partial Memory Loss—51%, Memory Loss For Officer’s Actions—47%, Disassociation—40%, Intrusive Distracting Thoughts—26%, Memory Distortion—22%, Fast motion--16%

**Sun Tzu:** The more possibilities you present to a gunman, the more diffuse he is forced to become, the more difficult it is for him to concentrate on attacking you (but this works both ways!)

**Sleep Debt:** Like a bank account, you can deposit and withdraw sleep from your system. “Sleep is a weapon” as it affects operational performance. Manage your sleep!

**Big Bang Theory:** Generally, the bigger the gun (bang), the quicker the fight ends

**Combating Fear/Stress:** Knowledge (is power), training, reps/muscle memory, confidence (from training), stress inoculation, Tactical Breathing—inhale 4 counts, hold 4 counts , exhale 4 counts , hold 4 counts, repeat cycle until your heart and respiration rate reduces to Condition Yellow

**Stress Inoculation (SI):** You can train to build immunity against stress. Stress inoculation must be exactly applied, however. A fire fighter’s SI is not the same as SI during a gun fight

**5 Successful Engagements:** Required to significantly enhance survivability during deadly force encounters (fighter pilot Aces)

**5 Factors Affecting Survivability (in priority of importance):** Firearms proficiency, situational awareness, tactics and drills, use of cover/concealment, leadership and communications

**Firearms Safety:** Always assume your firearm is loaded. Always check a weapon handed to you to ensure it has been “Safed.” Muzzle awareness (especially when in the stack). Laser Rule. Finger off trigger. Magazine out. Weapon on “Safe.” Know your back-drop, 100% target ID/round accountability!!!

**Active Shooter Kit:** Water, extra magazines, flashlight, 1-2 tourniquets (for yourself only), eye protection (mandatory)

Knife, power bar/5-Hour Energy, 2 compress, telescoping mirror, tactical binos, chem Lights, smoke grenade, flash-bang device, grease pen, space blanket, ballistic vest, ballistic helmet, tourniquets to be dropped by wounded victims while closing on the gunman (recommended)

**Basics of Combat Shooting:** Static position vs. shooting on the move (**Approach** **Walk)** Move only as fast as you can ACCURATELY shoot—“Slow is smooth, smooth is fast!”

**Third-eye Principle:** Your two eyes and your gun barrel scan and point as one

**Cover versus Concealment:** Cover protects, concealment masks (dry wall is NOT cover!)

**360-3D Security:** ALWAYS ensure guns out 360 degrees and covering different heights

**Staging Area/Rally Point (RP):** Easily recognizable terrain feature to rally to

**Movement to Contact:** Movement from LCC (behind cruiser) to breach point using all available cover and concealment, DM/over-watch positions, and always moving within 3-5 second of natural cover, watch out for threat lookouts and assign a RP. Be cognizant of windows, mirrors and all reflecting surfaces. Indoors its how you negotiate the building to close with the gunman

**Rear Security:** During long periods of movement moves facing to the front while upper body and weapon faces to the rear. During short distances when no around arm’s length, he can walk backwards with weapon facing the rear (1 & 2-man entries you’re looking back regularly)

**Security Halts:** Stop, look, listen when time/tactical scenario permits

**3 Second Rule:** When outdoors in large open areas inside, strive to be no more than a 3-second rush from available cover. It takes the average person 3 seconds to ID, sight-in and accurately fire on target

**Treat all doors as a new room.  Never go to an area not previously cleared or at least covered in a non-tactical manner**

**Noise and Light Discipline:** Sound and light discipline are crucial when room clearing!

**Stay off Walls:** Noise discipline. Rounds follow planes

**Room Entry:** Cross, Buttonhook, Line, combination from same side of a doorway or opposite sides

**Fatal Funnel:** Minimize your time in the fatal funnel!

**Fire and Maneuver:** 2 or more teams maneuvering against an adversary (leap-frogging)

**Fire and Movement:** 2 or more individuals (w/in a team) leap-frogging against an adversary

**Geometry of Fire:** All personnel, especially STLs, must be cognizant of the geometry of fire

**Approach Entry Point:** Distance from LCC to entry point is as short as possible. Utilize 360 degree-3D security and DM over-watch. Establish primary and secondary entry points. Attempt deliberate approach when possible (element of surprise)

**3 Methods of Entry:** Deliberate (stealth), Dynamic (speed & breaching), Ruse

**Boots-to-Room Ratio:** How many entrants versus size of structure being cleared?

**Boots-to-Threat Ratio:** Optimally, 2 or more good guys to 1 bad guy ratio (less lone-man entry)

**Breaching Techniques:** Mechanical, Explosive, Ballistic

**Control Situation and Room:** Initial moments SRT must maintain control of an entry and personnel within the dwelling. Exploit confusion, disorientation, and instill panic to cause dilemma for suspects through **SPEED, SURPRISE, VIOLENCE OF ACTION, (DIVERSION)**

**Methods of Clearing: Deliberate** (slow, stealth), **Dynamic** (“loud,” quick, larger team can flood structure faster if time is of the essence)

**ROOM SOFTENING:** Slicing the Pie--soften room in slices, Limited Penetration 2 methods. Never peak around a corner at the same height more than once

**Stacking up:** Stack tight, “nuts to butts,” weapons either covering a sector of fire or pointed down and away from legs/feet. Maintain 360-3D security and stay off walls. Be cognizant of shadows, reflections and silhouetting yourself against lighting. Team leaders can step out of the stack at their discretion to best C2 their team. Check for doorway IEDs, trip wires and reflections. Use double-squeeze method. Point man never looks back

**Room Entry:** Cross, Buttonhook, Combination, Line, Limited Penetration

**Priority of Search:** People, places, things

**Search the Area:** Quick complete room search for potential threats. Minimum of 2 men per room. Never leave one man alone in a room, hallway, area or workspace

**SEE—**Sight,Evaluate, Eliminate

**Immediate Threat:** expect to encounter an immediate threat. Doctrine calls to first clear immediate corners and move to dominating positions. DO NOT change in mid-stream. Maintain *discipline* to stick to plan and cover your area or responsibility so that the ENTIRE room is covered *even* if the 1st man encounters an immediate threat. 1st man encountering threat is responsible for threat (while clearing his immediate corner) and covering his sector of fire while others key off him.

Note: It is possible that # 1 will neglect his immediate area of responsibility (his immediate corner) to address an immediate threat. If so, that area must be picked up by # 2 or # 3.

2-Man Entry--if #1 focuses on threat instead of his immediate corner, # 2 must also cover that corner after he covers his immediate corner and the rest of the room before supporting # 1.

3-Man Entry—if # 1 focuses on threat instead of his immediate corner, # 2 covers his immediate corner and # 3 picks up # 1’s neglected immediate corner

**Plus 1 Rule:** When there’s 1 gunman, there’s 2, when there’s 2 gunman there’s 3, etc

**# 1 is Never Wrong:** Therefore, # 2 does the opposite of # 1

**# 2 Controls # 1:** Since #1 never looks back (covers the front), #2 controls his movement and whispers/commands/relays in his ear all information

**Dominating Positions:** Opposing Corners, Split Team, Same Side. Control room by establishing sectors of fire.

A. “Fight or Flight” when confronting bad guys

B. Gain confidence over feeling vulnerable through training, teamwork & establishing

Domination Positions **Room Search and Clearing:** Once dominating positions established, search sectors or side-by-side

**Search Injured, Living & Dead:** Minimum of 3-man team. One man searches threat, one man covers contact officer, one man covers the room

**2 vs 1:** This is not supposed to be a fair fight. “Boots-to-Threat ratio”—backup!

**Offset Against Threat at 45 Degrees (good) or 90 Degrees—L Formation--(better):** Force threat to commit to one of you while the other entrant takes him out

**Cover-Contact Method:** Approach from behind, 90 degrees off threat, utilizing Cover-Contact principles (Contact interacts w/threat and makes contact, while Cover protects Contact), suspect should be on his knees, together, with one ankle crossed over the other and his hands on his head, looking skyward, with fingers intertwined before contact officer initiates contact

**Scheme of Maneuver:** Direct–to-Threat, seconds count!!!!!!

**Coordinated Entries:** Require careful planning, IFF, rehearsal and C4 to execute:

• Room-by-room \* Flood \* Direct To Threat \*Dual Flow \* Hammer and Anvil \* Base of Fire and Single Envelopment

**Hand and Arm Signals:** Cross, Buttonhook, Halt, FREEZE! Take Knee, RP, Rally around me, Armed threat in sight, Good-to-Go, Not Good-to-Go, Commence Fire, Increase/Decrease Fire, Cease Fire, Double Time, Bound To Next Covered Position, Abort, Break Contact, Move Out

**Fire Command: A**lert**, D**irection**, D**escription**, R**angei.e., “CONTACT! 2 O’CLOCK, GUNMAN, 55 METERS!”

**SALUTE Report: Size, Activity, Location, Uniform** (description), **Time, Equipment** (i.e., **Size—**one person, **Activity—**Active Shooter, **Location—**schoolcafeteria, **Uniform—**male-Caucasian**,** 6 foot, 180 pounds, dark hair, black BDUs, **Time—**shootingw/in past 5 minutes, **Equipment—**rifle,body armor and pipe bombs

**Quick Link-up or ID Friend or Foe, IFF, (quick method):** Responders realize they may not be alone on scene. Exercise Target ID & attempt comm (radio/verbal) with additional responders

Challenge: Pre-designated color plus odd number. Password: Pre-designated color and number adding up to pre-designated odd number (i.e., challenge is “Blue, 6”. Password is “Gold, 7” (numbers adding up to 13). THIS IS NOT 100% fool- proof but better than nothing and features two cryptic fail safes

**Man-Down Drill:** 1 to 2 cover men to provide accurate suppressive fire (you must gain fire superiority or else you will probably incur another casualty), 1 to 2 men dragging away wounded, one man to administer buddy aid. This is ideal for providing smoke to screen movement. Every man should carry one “HC smoke grenade. 2 tourniquets per officer (for themselves)

**Carry Methods:** Drag-strap (if wounded is wearing a tac vest), wrist drag, single and double drag method (grabbing the ballistic vest), SEAL TEAM 3 carry method, Hawes Carry

**Smoke Grenade:** Conceal your activity. Optimal--place smoke on threat’s position. Next best--place smoke between you and threat. Last effective--place smoke on your position

**Stimulus:** Is an ongoing action or condition that incites or quickens a physiological or psychological activity or response. If stimulus is present then move directly to the threat and by- pass rooms.

Example: the officer sees the active threat/shooter, hears gun shots (specific location), hears screams (specific location), victims point to a location.

**Indicators:** A sign or inference that something has taken place. If indicators are present without stimulus then clear halls and rooms to find the threat.

Example: shell casings, blood, blood trails, smell of gunpowder and smoke, fire alarms, and or sprinklers and bodies of victims.

**Active Shooter 6-Step Priority of Work (ISAAAC)--**TIME IS OF THE ESSENCE!!:

* 1)  **Intelligence--**Determine threat intel while en route (use SALUTE checklist)
* 2)  **Staging Area**--ID tactical staging area for responding units. Rally & gear up while quickly determining a mutually supporting tactical approach plan & an entry plan (30-60 seconds):

Strike Team Leader quickly briefs plan (Execution--formation/positions, Command—ID Strike Team Leader and Assistant Strike Team Leader and IFF—challenge/password and odd number)

* 3) **Approach**— From Staging Area to breach point, if 2 cruisers, approach building in staggered column formation (Traveling Overwatch)--the rear-most cruiser is overwatch--and park 45 degrees to breach point (with cruiser between driver and building) or off to side of building--better--(plan for possible snipers at windows or along approach route and possible IEDs in parking lots)
* 4)  **Assess**—situation on scene—are shots being fired or not?

Frisk witnesses before extracting real-time intel (use SALUTE checklist)

Direct witnesses to a muster area (safe route to easy to recognize muster area that offers cover and concealment)

* 5)  **Announce**—to responding units updated threat intel, if any (use SALUTE checklist)

As the interim IC, decide whether to make lone entry or wait for backup (based on triggers, if gunman is active or not, and/or department policy). Initiate  QUAD system if time allows and you have 4 or more officers present

Announce over radio Contact Team entry and location and that you are transferring IC over to next responding officer with the rank, experience or qualifications

* 6) **Command and Control**--Make tactical entry from LCC—probably your cruiser--to breach point using 360—3D security, possibly overwatch, and all available cover & concealment

Utilize tactical formation based upon SALUTE and officers you have in your Contact Team. (Statistically, you’re rapidly moving Direct–to-Threat and employing “Cover by Bullets” until you are “Danger Close” or make contact with the gunman)

Tactically direct your Contact Team, while keeping the IC updated on your status/location within the building, until you have located and neutralized the threat

**1-Man Entry:** MoveDirect-to-Threat, maintain 360-3D, and keep within a 3-second rush to cover if possible. Keep head on a swivel, utilize 3d-eye principle as much as possible and move toward the sound of gunfire. Take corners wide to maximize angles and move in wide “S” before a 2-way intersection or exactly opposite rooms in a corridor, while looking both ways when crossing. Look up/forward on stairwells, and stay off walls. If possible take security halts to stop, look, listen.

Conduct room softening when time permits. Be prepared to go back and forth between Deliberate to Dynamic when room-clearing. When possible slice the pie and enter a room via crossing the doorway to your strong side to clear the near corner before swinging around to clear the rest of the room and the opposite corner while continually moving toward the far corner. If caught in the open in a room, movement and accurate fire are your allies.

DO NOT STOP IN PLACE--especially in the fatal funnel--and trade shots with the gunman! Shoot on the move towards cover or some concealment or keep moving to dominating position while shooting when caught in the open. A moving target is harder to hit.

**2-Man Entry:** MoveDirect-to-Threat, both officers abreast and cover the front 180 degrees with one officer glancing rearward (if you know where the threat is and you’re confident there is only one gunman), or the point covers forward 180 degrees and rear covering rear 180 degree-3D coverage. Try to keep within a 3-second rush to cover if possible. Keep head on a swivel, utilize 3d-eye principle as much as possible and move toward the sound of gunfire. Take corners wide to maximize angles or stack up and take a corner. Each officer covers one side when by-passing a 4-way intersection or exactly opposite rooms in a corridor. Look up/forward on stairwells & stay off walls. If possible take security halts to stop, look, listen.

Employ Fire & Movement--especially if caught in the open--during contact where STL and other officer both leap frog (one officer fires while the other moves) to a 45 or 90 degree geometry of firing solution off the gunman.

2-man team stack and dump into one of two exactly opposite rooms and clear it or one officer locks down the hallway while the other clears the room—pros and cons to both methods. If both officers dump into a room to clear it, once it’s cleared, they stack on opposite sides of the doorway, clear/cross the hallway while maintaining 360-3D security and dump into the opposite room and clear it before stacking on opposite sides of that door and clearing the hallway to proceed onward.

Stairwells, one man covers forward and upstairs and the second man provides rear security and/or faces up. Available space will dictate dispersion which could vary from 5-15 + yards and compress to single file less than one arm’s length apart. Push forward in a staggered formation.

**3-Man Entry:** MoveDirect-to-Threat, maintain 360-3D with 2 guns up front and one providing rear security. Each officer covers his sector of fire and utilizes 3d-eye principle as much as possible as the formation moves toward the sound of gunfire. Take corners wide to maximize angles or stack up and then take the corner. Both forward officers cover one side when by-passing a 4-way intersection or exactly opposite rooms in a corridor while rear man glances to point.

Employ Fire and Maneuver where STL commands half the formation and the ASTL (alone) maneuvers as both elements leap frog (one element fires while the other moves) to a 45 or 90 geometry of firing solution off the gunman.

3-man team stacks up and dumps into one of 2 exactly opposite rooms and clears immediate corners left and right while rear security covers center before turning 180 degrees to cover opposite room and hallway seeking cover from behind the doorway just entered.

The other method is to leave one man to lock down the hallway and/or opposite room while the front two officers dump and clear the room (pros and cons to both methods). If the first method, the team stacks inside the room cleared, tactically crosses hallway and clears second room, stacks inside 2d room before clearing the hallway again and moving forward in formation.

Stairwells, the officer opposite the corner being turned provides overhead cover. Available space will dictate dispersion, which could vary from 5-15+ yards in a gymnasium and compress to single file less than one arm’s length apart. If possible take security halts to stop, look, listen.

**4-6 Man Entry:** Most preferred but least probable method. Statistically, 4-6 officers will not arrive in time.Move Direct-to-Threat, QUAD (Quick Action Deployment) tactics where the base formation is a diamond with a point, rear-guard, right and left flank while utilizing “cover-by-bullets.” The flankers clear rooms and the Strike Team Leader is positioned where he/she can best command and control his diamond formation. Stairwells, the officer furthest from the direction of turn covers top. Formation “wheels” around corners. Available space will dictate dispersion, which could vary from 5-15+ yards separation in a gymnasium and compress to single file less than one arm’s length apart in close confines. If possible take security halts to stop, look, listen.

If contact is made the team can fire from formation or employ Fire and Maneuver where STL commands half the formation and the ASTL commands the other half and both elements leap frog (one elements fires while the other moves) to a 45 or 90 geometry of firing solution off the gunman

Room clearing from corridors, the formation stops shy of the doorway. Flankers stack off the doorway and clear the room while point and rear security creep forward and lock down the hallway

**Communicate With IC:** As the Contact Team, you must keep IC regularly updated on your progress as much as possible so the IC can formulate a clear mental picture and manage all responding assets to resolve the AS incident. IC may need to link up other Contact Teams or keep them updated on your location/progress to help prevent blue-on-blue

**Hostage/Barricade:** If the threat takes a hostage or barricades himself in a room or place of advantage, then the officers involved in the response should maintain a perimeter and wait for SWAT. However, there may still be other threats in the structure and other officers should maintain active threat tactics until the threat is eliminated.

**Three rules for dealing with Improvised Explosive Devices (IED):**

* Never touch device
* Create distance between you and the device
* Communicate to teammates and incident command

**Improvised Explosive Devices (IED):** If the threat is throwing an IED or grenade use either of these tactics depending on the distance to the IED. Communicate them to your teammates

* Bomb (Take Cover)
* At least 15’ or more from the team’s current location--immediately seek cover and yell, “IED!” Then wait 30 seconds before moving on (this is a general guide)
* Bomb (Continue)
* Within 15’ of the team-move quickly past the device and into a position to engage the threat (this is a general guide)

**Immediate Post Shooting Considerations:**

* Threat Condition--status of known vs. unknown threats
* Weapon Condition--ensure your weapon is still functioning properly before dealing with a new threat. Is the weapon in battery, has it malfunctioned, do you need a tactical reload
* Use the **SICM** acronym:
* **Security**--stack danger areas and maintain 360 degree security
* **Immediate Action Plan**: formulate a plan on what you are going to do next and prepare for link-ups with other officers
* **Communication**: Let the world know what is going on and describe yourself and your location to avoid blue-on-blue shootings
* **Medical**: Take care of any medical issues you have with your med kit. Verbally provide medical care to victims unless you have enough people to maintain your security

**Off Duty/Plain Clothes Considerations:** Plainclothes officers may be mistaken for the threat. They should follow all commands given to them by uniformed officers. This may include being disarmed and hand-cuffed. They should wear:

* Traffic Safety Vest
* Clearly marked raid jacket
* Clearly marked external body armor carrier

Note: POLICE markings in the front and rear of the outer garment may not be visible from a side profile when they are encountered by responding officers.

**6 Paradigm Shifts in Active Shooter:**

1. Columbine changed patrol tactics from establishing a perimeter and waiting for SWAT to making entry as a Contact Team
2. 4-man QUAD Contact Team was established until stats revealed a 4-man team still took too long to deploy
3. 1 and 2 man entries are now the norm, *especially* if the gunman is still active
4. EMTs are now being tasked to enter Warm or even Hot Zones with LE escort
5. Strike Teams of 2-4 officers should require a Strike Team Leader and Asst STL
6. Multiple terrorists taking over a school (see Beslan School, Russia)—This scenario is worst case and is beyond the scope of FAST course and most SWAT tactics, equipment and training. Utilize SALUTE to recognize the triggers for a possible terrorist cell

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