Victor Kuykendoll

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... : From:

Sent:

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Todd Carroll; Todd Turner; Tony Browning; Travis Shirley; Warren Skelton; William Feick Robert Wiest; Roger Devine; Scott Helpenstell; Shanda Rue; Sonia Salinas; Teresa Hall; Nicole Walker; Paul Sanchez; Rachael Harvey; Rafael Rivera; Ralph May; Richard Legg; Melanie Hacker; Michael Gardner; Michael Krajewski; Nicholas Eaton; Nichole Hamilton; Sosebee; Leo Sandoval; Marc Langley; Marcus Stokke; Marvin Padgett; Matthew Kelso; Jeffrey Loftin; Kevin Oginski; Korah Pounds; Laramie Mergerson; Larry Reid; Leigh Salazar; Denver Carleton; Erica Moore; Evan Ferguson; Geoffery Weise; Jackson Miller, Charlotte Knox; Chase Glover; Christopher Nunnery; Clint Powell; David Doggett; David Carpenter; Beth Gray; Bruce Shimpock; Bryan Stringer; Carla Thompson; Charles Cayea; Aaron DeTinne; Amy Briggs; Andrew Norton; Andrew Pena; Anthony Keel; Barron

Subject: AAR and Partnering Up

amongst ourselves and gets our thoughts going about how we will face critical events in the future: This is drafted kind of like an informal after action review following the Dallas Shooting. I hope that it creates dialog

assistance in person with the folks that are coordinating these efforts on the ground. I would rather us send a delegate, preferably a supervisor, to whatever command post exists at the time and offer our you to perform whatever task(s) that they needed with the pride and professionalism you show every day. In the future, him and his staff and we did not receive a response to our offer. Had we been requested, I would have expected each of for the officers injured and killed along with their families and co-workers. I understand that times were very busy for attack on his officers to offer our assistance with whatever he or his department needed and offered our condolences First, I did not convey this out to everyone at the time but we did reach out to Dallas Police Chief Brown following the response to the Dallas active shooter situation where several officers were targeted and ambushed by a lone gunman Now that we have had a chance to let our emotions and thoughts settle, I wanted to go over a couple of things in

the amount of resources that are readily available through other means. Determining which response is appropriate is based primarily on determining the need for such resources based upon times that these duties should be left to the officers that are better trained and equipped to perform these functions. officer. With this, what I mean is that there are times when we need to respond as first responders and then there are is to recognize our duties as TABC agents are much like that of an investigator or detective and not that of a patrol wanted to go over my views about how I see our roles in times like these. First and probably the hardest for many of us, As someone who has worked patrol and investigations for another agency prior to coming to work for TABC, I also

civilian vehicles (pickups, sport utility vehicles, and various styles of sedans). We also do not wear an immediately our assistance mistake our agents as perpetrators/suspects and create a friendly fire issue if we do not use caution when engaging in recognizable uniform. These issues, can create more confusion to an already chaotic situation where other officers may do ask that you be cognizant that we operate in unmarked vehicles and those vehicles can easily be mistaken for regular In situations involving officers' needing assistance, my expectation is that you will assist any officer requiring assistance. I

entrances onto the base, the West explosion where agents in the immediate area responded to without delay to assist where agents in the immediate area responded without delay to assist with perimeter security and closing off one of the provide proper notification to our command staff. We have been in this situation before (i.e. the Fort Hood shooting assisting and convey the information needed so that we can determine if additional resources are needed and to If you have engaged in assistance and as soon as you safely can do so, you need to notify your chain that you are

with perimeter security around the blast site to prevent civilians from entering the area due to concerns of further are countless other similar situations but you get the idea. arrival began to assist with identifying and interviewing witnesses and suspects at the scene, etc.). I am sure that there responded but did not engage the suspect at the scene, the Twin Peaks shooting where agents responded and upon explosions and or exposure to unknown gasses and or chemicals, the Tyler shooting on the square where agents

assistance is needed and what, if any, additional resources would be required comparison with that of other agencies on scene, and that TABC supervisors would be in route to gauge whether further seek direction on where we could offer the best assistance given the limited tactical resources immediately available in once safe to do so, that the agent(s) responding would radio/notify the primary agency that we were in the area and If we had agents who had responded to the Dallas active shooter situation, I would expect to be notified immediately

officers, the decision was made to insure that our agents out working were taken out of harm's way until such time we scene coupled with the fact that our officers are outfitted more as investigators than first responders and or swat Since we did not have agents already on scene of the incident in Dallas and given the amount of resources already on had additional intelligence as to further threats that our fellow agents face while working.

conflict with emotions running so high on both sides of this issue. opportunity for both officers and the community to grieve before we end up in a situation that could create more need to be cognizant of this as we continue about our work. The other aspect of this decision was to allow an event, regardless if they personally knew the officers involved or not. Such an event affects us all in some degree and we of reasons, first of which involves the emotional distress that some of our agents were experiencing following such an In the days that came afterwards, we decided to cancel operations but continue working in pairs. This was due a couple

such an event than many may feel is warranted. However, the last thing I want to do is notify your spouse, partner, others would have if something happened to one of you. This causes me to take a more cautious approach following child, parent, etc. that something happened to one of you and that I could have done more to prevent it. have to weigh these feelings with the concerns I have for the safety for each one of you and the remorse that I and debated the many what ifs that come after such an event, etc. Some refer to this as survivor's guilt. As a supervisor, I I want everyone to know that, as a peace officer, I too struggle with the feelings that I wish we could have done more,

and positive idea and provided the coins so that they can be placed at the site as a symbol of our solidarity for the fallen me about collecting some challenge coins to be placed at the memorial site for the fallen officers, I felt that was a fitting assistance or become involved that no one, including myself, has thought up as of yet. When Sgt. Doggett approached up. Let's have a discussion about what we can and or should be doing. Perhaps, you have an answer where we can offer that you do not remain silent on the subject. We work as a team and if you believe your team needs to do more, speak What I need and expect is that when you may feel that there is something that we could be doing or should be doing, and injured as well as their family.

was unable to make it as I was struggling with I want to thank each of you that attended the memorial services and funerals for the fallen officers and apologize that I including those that were unable to attend but wished that they could, as you represented our agency well. his past week and a half. I appreciate everyone's efforts,

we have yours and you are expected to watch the six of your fellow agents. even ride out with you ourselves. I've seen many posts out there about having each other's six and I want you to know finding someone to partner with for the night, let your supervisor know and we can either start assigning partners or before them. Like many agencies across the state/nation, we have elected to require agents to double up while on duty; even if we need to ride three to a car or partner with another agency. I understand the many hardships that this creates, especially for our more rural agents, but the decision was made with your safety in mind. If you are having trouble As we move forward, the agency as a whole has to weigh the safety of our agents in the field with the work that sets

I will leave you with these six concepts to improving your odds in an ambush:

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unprepared for such an assault — surprise is the key to a successful ambush. Sudden assaults can happen anytime and anywhere. Killers attack when they perceive that officers are relaxed and

You can improve your odds at prevailing in such an assault. Consider these six concepts:

- Believe it can happen to you. Complacency is the cop-killer's most able accomplice
- Maintain a state of yellow, which is an alert awareness of your surroundings. 2. Never relax on duty. This includes the time spent on the way to and from work.
- Strive to maintain a position advantage throughout your shift.
- barking dog complaint. Do this consciously for one week straight and after a while it will become seemingly automatic. Have an exit plan — whether writing a report, having lunch, making a street contact, or even while approaching a
- time you catch yourself engulfed by a technological snare, "Look up and look out!" and scan and process once again. This will not only make you a better cop, but a safer cop. Avoid technological tunnel vision when you're in public. Every Scan and process, constantly making yourself aware of your surroundings.

Source: Lt. Dan Marcou, PakiceOne.com, Nov. 26, 2014

Thank you and be safe!

Victor K.