

## Enforcement Division

### Enforcement Highlights

[REDACTED]

- Significant Activities

- The Dallas PD Ambush on Thursday night 7/7/2016: causing Region 2 to cancel operations that were ongoing at the time and to insure that all agents are doubled up while on duty.

[REDACTED]

< Messages



Details

Text Message

Thu, Jul 7, 9:14 PM

Boss you watching  
news

9:14p

No. What's up?

9:14p

2 officers shot  
downtown during  
protest

9:15p

My police guys in  
Mississippi got  
notified of hit out on  
officers a lil bit ago

9:15p

Horrible. I'll put  
something out to the  
troops. Downtown  
Dallas or Fort Worth?

9:16p



Send

< Messages

Details

Horrible. I'll put something out to the troops. Downtown Dallas or Fort Worth?

9:16p



9:16p

From my 

9:16p

Dallas

9:16p

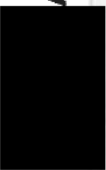


Text Messages

Send

< Messages

Details

From my 

9:16p

Dallas

9:16p

Thanks for the heads up.

9:17p

Roger

9:17p

Wed, Jul 20, 3:47 PM

Major... agents are confused if you mean partner the whole shift or just at night..if you want to clarify...

3:47p

Wed, Jul 20, 4:58 PM

Thanks. I'll send out something with more

4:58p



Text Messages

Send





Messages **Group MMS**

Details

To



Text Message

Thu, Jul 7, 9:20 PM

9:20 PM

Put out to your troops  
to make sure we  
double up and  
exercise situational  
awareness in light of  
the incident in Dallas.  
Keep it text or cell; not  
email or blogs. Make  
sure not to over  
sensationalize this  
information, just an  
officer awareness for  
now.



Text Message

Send

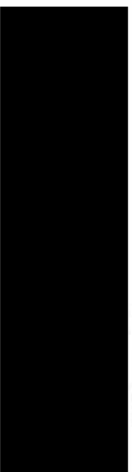
< Messages **Group MMS**

Details

To



Information, just an officer awareness for now.



10-4

9:21p



Ok.

9:23p



Ok.

9:31p



HQ checking on our troops to ensure that they are okay and not in harms way.

10:17



Text Message

Send



Messages **Group MMS**

Details

To:

[Redacted]

... are okay and not  
in harms way.

[Redacted]

My folks have been  
advised to avoid the  
area. Sit awareness  
and be extra cautious.

10:18p

[Redacted]

Mine as well. All my  
Dallas Folks are home.

10:19p

Double check that all  
agents have turned in  
for the night.

10:22p

[Redacted]

Mine are good and



Send



Messages **Group MMS**

Details

To:



agents have turned in  
for the night.



Mine are good and  
have been advised as  
well

10:22p

s team yes,  
waiting to hear from

10:23p



Do you want them to  
go home if still  
working or checking  
on those already  
home?

10:23p



Text Input

Send

< Messages **Group MMS**

Details

To:

[REDACTED]

unruse already

[REDACTED] home?

Yes. Head to the house and catch up on data entry or study code.

10:24p

[REDACTED] 10-4

10:24p

[REDACTED] 10-4

10:24p

[REDACTED]'s are clear.

Worked earlier. [REDACTED]

10:27p

to advise when all

confirmed home



Text Message

Send

< Messages **Group MMS**

Details

To:

[Redacted]

Worked earlier. [Redacted]  
to advise when all  
confirmed home.

10:27p

[Redacted]

[Redacted]s guys home.  
Just waiting to confirm  
that [Redacted]s are home

10:28p

The two [Redacted] had  
out are headed in now.

10:31p

[Redacted] All others home.

10:31p

[Redacted]

Canceling ops for  
tomorrow.

10:32p

I was thinking tho



Text Message

Send

< Messages **Group MMS**

Details

To

[Redacted]

[Redacted]

Canceling ops for tomorrow.

10:32p

I was thinking the same thing....

10:33p

[Redacted]

Word is now 10 officers shot 4 dead?

10:33p

[Redacted]

Said 3 dead on channel I'm watching.

10:34p

Yes. Much bigger than I originally heard. Horrible...

10:34p



Take a picture

Send



Messages **Group MMS**

Details

To: 

Yes. Much bigger than I originally heard. Horrible...

10:34p

Just heard 3. This is terrible


10:34p

Ok. They fix is saying 3 DPD dead and one dart. Hope it's wrong.

10:35p

Fox not fix

10:35p

Ok 's team all on their way home

10:39p



Tap to add photos

Send






Messages **Group MMS**


Details

To: 

Ok 's team all on  
their way home

10:39


All 's accounted  
for at home.

11:11


All 's home now  
too

11:12

Thanks.

11:12

Fri, Jul 8, 6:03 PM



Just FYI  told me  
they are having

6:03



Text Message

Send

Messages

Robert

Details

Text Message

Thu, Jul 7, 10:16 PM

Are your agents alright?

10:16 p

Yes. We've got them instructed on situational awareness and ensuring that they are doubled up.

10:16 p

Maybe they shouldn't even be working in that area?

10:17 p

They've been advised to avoid the area

10:18 p

All Dallas agents should be home

10:20 p



Tap to take a photo

Send



Messages

**Robert**

Details

All Dallas agents should be home already from what I've been told.

10:20p

Please make sure.

10:20p

10-4. I'll double check but both Lts that have agents in Dallas County have reported back. We will take a roll call to ensure they've made it home.

10:22p

No that's okay, just wanted to be sure. If they're telling you they're home, that is good enough

10:23p



Send



Messages

**Robert**

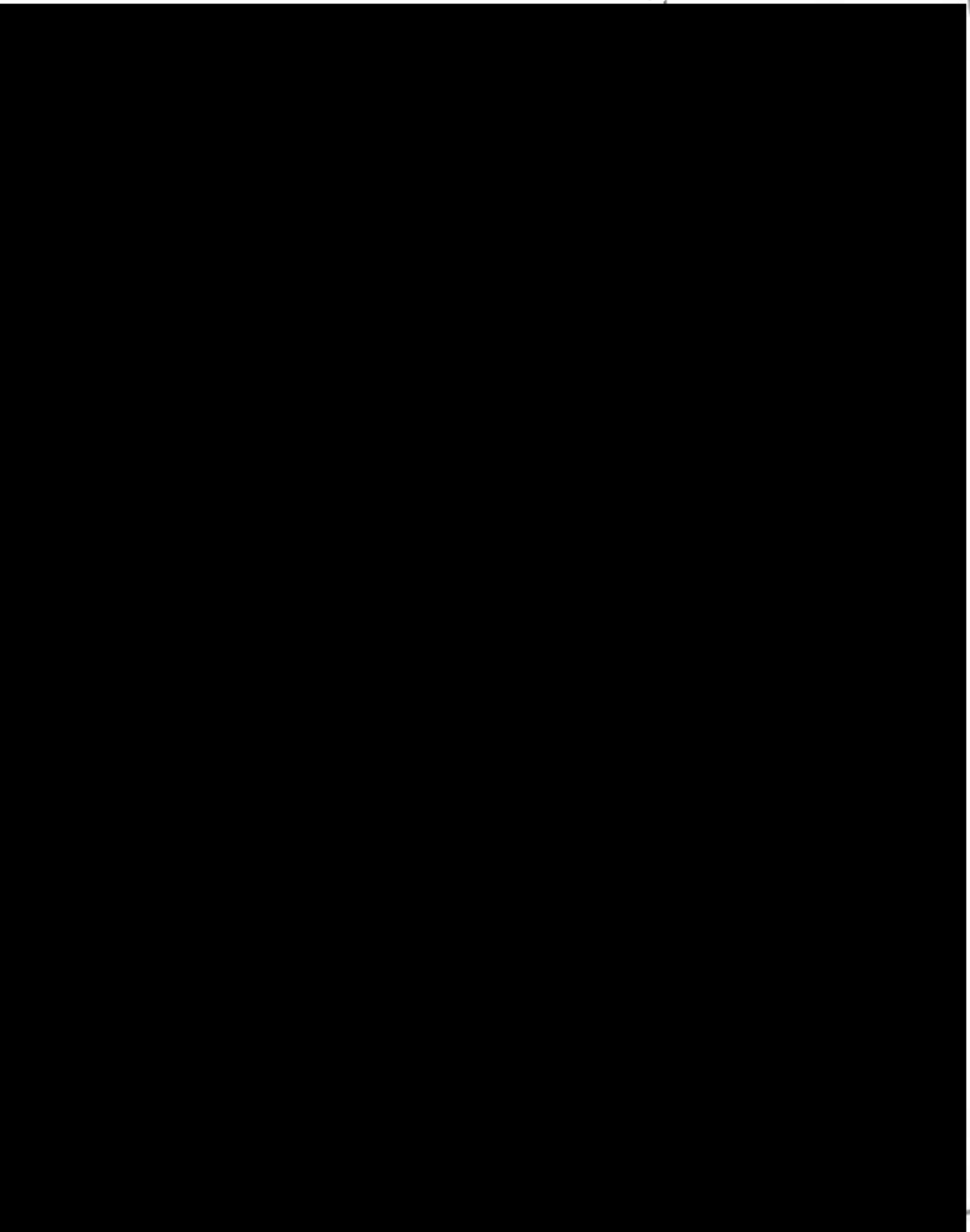
Details

you enough

Ok. Crazy situation.  
Crazy times. Very sad.

I know.

Fri, Jul 8, 8:48 AM




Send



Group conversation




MORE




3-6 officers down last report

MMS 21:55




[Yall double up] and be aware of your surroundings

MMS 21:57




Dart and dpd officers.. one dead

MMS 22:09




2 dallas... the dart officers are my friends troops.

MMS 22:10




Go home study code etc.

MMS 22:28




Roger

MMS 22:29



Ferguson?

MMS 22:30



Not sure ill be leaving lake worth in a hit

MMS



Group conversation



Enter message





Group conversation



MORE



Ferguson?

MMS  
22:30



Not sure ill be leaving lake worth in a bit

MMS  
22:32

MMS  
22:35 10 4



Text as soon as yall get home

MMS  
22:36



K

MMS  
22:38

MMS  
22:42 3 dead more in ICU...NBC is reporting a sniper



Yup

MMS  
22:50



Im clear

MMS  
22:51



Group conversation



Enter message





Group conversation



MORE

22:35 10 4



Text as soon as yall get home

MMS 22:36



K

MMS 22:38

3 dead more in ICU...NBC is reporting a sniper

MMS 22:42



Yup

MMS 22:50



Im clear

MMS 22:51

Friday, July 8, 2016



Enter message





Group conversation

MORE [0.152]

Thursday, July 7, 2016



Two officers shot downtown dallas. During protest just now

MMS 21:17



Where. What protest?

MMS 21:19



Active shooter

MMS 21:31



MMS 21:31  
How'd you hear?



Its on tv

MMS 21:33



3-6 officers down last report

MMS 21:55



Yall double up and be aware of

MMS



Group conversation



Enter message





## **Victor Kuykendoll**

---

**From:**  
**Sent:**  
**To:**

Victor Kuykendoll  
Wednesday, July 20, 2016 2:32 PM

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

**CC:**  
**Subject:**

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

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

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

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

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

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

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

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

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

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

What I need and expect is that when you may feel that there is something that we could be doing or should be doing, 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 up. Let's have a discussion about what we can and or should be doing. Perhaps, you have an answer where we can offer assistance or become involved that no one, including myself, has thought up as of yet. When Sgt. Doggett approached me about collecting some challenge coins to be placed at the memorial site for the fallen officers, I felt that was a fitting 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 and injured as well as their family.

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

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 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 finding someone to partner with for the night, let your supervisor know and we can either start assigning partners or 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 we have yours and you are expected to watch the six of your fellow agents.

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

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

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

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

#### 6. Train!

Source: Lt. Don Marcou, *PoliceOne.com*, Nov. 26, 2014

Thank you and be safe!

Victor K.

[552.152]

Thu, Jul 7, 9:29 PM

08054

Dallas officers shot at black  
lives matter protest. [REDACTED]  
mandatory tomorrow night.

[REDACTED]

K

[REDACTED]

K

[REDACTED]

K

[REDACTED]

10 4

[REDACTED]

Ok

I need everyone to reply , thanks

[REDACTED]

[552.152]

10-4

[REDACTED]

Copy. But I don't leave home  
without that sucker.

[REDACTED]

[REDACTED]

K

[REDACTED]

10 4

[REDACTED]

K

[REDACTED]

OK

[REDACTED]

[552.152]

[REDACTED]

K

[REDACTED]

I'm sure you are all [42], but if not per the Lt. Get home and advise me you are if you haven't already.

[REDACTED]

I'm home

[REDACTED]

[REDACTED]

I'm 10[42]

[REDACTED]

[REDACTED]

I'm home

[REDACTED]

[REDACTED]

Home

[REDACTED]

Awesome! Thanks

Gotcha.

[REDACTED]

Home

[REDACTED]

[REDACTED]

Home

[REDACTED]

Thanks. I'm home also. I will advise if I hear further.

Ops for tomorrow are cancelled.

[REDACTED]

K

[REDACTED]

[REDACTED]

Ok

[REDACTED]

[REDACTED]

Ok.

[REDACTED]

[REDACTED]

[552.152]

K

K

Until I advise otherwise, work from the office tomorrow, day shift is fine [REDACTED] mandatory.

10865X1)

[OK]

OK

K

OK



[552.152]

K

K.

Work from home on my order.  
Advise me of 41 and 42.

K

I have to go get my computer

K

10 4

I have to get my computer. I will

tomorrow

[552,152]

Ok. [REDACTED] I know I'm  
being a mammy, but sorry.  
That's the way it is.

[REDACTED]  
10-4

[REDACTED]  
Got it. No apologies necessary

[REDACTED]  
We appreciate everything you  
do for us Sarge

[REDACTED]  
Yes we do!! Vey much!! Thank  
you!

Thanks. We aren't going to be a  
statistic.

[552, 152]

Text Message

Thu, Jul 7, 9:27 PM

█  
Please put out to your folks to be extra cautious and exercise high situational awareness due to the situation in Dallas. Avoid areas of potential rioting. Please let me know they have all been advised.

█, two officers were shot tonight in downtown Dallas.

1686311)

Just did. Making █ mandatory for my guys for the next few days. Me included.

█  
Perfect. Thanks.

Send all folks home. Work from home on data entry etc

██████████, two officers were shot tonight in downtown Dallas.

Just did. Making ██████████ mandatory for my guys for the next few days. Me included.

10/24/2017

██████████  
Perfect. Thanks.

██████████  
Send all folks home. Work from house on data entry etc.

Done. We finished earlier. All are home.

██████████  
10-4 Thanks!

██████████  
Will do

Roger that

10 4

Advised all my guys to work from office tomorrow on reports, data entry and online training. We are all off Saturday.

Ok. Thanks

All my team is accounted for and are homr

Me too

10-4. Thanks!

Thu, Jul 7, 9:22 PM

2 officers shot in Dallas. Put it out to all your guys to be on alert and be extra careful.

Yes my 2 are home

[No one rides alone at night doing inspections. Make sure we double up.]

I'm about to leave the office in about 10 min headed home everyone else is about done too

10-4. I'm sure everyone is already doing it just push it out to the guys about situational awareness and head on a swivel

Everyone home now?

Mine are

It's a no brainer but tell everyone to avoid the area.

10-4. Everyone is to head home now. Study the code and catch up on data entry

No ops no stings tomorrow.

Fri, Jul 8, 7:34 AM



2 Dallas officers shot at a  
black lives Matter protest  
down town

Thu, Jun 7, 2018, 12:45 PM

I just got a text about that.  
[redacted] said to make sure  
everyone has their head on a  
swivel and to double up right  
now and have situational  
awareness

Thu, Jun 7, 2018, 12:45 PM

K

Do u know if those officers



Do u know if those officers  
are OK?

Thu, Jun 7, 2018, 12:45 PM

Should be something on TV  
Heard more officers now

Thu, Jun 7, 2018, 12:45 PM

Heart are dead but not  
confirmed

Thu, Jun 7, 2018, 12:45 PM

Geez. Just makes me sick.

Thu, Jun 7, 2018, 12:45 PM

Have u heard of all ur people  
are safe?

Thu, Jun 7, 2018, 12:45 PM







So far

R urs all turned in for the night?

THU, JUL 7, 2016, 10:38 PM

Will be soon

Subject Fwd

Yes Head to the house and catch up on data entry or study code

THU, JUL 7, 2016, 10:39 PM

Just advise when all headed



Just advise when all headed home please

THU, JUL 7, 2016, 10:39 PM

Will do

10 officers shot, 3 dead on news

Oh my gosh

THU, JUL 7, 2016, 10:39 PM

Everyone headed home?

THU, JUL 7, 2016, 10:39 PM





Yes

All home

Thank you What a sad day

Thu, Jul 7 2016 12:11 PM

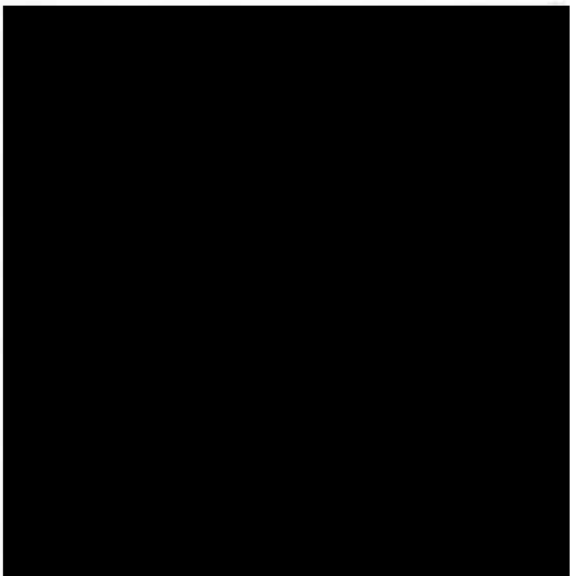
Yeah I am just so sad for the officers and family Also a bit frightened that the same could happen to any of us

Me too That's what I keep thinking I never know

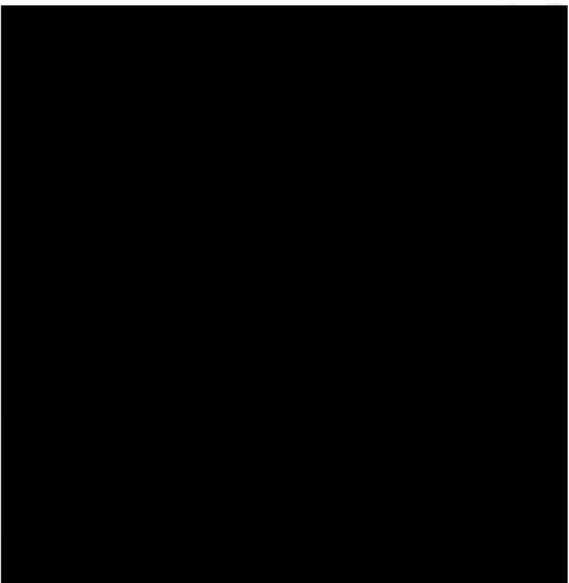


Me too That's what I keep thinking. U never know

Thu, Jul 7 2016 12:11 PM



0152



Have u heard of all ur people  
are safe?

THU JUN 7, 2016, 10:19 PM

I just got a text about that  
[redacted] said to make sure  
everyone has their head  
on a swivel and to double  
up right now. And have  
situational awareness.  
Please acknowledge and let  
me know if everyone is good

THU JUN 7, 2016, 10:20 PM

All mine are good and  
utilizing workout hour now





Yes I head to the house and catch up on data entry or study code

[REDACTED]

[REDACTED]

[REDACTED]

Scott's arm eppor Worked



[REDACTED] \$ are clear Worked earlier [REDACTED] to advise when all confirmed home

[REDACTED] is guys home Just waiting to confirm that [REDACTED] are home

[REDACTED] The two [REDACTED] had out are headed in now





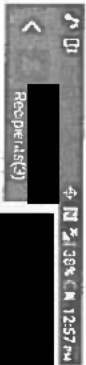
Double check that all agents have turned in for the night.

[Redacted] s team yes, waiting to hear from [Redacted]

THU JUL 7, 2016 10:33 PM

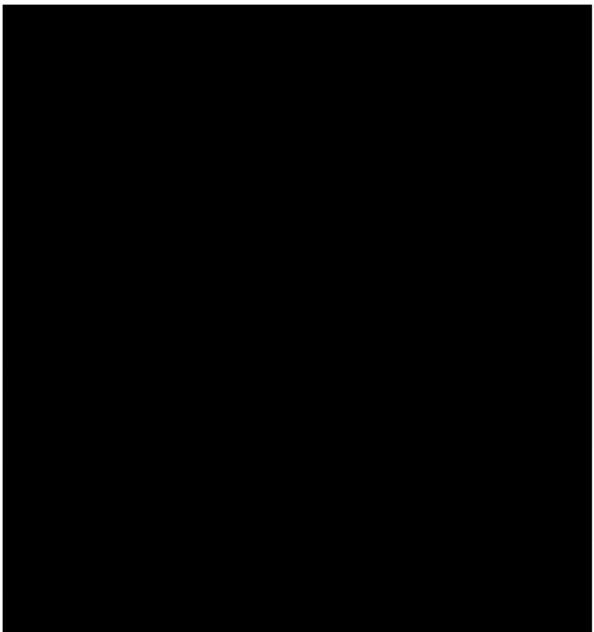
Do you want them to go home if still working or checking on those already home?

Received: 7/6/2016 10:33 PM



Make sure our agents partnered at night pe





All [redacted] is accounted for at home

All [redacted] is home now too  
THU, JUL 7 2016, 11:12 PM

[redacted]  
Thanks

Just FYI [redacted] told me they are having another protest in FW tonight at 6. Both teams have been advised to steer



10-4. Everyone is to head home now. Study the code and catch up on data entry

No ops no stings tomorrow.

Fri, Jul 8, 7:34 AM

Let's all do office work today until we see what's going on

I'll be out this morning but should be in by noon.

Fri, Jul 8, 10:20 AM

Ok. We can get out and do inspections today. [Teams of two if going to on premise locations.] You all know the places to avoid. Stay away from any Anti-police

## Victor Kuykendoll

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[552, 152]

**From:**

Victor Kuykendoll

**Sent:**

Wednesday, July 20, 2016 2:32 PM

**To:**

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

Earl Pearson

AAR and Partnering Up

**Cc:****Subject:**

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

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

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

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

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



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

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

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

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

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

What I need and expect is that when you may feel that there is something that we could be doing or should be doing, 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 up. Let's have a discussion about what we can and or should be doing. Perhaps, you have an answer where we can offer assistance or become involved that no one, including myself, has thought up as of yet. When Sgt. Doggett approached me about collecting some challenge coins to be placed at the memorial site for the fallen officers, I felt that was a fitting 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 and injured as well as their family.

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

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 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 finding someone to partner with for the night, let your supervisor know and we can either start assigning partners or 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 we have yours and you are expected to watch the six of your fellow agents.

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

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

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

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

#### 6. Train!

*Source: Lt. Dan Marcou, PoliceOne.com, Nov. 26, 2014*

Thank you and be safe!

Victor K.

Victor Kuykendoll

.108  
.152

From: David Doggett  
Sent: Wednesday, July 20, 2016 3:16 PM  
To: Victor Kuykendoll  
Subject: RE: AAR and Partnering Up

[ So are we partnering up at all times like discussed earlier?? ]

David P. Doggett, Sergeant



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