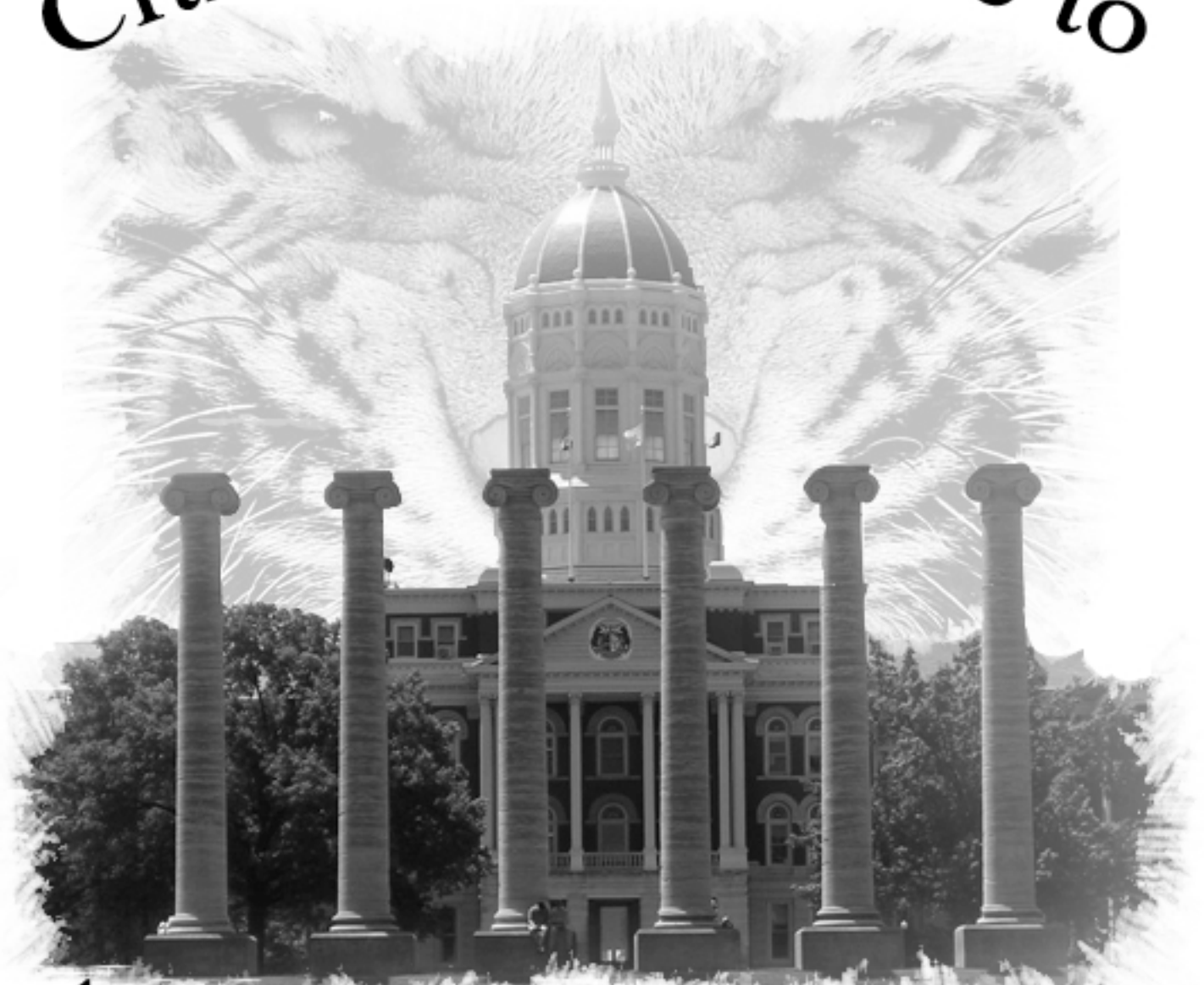


Citizens' Response to



Active Threat Incidents

Part of the overall Campus Emergency Plan

Presented by:
The University of Missouri Police Department

In Cooperation with:
Campus Facilities and Environmental Health and Safety

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Chapter VIII

MASS MURDER AT NORRIS HALL

Many police were on campus in the 2 hours following the first incident, most at West Ambler Johnston residence hall but others at a command center established for the first incident. Two emergency response teams (ERTs) were positioned at the Blacksburg Police Department (BPD) headquarters, and a police captain was with the Virginia Tech Policy Group acting as liaison.

Cho left the post office about 9:01 a.m. (the time on his mailing receipt). He proceeded to Norris Hall wearing a backpack with his killing tools. He carried two handguns, almost 400 rounds of ammunition most of which were in rapid loading magazines, a knife, heavy chains, and a hammer. He wore a light coat to cover his shooting vest. He was not noticed as being a threat or peculiar enough for anyone to report him before the shooting started.

In Norris Hall, Cho chained shut the pair of doors at each of the three main entrances used by students. Figure 7 shows one such entrance. The chaining had the dual effect of delaying anyone from interrupting his plan and keeping victims from escaping. After the Norris Hall incident, it was reported to police that an Asian male wearing a hooded garment was seen in the vicinity of a chained door at Norris Hall 2 days before the shootings, and it may well have been Cho practicing. Cho may have been influenced by the two Columbine High School killers, whom he mentioned in his ranting document sent to NBC News and previously in his middle school writings. He referred to them by their first names and clearly was familiar with how they had carried out their scheme.

On the morning of April 16, Cho put a note on the inside of one set of chained doors warning that a bomb would go off if anyone tried to remove the chains. The note was seen by a faculty member, who carried it to the Engineering

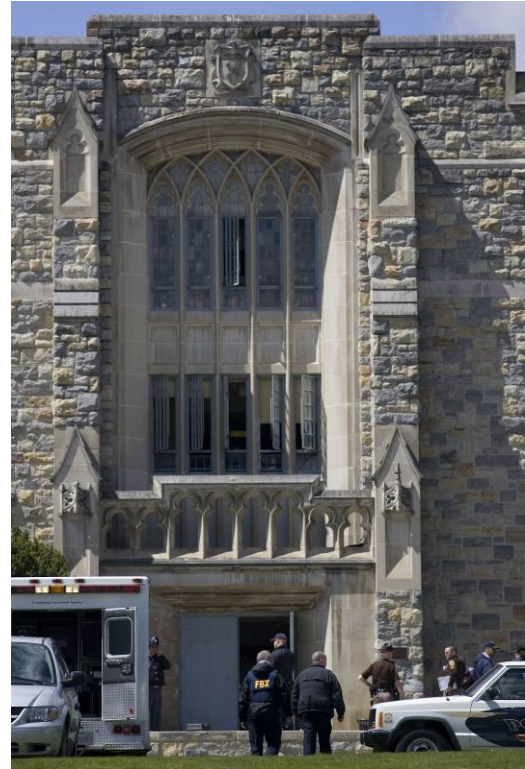


Figure 7. One of the Main Entrances to Norris Hall

School dean's office on the third floor. This was contrary to university instructions to immediately call the police when a bomb threat is found. A person in the dean's office was about to call the police about the bomb threat when the shooting started. A handwriting comparison revealed that Cho wrote this note, but that he had not written bomb threat notes found over the previous weeks in three other buildings. Those threats, which led to the evacuation of the three buildings, proved to be false. That may have contributed to the Cho note not being taken seriously, even though found on a chained door.

The usual VTPD protocol for a bomb threat that is potentially real is to send officers to the threatened building and evacuate it. Had the Cho bomb threat note been promptly reported prior to the

start of the shooting, the police might have arrived at the building sooner than they did.

A female student trying to get into Norris Hall shortly before the shooting started found the entrance chained. She climbed through a window to get where she was going on the first floor. She did not report the chains, assuming they had something to do with ongoing construction. Other students leaving early from an accounting exam on the third floor also saw the doors chained before the shooting started, but no one called the police or reported it to the university.

Prior to starting the shootings, Cho walked around in the hallway on the second floor poking his head into a few classrooms, some more than once, according to interviews by the police and panel. This struck some who saw him as odd because it was late in the semester for a student to be lost. But no one raised an alarm. Figure 8 shows the hallway in Norris Hall.

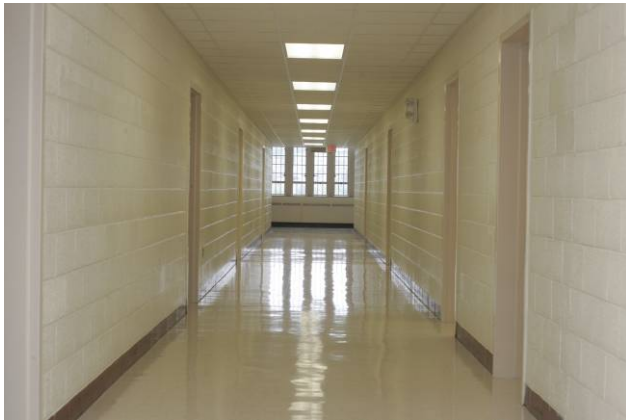


Figure 8. Hallway in Norris Hall

THE SHOOTINGS

The occupants of the first classroom that Cho attacked had little chance to call for help or take cover. After peering into several classrooms, Cho walked into the Advanced Hydrology engineering class of Professor G. V. Loganathan in room 206, shot and killed the instructor, and continued shooting, saying not a word. In fact, he never uttered a sound during his entire shooting spree—no invectives, no rationale, no comments,

nothing. Even during this extreme situation at the end of his life, he did not speak to anyone. Of 13 students present in the classroom, 9 were killed and 2 injured by shooting, and only 2 survived unharmed. No one in room 206 was able to call the police.

Occupants of neighboring classrooms heard the gunshots but did not immediately recognize them as gunfire. One student went into the hallway to investigate, saw what was happening, and returned to alert the class.

First Alarm to 9-1-1 – Cho started shooting at about 9:40 a.m. It took about a minute for students and faculty in room 211, a French class, to recognize that the sounds they heard in the nearby room were gunshots. Then the instructor, Jocelyne Couture-Nowak, asked student Colin Goddard to call 9-1-1.

Cell phone 9-1-1 calls are routed according to which tower receives them. Goddard's call was routed to the Blacksburg police. Another call by cell phone from room 211 was routed first to the Montgomery County sheriff. The call-taker at the BPD received the call at 9:41 a.m. and was not familiar with campus building names. But it took less than a minute to sort out that the call was coming from Virginia Tech and it was then transferred to the Virginia Tech Police Department (VTPD).

At 9:42 a.m., the first call reached the Virginia Tech police that there was shooting in Norris Hall. Other calls later came from other classrooms and offices in Norris Hall and from other buildings.

Students and faculty in other nearby rooms also heard the first shots, but no one immediately realized what they were. Some thought they were construction noises. Others thought they could be the popping sounds sometimes heard from chemistry lab experiments on the first floor. One professor told his class to continue with the lesson after some raised questions about the noise. When the noise did not stop, some people went into the hallway to investigate. One student from an engineering class was shot when he

entered the hallway. At that point, terror set in among the persons in the classrooms who realized that what they were hearing was gunfire.

Continued Shooting – This section portrays the sense of the key action rather than trace the exact path of Cho. It is based on police presentations to the panel, police news releases, and interviews conducted by the panel.

After killing Professor Loganathan and several students in room 206, Cho went across the hall to room 207, a German class taught by Christopher James Bishop. Cho shot Professor Bishop and several students near the door. He then started down the aisle shooting others. Four students and Bishop ultimately died in this room, with another six wounded by gunshot. One student tried to wrench free the podium that was fastened securely to the floor in order to build a barricade at the door. She was unsuccessful and injured herself in the process.

As Goddard called 9-1-1 from classroom 211, Couture-Nowak's class tried to use the instructor's table to barricade the door, but Cho pushed his way in, shot the professor, and walked down the aisle shooting students. Cho did not say anything. Goddard was among the first to be shot. Another student, Emily Haas, picked up Goddard's cell phone after he was shot. She stayed on the line for the rest of the shooting period. She was slightly wounded twice in the head by bullets, spoke quietly as long as she could to the dispatcher, heard that the police were responding, closed her eyes, and played dead. She said she did not open her eyes again for over 10 minutes until the police arrived. During her ordeal, she was concerned that the shooter would hear the 9-1-1 dispatch operator over the cell phone. But by keeping the line open she helped keep police apprised of the situation. She kept the phone hidden by her head and hair so she could appear dead but not disconnect. Although the dispatcher at times asked her questions and at other times told her to keep quiet, she spoke only when Cho was out of the room, which she could tell by the proximity of the shots.

Students in room 205 attending a class in scientific computing heard Cho's gunshots and barricaded the door to prevent his entry, mainly with their bodies kept low, holding the door with their feet. Cho never did succeed in getting into this room though he pushed and fired through the door several times. No one was injured by gunshot in this room.

Back in room 207, the German class, two uninjured students and two injured students rushed to the door to hold it shut with their feet and hands before Cho returned, keeping their bodies low and away from the center of the door. Within 2 minutes, Cho returned and beat on the door. He opened it an inch and fired about five shots around the door handle, then gave up trying to reenter and left.

Cho returned to room 211, the French class, and went around the room, up one aisle and down another, shooting students again. Cho shot Goddard two more times. Goddard lay still and played dead. This classroom received the most visits by Cho, who ultimately killed 11 students and the instructor, and wounded another 6, the entire class.

A janitor saw Cho reloading his gun in the hall on the second floor and fled downstairs.

Cho tried to enter the classroom of engineering professor Liviu Librescu (room 204), who was teaching solid mechanics. Librescu braced his body against the door and yelled for students to head for the window. Students pushed out the screens and jumped or dropped onto bushes or the grassy ground below the window. Ten of the 16 students escaped this way. The next two students trying to leave through the window were shot. Librescu was fatally shot through the door trying to hold it closed while his students escaped. A total of four students were shot in this class, one fatally.

Cho returned to most of the classrooms more than once to continue shooting. He methodically fired from inside the doorways of the classrooms, and sometimes walked around inside them. It was very close range. Students had little place to

hide other than behind the desks. By taking a few paces inside he could shoot almost anyone in the classroom who was not behind a piece of overturned furniture. The classrooms were all roughly square, with no obstructions. Figure 9 shows the interior of a typical classroom, seen from the corner furthest from the door. Table 1 shows the dimensions of the rooms with the shootings.



Figure 9: Interior of Typical Classroom

Table 1. Dimensions of the Classrooms Attacked

Room #	Dimensions
204	28' x 25'
205	24' x 25'
206	22' x 25'
207	24' x 25'
211	22' x 25'

The rooms were furnished with lightweight desk–chair combinations, single units combining both functions. Each instructor had a table desk and a podium, the latter bolted to the floor. The doors were not lockable from the inside. Unlike many lower grade schools and typical of most colleges, the instructors had no university-furnished messaging system for receiving or sending an alarm. Emergency communications from classrooms were limited to any phone or electronic devices carried by students or instructors. The offices had standard telephones, but they were on the third floor.

The massacre continued for 9 minutes after the first 9-1-1 call was received by the VTPD, and about 10–12 minutes in total, including a minute for processing and transferring the call to VTPD, and the time to comprehend that shots were being fired and to make the call. From the first call, shots can be heard continuously on the dispatch tapes, until they stopped with the suicide shot.

Within that period, Cho murdered 25 students and 5 faculty of Virginia Tech at Norris Hall. Another 17 were shot and survived, and 6 were injured when they jumped from classroom windows to escape.

Cho expended at least 174 bullets from two semiautomatic guns, his 9mm Glock and .22 caliber Walther, firing often at point-blank range. The police found 17 empty magazines, each capable of holding 10–15 bullets. Ammunition recovered included 203 live cartridges, 122 for the Glock and 81 for the Walther. The unexpended ammunition included two loaded 9mm magazines with 15 cartridges each and many loose bullets.

Cho committed suicide by shooting himself in the head, probably because he saw and heard the police closing in on him. With over 200 rounds left, more than half his ammunition, he almost surely would have continued to kill more of the wounded as he had been doing, and possibly others in the building had not the police arrived so quickly. Terrible as it was, the toll could have been even higher.

DEFENSIVE ACTIONS

According to survivors, the first reaction of the students and faculty was disbelief, followed rapidly by many sensible and often heroic actions. One affirmative judgment in reflecting on this event is that virtually no one acted irrationally. People chose what they thought was the best option for their survival or to protect others, and many tried to prevent the shooter from gaining access to their room. Unfortunately, a shooter operating at point-blank range does not offer many options.

Escaping – Professor Librescu’s class was the only one where students escaped by jumping from windows. This classroom's windows face a grassy area. (Figure 10 is the view from outside and Figure 11 shows the structure of the windows. The view from inside looking out is shown in Figure 12.)



Figure 10. Norris Hall Classroom Windows, Grassy Side



Figure 11. Typical Set of Windows in Norris Hall



Figure 12. To Escape, They Had to Climb Over the Low Window

The window sills are 19 feet high from the ground, two stories up. In order to escape through the window, the first jumper, a male student, had to take down a screen, swing the upper window outward, climb over the lower portion of the window that opened into the classroom, and then jump. He tried to land on the bushes. Following his example, most of the rest of the class formed groups behind three windows and started jumping. All who jumped survived, some with broken bones, some uninjured except for scratches or bruises. Some survivors did the optimum window escape, lowering themselves from the window sill to drop to the ground, reducing the fall by their body length.

The other classes faced out onto concrete walks or yards, and jumping either did not seem a good idea or perhaps did not even enter their minds. No one attempted to jump from any other classroom.

Some attempts were made by a few students to escape out of the classroom and down the hall in the earliest stage of the incident. But after some people were shot in the hall, no one else tried that route.

Attempting to Barricade – In three of the four classrooms that Cho invaded and one more that resisted invasion, the instructor and students attempted to barricade the door against Cho entering either on his first attempt or on a later try. They tried to use the few things available—the teacher’s table, the desk–chair combinations, and their bodies. Some attempts to barricade succeeded and others did not. Cho pushed his way in or shot through some doors that were being barricaded. In the German class, two wounded students and two non-wounded students managed to hold the door closed against the return entry by Cho. They succeeded in staying out of the line of fire through the door. Two other rooms did the same. In one, Cho never did get in. At least one effort was made to use the podium, but it failed (it was bolted to the floor). Cho was not a strong person—his autopsy noted weak musculature—and these brave students and faculty helped reduce the toll.

Playing Dead – Several students, some of whom were injured and others not, successfully played dead amid the carnage around them, and survived. Generally, they fell to the ground as shots were fired, and tried not to move, hoping Cho would not notice them. Cho had systematically shot several of his victims a second time when he saw them still alive on revisiting some of the rooms, so the survivors tried to hold still and keep quiet. This worked for at least some students.

POLICE RESPONSE

Within 3 minutes of the Virginia Tech police receiving the 9-1-1 call, two officers arrived outside of Norris Hall by squad car. They were Virginia Tech officer H. Dean Lucas and Blacksburg Sgt. Anthony Wilson. A few seconds later, three more officers arrived by car: Blacksburg Police Department officers John Glass, Scott

Craig, and Brian Roe. More continued to arrive throughout the incident.

By professional standards, this was an extraordinarily fast police response. The officers had been near WAJ as part of the investigation and security following the first incident, so they were able to respond much faster than they otherwise would have. The two police forces trusted each other, had trained together, and did not have to take time sorting out who would go from which organization in which car. They just went together as fast as they could.

The five officers immediately proceeded to implement their training for dealing with an active shooter. The policy is to go to the gunfire as fast as possible, not in a careless headlong rush, but in a speedy but careful advance. The first arriving officers had to pause several seconds after exiting their cars to see where the gunfire was coming from, especially whether it was being directed toward them. They quickly figured out that the firing was inside the building, not coming from the windows to the outside. Because Cho was using two different caliber weapons whose sounds are different, the assumption had to be made that there was more than one shooter.

The officers tried the nearest entrance to Norris Hall, found it chained, quickly proceeded to a second and then a third entrance, both also chained. Attempts to shoot off the padlocks or chains failed. They then moved rapidly to a fourth entrance—a maintenance shop door that was locked but not chained. They shot open the conventional key lock with a shotgun. Five police officers entered and rapidly moved up the stairs toward the gunfire, not knowing who or how many gunmen were shooting.

The first team of five officers to enter Norris Hall after the door lock was shot were:

VT Officer H. Dean Lucas (patrol)
Blacksburg Officer Greg Evans (patrol)
Blacksburg Officer Scott Craig (SWAT)
Blacksburg Officer Brian Roe (SWAT)
Blacksburg Officer Johnny Self (patrol)

They were followed seconds later by a second team of seven officers:

VT Lt. Curtis Cook (SWAT)
 VT Sgt Tom Gallemore (SWAT)
 VT Sgt Sean Smith (SWAT)
 VT Officer Larry Wooddell (SWAT)
 VT Officer Keith Weaver (patrol)
 VT Officer Daniel Hardy (SWAT)
 Blacksburg Officer Jeff Robinson (SWAT)

Both teams had members from more than one police department. The first police team got to the second floor hallway leading to the classrooms as the shooting stopped. The second police team that entered went upstairs to the opposite end of the shooting hallway on the second floor. They saw the first team at the opposite end of the hall and held in place to avoid a crossfire should the shooter emerge from a room. They then went to clear the third floor.

The first team of officers arriving on the second floor found it eerily quiet. They approached cautiously in the direction from which the shots were fired. They had to clear each classroom and office as they passed it lest they walk past the shooter or shooters and get fired upon from the rear. They saw casualties in the hallway and a scene of mass carnage in the classrooms, with many still alive. Although the shooter was eventually identified, he was not immediately apparent, and they were not certain whether other shooters lurked. This seemed a distinct possibility. As one police sergeant later reflected: "How could one person do all this damage alone with handguns?"

Some people have questioned why the police could not force entry into the building more quickly. First, most police units do not carry bolt cutters or other entry devices; such tools would rarely be used by squad car officers. They usually are carried only in the vans of special police units. Second, the windows on the first floor are very narrow, as on all floors of Norris Hall. A thin student could climb through them; a heavily armed officer wearing bulletproof vest could not. Knocking down a door with a vehicle was not possible given the design and site of the building.

The auditorium connecting Norris Hall with Holden Hall and shared by both could have been used as an entry path, but it would have taken longer to get in by first running into Holden Hall, going through it, and then up the stairs to Norris Hall. The police ERT had the capability of receiving plans of the buildings by radio from the fire department, but that would have taken too long and was not needed in the event.

During the shooting, a student took pictures from his cell phone that were soon broadcast on television. They showed many police outside of Norris Hall behind trees and cars, some with guns drawn, not moving toward the gunfire. Most of them were part of a perimeter established around the building after the first officers on the scene made entry. The police were following standard procedure to surround the building in case the shooter or shooters emerged firing or trying to escape. What was not apparent was that the first officers on the scene already were inside.

Once the shooting stopped, the first police on the scene switched modes and became a rescue team. Four officers carried out a victim using a diamond formation, two actually doing the carrying and two escorting with guns drawn. At this point, it still was not known whether there was a second shooter. The police carried several victims who were still alive to the lawn outside the building, where they were turned over to a police-driven SUV that took the first victims to emergency medical treatment. (The emergency medical response is discussed in Chapter IX.)

A formal incident commander and emergency operations center was not set up until after the shooting was over mainly because events unfolded very rapidly. A more formal process was used for the follow-up investigation.

UNIVERSITY MESSAGES

When university officials were apprised of the Norris Hall shootings, they were horrified. Vice Provost Ford explained the events as follows (continuing his statement presented to the panel from the previous chapter):

At approximately 9:45 a.m., the Policy Group received word from the Virginia Tech police of a shooting in Norris Hall. Within five minutes, a notification was issued by the Policy Group and transmitted to the university community which read:

“A gunman is loose on campus. Stay in buildings until further notice. Stay away from all windows.”

Also activated was the campus emergency alert system. The voice message capability of that system was used to convey an emergency message throughout the campus. Given the factual information available to the Policy Group, the reasonable action was to ask people to stay in place. The Policy Group did not have evidence to ensure that a gunman was or was not on the loose, so every precaution had to be taken. The Virginia Tech campus contains 153 major buildings,¹ 19 miles of public roads, is located on 2,600 acres of land, and as many as 35,000 individuals might be found on its grounds at any one time on a typical day. Virginia Tech is very much like a small city. One does not entirely close down a small city or a university campus.

Additionally, the Policy Group considered that the university schedule has a class change between 9:55 a.m. and 10:10 a.m. on a MWF schedule. To ensure some sense of safety in an open campus environment, the Policy Group decided that keeping people inside existing buildings if they were on campus and away from campus if they had not yet arrived was the right decision. Again, we made the best decision we could based on the information available. So at approximately 10:15 a.m. another message was transmitted which read:

“Virginia Tech has cancelled all classes. Those on campus are asked to remain where they are, lock their doors, and stay away from windows. Persons off campus are asked not to come to campus.”

At approximately 10:50 a.m., Virginia Tech Police Chief Flinchum and Blacksburg Police Chief Crannis arrived to inform the Policy

Group about what they had witnessed in the aftermath of the shootings in Norris Hall.

Chief Flinchum reported that the scene was bad; very bad. Virginia state police was handling the crime scene. Police had one shooter in custody and there was no evidence at the time to confirm or negate a second shooter, nor was there evidence at the time to link the shootings in West Ambler Johnston to those in Norris Hall. The police informed the Policy Group that these initial observations were ongoing investigations.

Based upon this information and acting upon the advice of the police, the Policy Group immediately issued a fourth transmittal which read:

“In addition to an earlier shooting today in West Ambler Johnston, there has been a multiple shooting with multiple victims in Norris Hall. Police and EMS are on the scene. Police have one shooter in custody and as part of routine police procedure, they continue to search for a second shooter.”

“All people in university buildings are required to stay inside until further notice. All entrances to campus are closed.”

Information about the Norris Hall shootings continued to come to the Policy Group from the scene. At approximately 11:30 [a.m.], the Policy Group issued a planned faculty-staff evacuation via the Virginia Tech web site which read:

“Faculty and staff located on the Burruss Hall side of the drill field are asked to leave their office and go home immediately. Faculty and staff located on the War Memorial/Eggleston Hall side of the drill field are asked to leave their offices and go home at 12:30 p.m.”

At approximately 12:15 p.m., the Policy Group released yet another communication via the Virginia Tech web site which further informed people as follows:

“Virginia Tech has closed today Monday, April 16, 2007. On Tuesday, April 17, classes will be cancelled. The university will remain open for administrative operations. There will be an additional university statement presented today at noon.”

¹ From another university source, we identified 131 major buildings and several more under construction. In any event, it is a large number of structures.

"All students, faculty and staff are required to stay where they are until police execute a planned evacuation. A phased closing will be in effect today; further information will be forthcoming as soon as police secure the campus."

"Tomorrow there will be a university convocation/ceremony at noon at Cassell Coliseum. The Inn at Virginia Tech has been designated as the site for parents to gather and obtain information."

A press conference was held shortly after noon on April 16, 2007, and President Charles W. Steger issued a statement citing "A tragedy of monumental proportions." Copies of that statement are available on request.

The Policy Group continued to meet and strategically plan for the events to follow. A campus update on the shootings was issued at another press conference at approximately 5:00 p.m.

It should be noted that the above messages were sent after the full gravity of what happened at Norris Hall had been made known to the Policy Group. They were too late to be of much value for security. The messages still were less than full disclosure of the situation. There may well have been a second shooter, and the university community should have been told to be on the lookout for one, not that the continued search was just "routine police procedure." When almost 50 people are shot, what follows is hardly "routine police procedure." The university appears to have tempered its messages to avoid panic and reduce the shock and fright to the campus family. But a more straightforward description was needed. The messages still did not get across the enormity of the event and the loss of life. By that time, rumors were rife. The events were highly disturbing and there was no way to sugarcoat them. Straight facts were needed.

OTHER ACTIONS ON THE SECOND AND THIRD FLOORS

While the shootings were taking place in classrooms on the second floor of Norris Hall, people on the other floors and in offices on the second floor tried to flee or take refuge—with one exception. Professor Kevin Granata from the third floor guided his students to safety in a small room, locked the room and went to investigate the gunfire on the second floor. He was shot and killed. People who did take refuge in locked rooms were badly frightened by gunfire and the general commotion, but all of them survived.

In the first minutes after they arrived, the police could not be sure that all of the shooters were dead. The police had to be careful in clearing all rooms to ensure that there was not a second shooter mixed in with the others. In fact, perpetrators can often blend with their victims. Groups of police went through the building clearing each office, lab, classroom, and closet. When they encountered a group of people hiding in a bathroom or locked office, they had to be wary. The result was that many people were badly frightened a second time by the police clearing actions. Some were sent downstairs accompanied by officers and others were left to make their own way out. Although quite a few officers were in the building at this time, they still did not have sufficient members to clear all areas and simultaneously escort out every survivor. It also appears that there was inadequate communication between the police who were clearing the building and those outside guarding the exits.

For example, one group of professors and staff was hiding behind the locked doors of the Engineering Department offices on the third floor. When they were cleared by police to evacuate, they were directed down a staircase toward an exit where they found a chained door with police outside pointing guns at them. One of them remembered that there was an exit through the auditorium to Holden Hall and they left that way.

The group of students from Professor Granata's third-floor class that hid in a small locked office were frightened by officers approaching with guns at the ready, but then were escorted safely out of the building.

The police had their priorities straight. Although many survivors were frightened, the police understandably were focused on clearing the building safely and quickly. Had there been a second shooter not found quickly, the police would have wasted manpower escorting people out instead of searching for and neutralizing the shooter.

ACTION ON THE FIRST FLOOR

According to VTPD Chief Flinchum:

When officers entered Norris Hall, two stayed on the first floor to secure it. One officer said one or two people came out of rooms and were evacuated. Officers on the second floor took survivors down to the first floor on the Drillfield side of Norris, but they had to shoot the lock on the chained door to get out. When they did this, other officers entered Norris and began initial clearing of the first floor while the other teams were clearing the third and second floors. The first floor was cleared again by SWAT after the actions on the second floor were completed.

This all was appropriate, thorough police procedure.

THE TOLL

In about 10 minutes, one shooter armed with handguns shot 47 students and faculty, of whom 30 died. The shooter's self-inflicted wound made the toll 48.

Of the seven faculty conducting classes, five were fatally shot. Three were standing in the front of their classrooms when the gunman walked in. One was shot barricading the door, and one shot while investigating the sounds after getting his class to safety on the third floor. They were brave and vulnerable.

Based on university records, 148 students were on the rolls of classes held at 9:05 a.m. in Norris Hall on April 16. At least 31 and possibly a few more missed classes or had classes cancelled that day. So at least 100 students were in the building, possibly as many as 120, including a few not enrolled in the classes. (The statistics are inexact because not all Norris Hall students responded to a university survey of their whereabouts that day.) Of the students present, 25 were killed, 17 were shot and survived, 6 were injured jumping from windows, and 4 were injured from other causes.²

Room 211 suffered the most student casualties (17). The other rooms with casualties were 207 (11), 206 (11), 204 (10), 205 (1), and 306 (1).

In addition to the classes, there were many other people in the building at the time of the shootings, including staff of the dean's office, other faculty members with offices in the building, other students, and janitorial staff. None of them was injured.

When the shooting stopped, about 75 students and faculty were uninjured, some still in classroom settings and others in offices or hiding in restrooms. With over 200 rounds left, the toll could have been higher if the police had not arrived when they did, as noted earlier.

Table 2 and Table 3 at the end of this chapter show the numbers of students and faculty who were killed and injured, by room, based on the university's research.

KEY FINDINGS

Overall, the police from Virginia Tech and Blacksburg did an outstanding job in responding quickly and using appropriate active-shooter procedures to advance to the shooter's location and to clear Norris Hall.

² There are small inconsistencies in the tallies of injuries among police, hospitals, and university because some students sought private treatment for minor injuries, and the definition of "injury" used.

The close relationship of the Virginia Tech Police Department and Blacksburg Police Department and their frequent joint training saved critical minutes. They had trained together for an active shooter incident in university buildings. There is little question their actions saved lives. Other campus police and security departments should make sure they have a mutual aid arrangement as good as that of the Virginia Tech Police Department.

Police cannot wait for SWAT teams to arrive and assemble, but must attack an active shooter at once using the first officers arriving on the scene, which was done. The officers entering the building proceeded to the second floor just as the shooting stopped. The sound of the shotgun blast and their arrival on the second floor probably caused Cho to realize that attack by the police was imminent and to take his own life.

Police did a highly commendable job in starting to assist the wounded, and worked closely with the first EMTs on the scene to save lives.

Several faculty members died heroically while trying to protect their students. Many brave students died or were wounded trying to keep the shooter from entering their classrooms. Some barricading doors kept their bodies low or to the side and out of the direct line of fire, which reduced casualties.

Several quick-acting students jumped from the second floor windows to safety, and at least one by dropping himself from the ledge, which reduced the distance to fall. Other students survived by feigning death as the killer searched for victims.

People were evacuated safely from Norris Hall, but the evacuation was not well organized and was frightening to some survivors. However,

being frightened is preferable to being injured by a second shooter. The police had their priorities correct, but they might have handled the evacuation with more care.

RECOMMENDATIONS

VIII-1 Campus police everywhere should train with local police departments on response to active shooters and other emergencies.

VIII-2 Dispatchers should be cautious when giving advice or instructions by phone to people in a shooting or facing other threats without knowing the situation. This is a broad recommendation that stems from reviewing other U.S. shooting incidents as well, such as the Columbine High School shootings. For instance, telling someone to stay still when they should flee or flee when they should stay still can result in unnecessary deaths. When in doubt, dispatchers should just be reassuring. They should be careful when asking people to talk into the phone when they may be overheard by a gunman. Also, local law enforcement dispatchers should become familiar with the major campus buildings of colleges and universities in their area.

VIII-3 Police should escort survivors out of buildings, where circumstances and manpower permit.

VIII-4 Schools should check the hardware on exterior doors to ensure that they are not subject to being chained shut.

VIII-5 Take bomb threats seriously. Students and staff should report them immediately, even if most do turn out to be false alarms.

Table 2. Norris Hall Student Census for April 16, 2007 9:05 a.m. Classes

Room No.	Total Students on Class Roll	Total Students Accounted For:						Students Injured** by Gunshot	Used Windows To Escape	
		Killed or Later Died	Injured	Not Physically Injured	Did Not Attend Class	Status Not Verified	Total		Injured*	Not Injured*
200	14*	0	0	0	14**	0	14	0	6	4
204	23	1	9	6	5	2	23	3		
205	14	0	1	8	3	2	14	0		
206	14	9	2	2	1	0	14	2		
207	15	4	7	1	3	0	15	6		
211	22	11	6	0	4	1	22	6		
306	37	0	1	20	1	15	37	0	6	4
Labs	9	0	0	9	0	0	9	0		
Totals	148	25	26	46	31	20	148	17		

* Included in "Total Students Accounted For"

** Class was cancelled that day

Table 3. Norris Hall Faculty Census

Room #	Total Faculty Scheduled	Total Faculty Accounted For					
		Killed or Later Died	Injured	Not Physically Injured	Did Not Attend Class	Status Not Verified	Total
200	1	0	0	0	1**		1
204	1	1	0	0			1
205	1	0	0	1			1
206	1	1	0	0			1
207	1	1	0	0			1
211	1	1	0	0			1
306	1	0	0	1			1
225/hallway	1	1	0	0			1
Totals	8	5	0	2	1		8

* Class was cancelled that day

These tables were provided by the Virginia Tech administration.



The Columbine High School Shootings

During the investigation of this case, several sources were utilized in compiling an accurate chronological timeline of the many different events that occurred at Columbine High School on April 20, 1999. This included dispatch and 911 tapes from the Jefferson County Sheriff's Office, dispatch tapes from the Littleton Fire Department, several newscasts from local media, the record of the school fire alarm system and the cafeteria surveillance videotape from Columbine High School.

During the first two weeks of the investigation, investigators learned that the Jefferson County Sheriff's Office had recently calibrated its digital clocks used for dispatch tapes with the National Institute of Standards and Technology (NIST) atomic clock in Boulder, Colorado. Therefore, the Jefferson County Sheriff's Office dispatch time was the standard used for the timeline. It was further learned that the Sheriff's Office 911 times had not yet been calibrated and were fast by two minutes and 46 seconds. The Littleton Fire Department dispatch time was four minutes slow and the fire alarm from Columbine High School was three minutes slow. The times on the cafeteria videotape matched the Sheriff's Office dispatch time.

In order to accurately reflect the events occurring on April 20, it became necessary to adjust the times so that they were synchronized to one time -- in this case, the Jefferson County Sheriff's Office dispatch time. The following changes were made and are reflected in the finished timeline:

- **4 minutes were added to the Littleton Fire Department dispatch time**
- **3 minutes were added to the school fire alarm time**
- **2 minutes 46 seconds were subtracted from the Jefferson County 911 time**
- **No adjustments were made to the high school cafeteria surveillance tape.**

NARRATIVE TIME LINE OF EVENTS

11:10 a.m.

- On the last day of his life, Eric Harris arrives alone at the student parking lot at Columbine High School and parks his 1986 gray Honda Civic in a space assigned to another student in the south junior parking lot.
- Dylan Klebold subsequently arrives at the high school student parking lot alone in his 1982 black BMW. He parks in a space assigned to another student in the southwest senior lot. Klebold's and Harris' cars flank the school's cafeteria and the exits and entrances into the lower level.
- Harris speaks to one student briefly outside the west entrance of the school. According to the student, Harris tells him to leave the school because he likes him. Shortly thereafter, the same student is seen by witnesses walking south on Pierce Street away from the area. This student is the only person Harris and Klebold direct away from the school grounds moments before the killing begins.

11:14 a.m.

- Between 11:14 a.m. and 11:22 a.m. Harris and Klebold leave their cars and walk into the school's cafeteria, carrying two large duffel bags containing enough explosive power to kill the majority of the students who soon would be arriving for "A" lunch. The gunmen place the bags on the floor beside two lunch tables and walk back out.
- Blending in with 400 other backpacks and bags scattered throughout the cafeteria, the duffel bags conceal 20-pound propane bombs timed to explode at 11:17 a.m. Harris earlier had determined that 11:17 a.m. was the exact time for the high school cafeteria to be packed with the maximum number of students possible.
- The school custodian goes into the video room to change the school's cafeteria surveillance videotape.

11:17

- After placing two 20-lb. propane bombs in the cafeteria, Harris and Klebold go back out to the student parking lots to sit in their respective cars and wait for the bombs to explode.
- From their cars, they have a clear view of the cafeteria area. Based on comments Klebold and Harris made in their homemade videotapes, the investigation determined the two planned to shoot any surviving students able to escape from the cafeteria after the bombs exploded.
- Klebold and Harris also have bombs constructed with timers in their cars, set to go off once they go back into the school.

11:19

- Jefferson County Dispatch Center receives the first 911 call from a citizen reporting an explosion in a field on the east side of Wadsworth Boulevard between Ken Caryl and Chatfield Avenues. The explosion is actually a timed diversionary device. Two backpacks with pipe bombs, aerosol canisters and small propane tanks had been placed in a grassy open space three miles southwest of Columbine High School. Only the pipe bombs and one of the aerosol canisters explode but the explosion and subsequent grass fire are enough to get the attention of the Jefferson County Sheriff's Office and the Littleton Fire Department. The bombs exploding in the field along Wadsworth Boulevard are intended to

divert the attention of law enforcement away from what is planned to be a much more devastating scene at the school.

11:19 – 11:23

- Several witnesses identify Harris and Klebold standing together at the top of the west exterior steps, both wearing black trench coats and carrying a backpack and duffel bag. That location is the highest point on campus and allows them an elevated vantage point of the school's west side, the southwest senior parking lot and portions of the junior lot, the cafeteria exits and entrances, and the athletic fields to the west.
- At about 11:19 a.m. a witness hears one of the suspects say, "GO! GO!" Klebold and Harris then pull their shotguns out of their bags. They already have 9-mm semi-automatic weapons hidden under their coats. From their position at the top of the steps they begin shooting at students in the area. Thus begins what is now known as the worst U.S. school shooting in history.
- The first gunshots, fired toward the west doors, kill Rachel Scott and injure Richard Castaldo, students at Columbine High School. Rachel and Richard had been sitting on the grass eating their lunch outside the school's west upper entrance near the north side of the library.
- Students Daniel Rohrbough, Sean Graves, and Lance Kirklin, having just come outside through a side door of the school cafeteria on their way to the "Smoker's Pit" at Clement Park, are hit by gunfire. All three fall to the ground.
- Five students, sitting on the grass to the west of the stairs, are shot at as they begin to run from the melee. Michael Johnson suffers gunshot wounds but is able to reach the outdoor athletic storage shed where he takes cover with others. Mark Taylor suffers a debilitating gunshot wound and falls to the ground, unable to flee with the others.
- Klebold goes back down the stairs to the area outside the cafeteria and shoots Daniel Rohrbough again at close range, killing him instantly. He also shoots Lance Kirklin again, this time at close range, but Lance survives.
- Klebold briefly enters the side entrance to the cafeteria and stands just inside the doorway, perhaps to discover why the propane bombs have not exploded. He then goes back outside and joins Harris at the top of the outside stairs.
- Harris shoots down the stairs hitting Anne Marie Hochhalter. Anne Marie is shot multiple times as she stands to run for cover into the cafeteria.
- Witnesses hear one of the gunmen shout, "This is what we always wanted to do. This is awesome!"
- From the onset, both suspects are seen lighting and throwing explosive devices onto the roof, into the parking lot and toward the grassy hillside.

11:21

- Deputy Paul Magor, a Jefferson County Sheriff's deputy patrolling the south Jeffco area, is dispatched to the scene of the fire and explosion on Wadsworth Boulevard.

11:22

- The school custodian, after rewinding a recycled videotape, hits the record button on the VCR that records images of lunchtime activities in the school cafeteria. The tape immediately shows students near the windows beginning to notice something happening outside and some start toward the cafeteria windows to look.
- Jefferson County Sheriff's Deputy Neil Gardner, community resource officer at Columbine High School, has just finished his lunch while sitting in his patrol car at the students' "Smoker's Pit" when he receives a call from the school custodian on the school's radio. He's needed in the "back lot" of the school.

11:23

- A 911 call from a Columbine High School student reports a girl injured in the south lower parking lot of the high school. "I think she's paralyzed," the caller tells dispatch.
- Deputy Magor, on his way to the explosion in a field off Wadsworth, is advised of a female down in the south parking lot of Columbine High School.
- Deputy Gardner, pulling his car onto Pierce Street and heading south to the student parking lot, hears the same call, this time coming over the Sheriff's radio, "Female down in the south lot of Columbine High School." He activates his lights and siren.

11:24

- Several of the school's custodial staff and faculty, including teacher William "Dave" Sanders, are attempting to find out what is happening outside the school cafeteria.
- Realizing a danger, Sanders and school custodians Jon Curtis and Jay Gallatine enter the cafeteria and direct students to get down. Students begin to hide under the cafeteria tables.
- Deputy Paul Smoker, a motorcycle patrolman for the Jefferson County Sheriff's Office, is writing a speeding ticket on West Bowles Avenue, just west of Pierce Street, when he hears dispatch report that a female is down in the south lower lot of Columbine High School. Smoker's traffic stop is just north of the school so he radios dispatch that he is responding to the school.
- Teacher Patricia (Patti) Nielson is working as a hall monitor when she hears a commotion outside the west entrance of the school. She looks outside, seeing two male students with what she thinks are toy guns, and assumes that a school video production is being taped. She is on her way outside to tell the boys to "knock it off" when one of the gunmen fires into the west entrance, causing glass and metal fragments to spray into the hallway. Nielson suffers abrasions to her shoulder, forearm and knee from the fragments.
- Beside Nielson is student Brian Anderson. Brian had been told by a teacher to get out of the school because of the explosions and commotion. Not realizing where the danger is, he exits through the first set of west doors, and is caught between the interior and exterior doors when Harris fires at the doors in front of him, shattering the glass. Brian suffers wounds to his chest from the flying glass fragments.
- Despite their injuries, Patti Nielson and Brian are able to flee into the school library while Harris and Klebold are distracted by the arrival of Deputy Gardner. Gardner has just pulled up in the lower south parking lot of the school with the lights on his patrol car flashing and the siren sounding.
- As Gardner steps out of his patrol car, Eric Harris turns his attention from shooting into the west doors of the high school to the student parking lot and to the deputy. Gardner, particularly visible in the bright yellow shirt of the community resource officer's uniform, is the target of Harris' bullets. Harris fires about 10 shots at the deputy with his rifle before his weapon jams.
- Gardner fires four shots at Harris.
- Harris spins hard to his right and Gardner momentarily thinks he has hit him. Seconds later, Harris begins shooting again at the deputy. Although Gardner's patrol car is not hit by bullets, two vehicles that he is parked behind are hit by Harris' gunfire. Investigators later found two bullet holes in each of the cars.
- Harris then turns and enters the school through the west doors.
- Students in the cafeteria realize the activity occurring outside is more serious than a senior prank. A mass exodus of students is seen on the school's surveillance videotape as students escape up the stairs from the cafeteria to the second level. Several students recalled Sanders directing them to safety by telling them to go down the hallway to the east side exits of the school.

11:25

- Jefferson County Sheriff's Office dispatch advises that there are possible shots fired at Columbine High School. "Attention, south units. Possible shots fired at Columbine High School, 6201 S. Pierce, possibly in the south lower lot towards the east end. One female is down."
- Teacher Patti Nielson, hiding under the front counter in the school library, calls 911 to report shots being fired outside the library.

11:26

- Littleton Fire Department dispatches a fire engine to the explosion and grass fire on Wadsworth.
- After exchanging gunfire with Harris, Gardner calls on his police radio for additional units. "Shots in the building. I need someone in the south lot with me."
- Dispatch reports several shots fired at Columbine High School.
- Teacher's 911 call from inside the library reports smoke coming in through the doorway. She yells at students to get on the floor and under the tables.
- Jefferson County Deputies Scott Taborsky and Paul Smoker arrive on the west side of the school and begin the rescue of two wounded students lying on the ground near the ballfields.
- Smoker sees Gardner down the hill to his right, holding a service pistol. Gardner yells to Smoker as a gunman, carrying a semi-automatic rifle, appears on the inside of the double doors.
- Harris, leaning out of a broken window on the set of double doors into the school, begins shooting a rifle. Smoker fires three rounds at him and the gunman disappears from the window. Smoker continues to hear gunfire from inside the building as more students flee from the school.
- Student witnesses who entered the north main hallway from adjoining classrooms see Klebold and Harris standing just inside the school's northwest entry doors. Both suspects, they later recalled, are armed with guns. Witnesses see Klebold fire a semi-automatic weapon east towards the students in the main hallway and south down the library hallway. They also hear bullets hitting lockers and other objects in the hallway as students run for cover.
- A student in the gym hallway observes Klebold and Harris walking east down the north hallway. Both are firing weapons ... and both are laughing.
- Student Stephanie Munson and another student walk out of a classroom into the school's north main hallway. As they enter the hallway, they see a teacher and several students running behind them. The teacher yells for the students to "Run! Get out of the building!" They both run through the main hallway leading to the school's main entrance on the east side. Stephanie is shot in the ankle but both are able to escape the building and continue across the street to safety at Leewood Park.
- A student in the counseling hallway sees students in the north hallway running east through the lobby. Klebold is running behind them, but comes to an abrupt halt near a bank of phones at the entrance to the main lobby area.
- Yet another student, on the telephone with her mother, glances up in time to see the sleeve of a black trench coat shooting a TEC-9 towards the main entrance of the school. She drops the phone and hides in a nearby restroom until she can no longer hear any activity in the hallway. The gunman, she assumes, has turned around and gone back the other way. She goes back to the phone and whispers to her mother to come pick her up and then escapes through the east doors to the outside. Her mother's cell phone bill shows this call is made between 11:23 and 11:26 and lasts 3.8 minutes. The student estimates that she talks to her mother about two minutes before she sees the gunman.
- Klebold is last seen running back down the north hall to the west in the direction of the library hallway.
- Teacher Dave Sanders, still on the second level, turns into the library hallway toward the west entrance and the sounds of gunfire. As Sanders passes the entrance to the library, he apparently sees a gunman coming toward him from the north hallway. Sanders turns around and heads back the way he

had just come. Just before turning the corner to go east, he is shot. Sanders is able to crawl to the corner of the Science hallway where teacher Richard Long helps him down the hallway into classroom SCI-3. A group of students, including two Eagle Scouts, Aaron Hancey and Kevin Starkey, gather around him, attending to his injuries and administering first aid.

11:27

- Deputy Gardner, who is in the south parking lot and has exchanged gunfire with Eric Harris, radios dispatch with a "Code 33." Code 33 means "officer needs emergency assistance."
- Deputy Magor sets up a road block on Pierce Street at the southeast corner of the student parking lot. He immediately is approached by a teacher as well as students reporting a person in the school with a gun.
- Dispatch announces that possible hand-grenades have been detonated at the school.
- Harris and Klebold walk up and down the library hallway, randomly shooting but not injuring anyone. Investigators later scrutinized Nielson's 911 call made from the school's library. From the tape, the investigation shows that Harris and Klebold spend almost three minutes in the library hallway randomly shooting their weapons and lighting and throwing pipe bombs. They throw two pipe bombs in the hallway and more over the stairway railing to the lower level.
- A pipe bomb is thrown into the stairwell from the library hallway and lands in the cafeteria below. A large flash is observed on the cafeteria videotape. A second pipe bomb also is thrown into the cafeteria from the upper level.
- Teacher Patti Nielson, hiding under the front counter just inside the library entrance, continues her phone contact with the Jefferson County dispatcher. Nielson reacts to the sounds of gunshots and explosions coming from the hallway outside the library. Interspersed with short conversations with the dispatcher, she screams at the students in the library to get under the tables and to stay hidden. She then reports that a gunman is just outside the library entrance.

11:28

- Numerous students, running from the school, seek safety behind Taborsky's patrol car on the school's west side. The students tell the deputies that gunmen are inside the school randomly shooting at people with UZIs or shotguns and throwing hand-grenades. They describe the younger of the two gunmen as possibly high school age and wearing a black trench coat and a hat on backwards. The second gunman is described as "taller, a little older" and also wearing a black trench coat.
- Smoker can see other deputies on the west side of the school near the concrete shed and the ball fields.
- Dispatch alerts the deputies that the shooter may have a shotgun.
- A 911 call reports that students are injured outside the school.
- Deputy Smoker radios that students are saying the shooter is wearing a black trench coat.

11:29

- Gardner requests emergency medical response to the west side of the school.
- Dispatch alerts all units that Deputy Gardner is under fire and the suspect just ran into the building. "Shots fired on the southwest side with a large weapon."
- Harris and Klebold walk into the school library. The 911 call records a male voice yelling, "Get up!"

11:29 – 11:36

- Harris shoots down the length of the front counter. One student, crouched behind a paper copier, is injured by flying wood splinters from the counter.
- The gunmen walk through the library toward the west windows, killing one student on the way, before they shoot out the windows toward law enforcement and fleeing students.
- Law enforcement returns the fire.
- The gunmen then turn their attention to students inside the library. They kill four and injure four more in the west area of the library before moving back toward the library entrance to the east.
- Harris and Klebold shoot out the display cabinet near the front door before firing their guns in this section of the library, injuring five and killing three.
- Harris and Klebold leave the library's east area and enter the center section, reloading their weapons at this point.
- Two more students are killed and two more injured in the library's center section before the gunmen leave the library.
- In 7 ½ minutes, 10 people are killed and 12 more wounded. There are a total of 56 people in the library; 34 escape injury.
- Two library employees remain hidden in the television studio. One teacher hides in the periodicals room. Patti Nielson, originally hiding under the front counter, drops the phone. She ultimately crawls into the library's break room to hide in a cupboard. All four women remain in the library until they are evacuated by SWAT around 3:30 p.m.

11:30

- Jefferson County Patrol Deputy Rick Searle, on the upper grassy area on the southwest side of the school, is evacuating students who have taken cover behind Taborsky's patrol car. In three separate trips, Searle transports the students, including those wounded, south to a safe location at Caley Avenue and Yukon Street. Medical triage soon will be established at this spot. As soon as he gets back from his evacuation trips, he discovers even more students who have escaped the school and taken cover behind Taborsky's patrol car.
- Deputy Kevin Walker, positioned at a southern point in the student parking lot, is able to watch the lower level main south doors of the school and the entrance to the cafeteria. He can provide rescue and cover for the students fleeing to the south from the school's lower level.
- Deputy Taborsky reports hearing additional shots being fired inside the school -- "large caliber."
- Dispatch reports possible shots fired in the library.
- Littleton Fire calls for personnel to stage at the scene. As the department learns that some students fleeing the school are possibly injured, personnel are instructed to stage in several areas nearby and set up triage sites to treat the injured.
- The county's dispatch center goes into an emergency command system as the incoming reports begin to provide glimpses of the incident's magnitude. Additional dispatchers soon arrive to help deal with the escalating radio traffic and 911 calls.

11:31

- Deputy Searle reports smoke coming from the building.
- Deputy Taborsky reports a person down on the southwest side of the school.
- The 911 tape from the library records the sound of many gunshots being fired during this minute. One of the gunmen in the library yells, "Yahoo!"
- The first fire alarm sounds from the upper level corridor of Columbine High School.

11:32

- Deputy Walker reports possibly seeing one of the gunmen through the windows on the upper level, southwest corner. Walker describes him as wearing a “white T-shirt with some kind of holster vest.”
- As students and faculty escape the school to the south, they report what they saw or experienced to Deputy Magor, whose patrol car is blocking the traffic on Pierce Street to the south. Magor realizes the severity of the escalating situation and radios that the Sheriff’s Office needs mutual aid at the scene.
- Many agencies already are aware of the situation at the high school because of the radio traffic they are hearing and personnel are quick to arrive at the scene. Several arriving Denver police officers and one Littleton police officer have children who are students at Columbine. One student, hiding with others inside the school’s kitchen, is on a cell phone with the Denver Police Department. His father is an officer in the department.
- The first call is received by the Sheriff’s Office from the media requesting information about what is happening at Columbine High School.

11:33

- Jefferson County SWAT commander Lt. Terry Manwaring, on his way to the high school, orders the Jefferson County SWAT team and the Sheriff’s Office command staff to be paged.
- Dispatch reports a possible shooter on the football field behind the shed.
- Jefferson County Dispatch asks if any deputies on scene have a “long gun” (a rifle or shotgun).
- In response to Magor’s call for mutual aid, Jefferson County Dispatch advises that additional assistance is coming from other agencies.

11:34

- Suspects move to the center section of the library.

11:35

- Dispatch advises additional gunfire being reported.
- Dispatch advises that several SWAT teams are en route.
- The last victim is killed at Columbine High School.
- Suspects move to the front counter of the library.

11:36 – 11:44 a.m.

- From the library Harris and Klebold go into the hallway and make their way to the science area. Witnesses describe the two as looking through the windows of some of the classrooms’ locked doors, making eye contact with some of the students, yet not attempting to break into the rooms or harm any more students.
- A teacher sees Klebold and Harris in the science hallway, stopping in front of the chemical storage room just east of Science Room 3 where she is hiding.
- Several students witness the suspects shooting into empty rooms. Klebold and Harris also tape an explosive device on the storage room door next to the area where teacher Dave Sanders and several students are hiding. Witnesses say the gunmen do not appear to be overly intent on gaining access to any of the rooms. The gunmen easily could have shot the locks on the doors or through the windows into the classrooms, but they do not. Their behavior now seems directionless.

11:36

- Deputy Searle reports a man on the roof wearing a red, white and blue striped shirt. Initially thought to be a possible shooter, the man is later identified an employee of a heating and air conditioning company on a service call at the school to fix a leak above the girls' locker room. The repairman is on the roof when the first shots are fired and, when he realizes something is wrong, he uses a pair of vice grips to clamp the roof access hatch closed so nobody can come up to the roof.
- Sgt. Ken Ester of the Intelligence Unit reports to the southeast side of the school and assists Deputy Magor.
- Several more pipe bombs are thrown into the cafeteria from the library hallway a floor above. Another explosion can be seen at this time on the cafeteria videotape.
- Dispatch advises multiple reports of shots in the library and multiple suspects with different descriptions -- the last being "a white, red and blue striped shirt up on the roof."
- Jeffco SWAT team commander Manwaring arrives at Pierce and Leawood and advises dispatch that the command post and the SWAT staging area will be set up at that location.

11:37

- Another pipe bomb is thrown over the railing from the hallway above and into the cafeteria area where it explodes. This can be heard on the 911 call made from inside the library.
- Littleton Fire Department is staged at Weaver and Pierce Streets.

11:38

- Deputy Walker, on the south side of the school, reports an explosion that blows out windows near the cafeteria. The explosion is from a pipe bomb.
- As the pipe bomb explodes, several students run out of the south cafeteria doors toward Walker. The deputy directs them to take cover behind several cars, covering them with his own gun while they position themselves away from the line of fire. Walker radios to dispatch that he has students with him, but he does not have any safe path to evacuate them from the parking lot.
- Dispatch reports that one shooter is in the food preparation area and that the shooter has 17 students in that area with him. In actuality, a 911 call received from a student hiding with 17 others in the school's kitchen reports what he thinks is a shooter in the area. The investigation determined from the cafeteria videotape that several custodial staff, equipped with keys and school radios, were in the kitchen area at that time. The student assumed what he heard were the shooters and reported to dispatch that the shooters had keys to the school and walkie talkies.

11:39

- Jefferson County Patrol Sgt. Phil Hy arrives on scene and begins identifying and disseminating pertinent information to the initial responders.

11:40

- Deputies report 30 students have exited the school on the west side. Many of these students taking cover behind the patrol cars are those who are able to escape from the school library after Klebold and Harris leave the library and go into the science area.
- Deputy Taborsky, protecting students who have fled out the west side of the school, reports that one of the shooters might be "Ned Harris" and that he is possibly wearing bulletproof armor. The witness probably was saying "Reb," which was Harris' nickname.
- Dispatch advises that the suspects are possibly wearing body armor.

- Deputy Walker reports more explosions inside the school. The explosions seem to be moving east.

11:41

- Deputy Searle reports the man is still on the roof and has moved over to the north side.

11:42 – 11:43

- Based on 911 calls coming in, dispatch advises that a suspect has possibly left the building.
- Dispatch also reports one person wearing a red and white shirt on the north side of the roof, one suspect in the library with a shotgun and several bombs, and another person in the cafeteria with “bulletproof equipment and several bombs.”

11:44

- In response to reports that one of the suspects may have left the building, several deputies on scene radio their positions around the school, confirming that a perimeter has been established and all exits are covered by law enforcement.
 1. Jefferson County Deputy Bob Byerly reports that he and members of the Colorado State Patrol (CSP) are on the northeast side of the school by the tennis courts. He maintains a view of the north side of the school and the northeast doors.
 2. Deputies Taborsky and Smoker are on the southwest, protecting and evacuating numerous students escaping out the west side.
 3. Deputy Searle is on the northwest side of the building, assisting with evacuation and transportation of students and staff.
 4. Sgt. Ester and Deputy Magor are on the southeast side, assisting students and diverting traffic away from the area.
 5. Deputy Neal Schwieterman is on the west side by the ballfields and athletic shed, assisting with transporting students to triage and to safety.
 6. Deputy Walker is protecting and evacuating students on the south side.
- Klebold and Harris leave the science area and go down into the cafeteria. The cafeteria videotape records Harris kneeling down and resting his rifle on the stair railing and firing several shots at one of the large 20-pound propane bombs hidden in a duffel bag. Photos of the cafeteria show duffel bags and backpacks scattered throughout the area, yet Harris seems to know exactly where the bombs are located and in what bags. He apparently shoots at the one, presumably in an attempt to make it explode. It does not.
- The videotape also shows Klebold walking directly over to the same bomb after Harris’ failed attempts to detonate it. Klebold seems to be tampering with something on the floor.
- The suspects both take a moment to drink from water bottles left by students on the school lunch tables.
- A witness hiding in the cafeteria hears one of the gunmen say, “Today the world’s going to come to an end. Today’s the day we die.”

11:45

- Harris and Klebold walk toward the food serving line in the cafeteria area.
- Klebold throws something in the vicinity of the propane bomb.
- Lt. Dave Walcher of the Jefferson County Sheriff's Office arrives on scene. Walcher assumes the role of incident commander.

11:46

- Harris and Klebold are in the cafeteria about 2 ½ minutes.
- The cafeteria videotape shows that, as the gunmen are walking away, there is a partial detonation of a bomb and a subsequent fire. The bomb is attached to smaller containers of flammable liquids that may have been ignited by a device thrown by Klebold. That explosion causes the fire in the cafeteria that, in turn, moments later activates 5 fire sprinklers in the area. These events are recorded on the cafeteria's surveillance cameras. The large 20-lb propane tank and the second complete bomb/duffel bag beside a nearby table do not explode.
- Deputy Searle, outside the building, reports a fire in the cafeteria.
- Four students run out of the cafeteria through a side door.

11:47

- One student can be seen on the cafeteria videotape crawling out of the cafeteria side door.
- One gallon of fuel ignites in the area of the partially detonated propane bomb.
- Dispatch advises of reports of two suspects with UZIs, pipe bombs and shotguns.
- During its late morning news program, Denver's KMGH-TV Channel 7 announces that Jefferson County has confirmed gunshots fired at Columbine High School.

11:49

- Suspects are in the office area.
- Sgt. Ester reports that Denver Metro SWAT has arrived on the east side of the school.

11:51

- The 911 call made by Patti Nielson from the library is terminated by the dispatch center since no more activity could be heard on the line.

11:52

- Jefferson County Undersheriff John Dunaway arrives at the command post and authorizes SWAT to make an immediate entry into the school.
- Deputy Byerly reports shots fired on the east side of the building.
- The fire sprinkler system alarm in the cafeteria is activated.

11:53

- Jefferson County Sheriff John Stone, on his way to Columbine High School, calls Jefferson County Commissioner and Board Chairman Patricia Holloway. He alerts her that gunshots are being fired at the south Jefferson County school and there are reports of students injured and possible hostages taken.
- Dispatch informs the command post that bomb squads from the Jefferson County and Arapahoe County Sheriff's Offices are en route.
- Dispatch also confirms a live bomb at Wadsworth and Chatfield. "Repeat. A live bomb at Wadsworth and Chatfield."

11:53 – 11:55

- Law enforcement officers on the east side of the school report noises and shots coming from the school's northeast side.
- Searle reports that Denver Police Department personnel are at the shed on the west side of the school and they have "long guns."
- A two-hour 911 phone call (from 11:29 a.m. to 1:24 p.m.) from a school secretary and a school security officer hiding in the school's main office reports shots fired in the office, into the ceiling and in the art hallway to the north.
- Dispatch gives the command post a description of one of the suspects: "Eric Harris, 5'10", thin build, shaved blond hair, black pants and white T-shirt, light blue gym backpack."
- Littleton paramedics transport student Stephanie Munson, shot in the ankle while escaping out the east main entrance, to Littleton Hospital.

11:56

- Klebold and Harris' movements continue to be extremely random. The cafeteria videotape shows the gunmen coming back down the stairs and into the cafeteria. Klebold is holding the TEC 9.
- Television news announces reports of two gunmen at Columbine High School.
- Deputy Smoker advises dispatch that four down on the west side need to be evacuated.

11:57

- Two ambulances, responding to Gardner's call for medical assistance on the south side, approach the south parking lot.
- Walker reports shots fired from inside the school.
- The cafeteria videotape shows Klebold and Harris standing in the cafeteria surveying the damage.
- The suspects walk back toward the kitchen area.
- Deputy Schwieterman reports an ambulance has arrived on the south side.

11:58

- Schwieterman, positioned by the west side athletic shed, reports that there are five victims outside on the southwest side of the school and gives directions where ambulances should come into the area to rescue them.
- Littleton Fire Department announces that its command post is set up at Leawood and Pierce.

11:59

- The suspects leave the kitchen area.

12:00 noon

- Klebold and Harris leave the cafeteria and go upstairs to the library.
- The command post tells dispatch to request Channel 7's news helicopter flying overhead to land in Clement Park in order to pick up a Sheriff's deputy for an aerial survey of the school.
- An armored vehicle is requested to rescue the injured because the scene is "not safe for medical."
- Uninterrupted media coverage about the shooting in progress at Columbine High School begins on local television channels.

12:02 p.m.

- SWAT commands use of a Littleton fire truck to provide cover as the first Jefferson County, Littleton and Denver SWAT officers approach the school. Deputy Del Kleinschmidt, a Jefferson County K-9 team member assigned to SWAT, volunteers to drive the truck.

12:03

- A television reporter interviews the mother of a student who told her about gunmen dressed in black in the high school's commons area. The station also reports that, according to information gleaned from its police scanners, the school is being evacuated.

12:02 – 12:05

- Littleton Fire Department paramedics rescue Sean Graves, Lance Kirklin and Anne Marie Hochhalter as they lay wounded outside the cafeteria. Because the scene is not safe, law enforcement deputies and officers move in closer to provide cover for paramedics Mark Gorman, Monte Fleming and John Aylward and emergency medical technician Jerry LoSasso as they retrieve the victims.
- Gunfire erupts from the second story library windows above the cafeteria as the paramedics rescue the wounded students outside.
- Deputy Walker sees a muzzle flash from a library window and returns fire.
- Deputy Gardner fires three shots at the gunmen.
- Denver police officers also provide suppression fire to the library windows. This allows the paramedics to retrieve the three wounded teens. The fourth student, Dan Rohrbough, is determined to be deceased. The paramedics rush the living to medical attention.
- After the ambulances leave the scene with the wounded, the gunfire coming from the library windows ceases. No gunshots attributed to the gunmen are heard again.
- Gardner turns his attention to a group of 15 students huddled behind a vehicle in the parking lot just a car away from him. One at a time, he evacuates the students down the line of cars to the protection of the last car farthest away from the school and the shooters.
- Other students begin to escape, some out a side door of the cafeteria, and the officers "leapfrog" them back to Gardner or other waiting deputies.
- A television news helicopter begins broadcasting aerial images of Columbine High School.
- Jefferson County crime lab is en route to the scene with its mobile crime laboratory unit.

12:06

- The first SWAT team, on foot behind a Littleton fire truck, arrives at the east main entrance to the school. Manwaring, leading the ad hoc team, splits the group into two teams and directs Jefferson County SWAT Deputy Allen Simmons to take his team into the school. It is estimated that at 12:06 p.m., Simmons' team of five officers enters Columbine High School through the southeast doors. Manwaring will lead the second team, using the fire truck as a shield, to the west side where students are reported "down" and gunfire occurring.
- Television news coverage broadcasts images of the SWAT team outside the high school.
- Student Anne Marie Hochhalter is transported to Swedish Medical Hospital.
- Dispatch advises that a victim shot in the head is at the Caley/Yukon triage area.

12:07

- Deputy Walker asks dispatch to check on the status of the party on the roof.

12:08

- Shortly after that last gunshot is fired from the library window at law enforcement and paramedics, Harris and Klebold kill themselves.

12:10

- Medical triage is officially established at Yukon Street and Caley Avenue southwest of the school at the south entrance to Clement Park. Law enforcement had already transported numerous students to the area as they were evacuated from the school's south and west sides. One patient is transported by Air Life and several are transported by ambulance from this area. A second triage and treatment area is set up on the east side of the school after the command post is informed the remaining victims will be brought from inside the school out the east side.

12:11

- The heating and air conditioning repairman, initially thought to be a possible sniper, is removed from the roof.

12:12

- A television reporter positioned at the Yukon and Caley triage area describes the scene as a "very bad situation." He tells the television audience that four or five students are currently being treated and some are bleeding extensively.
- Sean Graves, critically injured outside the cafeteria, is transported to Swedish Medical.

12:14

- Dispatch tells the command post that a dispatcher is still on the line with students who say that there are suspects in "Rooms 1, 2 and 3" and several parties are shot, including one faculty member.
- The Jefferson County, Denver and Arapahoe County bomb squads begin to arrive and stage in the parking lot at Clement Park north of the school. As the incident progresses, bomb technicians from Littleton Fire, Bureau of Alcohol, Tobacco and Firearms (ATF) and the Federal Bureau of Investigation (FBI) join the initial bomb squads. A total of 16 bomb technicians share in the initial response, some sent to evaluate the construction of the divisionary device, others sent to the homes of the suspects, still others providing safety information to the responders, and many later entering the school to deactivate and/or remove the explosives.

12:15

- Sgt. Hy, at the command post on Pierce, reports a possible shooter and hostages at the front door of the school.
- Moments later a lone student comes out of the main doors and runs to the fire truck. The teen is quickly checked for weapons and injuries, then picked up and put in the back end of the truck's cab. The boy reports that no other people are in the office area.
- A news helicopter lands at Clement Park. Jefferson County Sheriff's Sgt. Phil Domenico is put on board and uses the helicopter's camera system to survey the school's roof. He remains in the helicopter for the next several hours surveying the area.
- The Jefferson County administrator, emergency management coordinator and public information officer arrive at the Sheriff's Dispatch Center to offer assistance. They soon are asked to help field the escalating media calls as the word of the Columbine shootings begins to spread worldwide. County Commissioners Pat Holloway and Rick Sheehan arrive at the dispatch center soon after the county staff.
- The Victim Services Unit of the Jefferson County Sheriff's Office reports to the command post. Personnel are assigned to Columbine Public Library to provide services to the students and parents collecting there. By 12:45, additional counselors and volunteers respond to Leawood Elementary School where high school students and parents are also gathering.

12:17

- Deputy Byerly reports that a male wearing a white shirt and black pants is walking on the west side of the school. The young man had heard of the shooting on TV and ran through Clement Park towards the school carrying an unloaded .22 Caliber rifle and a knife in order to "help the police." He subsequently is contacted at gunpoint. Deputies determine that the individual is not involved in the incident.

12:18

- Medical personnel at the Yukon/Caley triage area report four critical, four serious and three stable patients and request 10 ambulances and one helicopter.

12:19

- Deputy Walker reports that he has six students with him.

12:20

- A student being interviewed on air by a television reporter says that the gunmen shot one of his friends. He recognizes the shooters as Columbine students and members of the "Trench Coat Mafia" but does not know their names. He also reports that there may be two or three shooters and they have pipe bombs, sawed-off shotguns, and automatics.

12:21

- Lance Kirklin, shot outside the cafeteria during the first few minutes of the shooting rampage, is transported to Denver Health Medical.

12:22

- The Air Life helicopter lands in Clement Park in preparation to transport critically wounded to area hospitals.

12:23

- Dispatch reports that all cellular lines are busy and it is unable to call the command post.

12:25

- Mark Taylor is transported to University Hospital. Mark was injured outside as he and a group of friends sat on the grassy hill to the west of the stairs where Klebold and Harris first began their shooting rampage.
- Dispatch advises that parents are to go to Leawood Elementary School. Law enforcement and victim advocates will assist in coordinating the reunion of parents and children at the elementary school.

12:26

- Mike Johnson is transported to St. Anthony's Hospital. Mike was shot as he fled the grassy hill to the west of where Klebold and Harris first began shooting.
- The news reports that there are possibly two gunmen and eight victims at Columbine High School.

12:27

- Jeanna Park is transported to Denver Health Medical. Kacey Ruegsegger is transported to St. Anthony's. Both girls had been injured by gunfire in the library. All of those who escaped the library ran out of the emergency exit next to the west entrance to the school. They ran to Deputy Taborsky's patrol vehicle and hid behind it until Deputy Searle and several Denver officers were able to load the students in their vehicles. The officers then transported the students either to Deputy Schwieterman at the shed by the ball fields or directly to triage.

12:28

- Aided by the local news stations, the Jefferson County School District announces a parent hotline number for parents of Columbine students.

12:30

- The Jefferson County SORT team (Special Operations Response Team) is paged. The SORT team, which deals primarily with jail disturbances and crowd control, will respond to Leawood Elementary School where students are being evacuated, and parents and media will soon be collecting.
- An officer from the Salvation Army arrives and immediately calls in a mobile kitchen, which sets up near the command post to provide water and nourishment for those at the scene. By 1:30 p.m., the Red Cross has staffed its mass feeding vehicle and sends it to the command post and nearby Clement Park where media, students and families are gathering.

12:31

- Lt. Manwaring reports that his SWAT team is on the north side of the school with the fire truck, working its way toward the west side.
- Valeen Schnurr is transported to Swedish Medical with gunshot wounds. Valeen was in the library at the time of her injuries and was able to escape through the library's emergency exit when Klebold and Harris left the library.

12:34 - 12:39

- Manwaring's SWAT team reports that it is now on the west side at the back entrance, upper level.
- The first objective of Manwaring's team is to rescue two students lying in front of the west doors. Using the fire truck as a shield, the team of Jefferson County and Denver SWAT officers inch the truck as close to the west doors as possible.
- Two Denver SWAT members rescue student Richard Castaldo from the area in front of the west doors and lay him on the bumper of the fire truck.
- Jefferson County Deputy Scott Taborsky puts Richard in his patrol car and rushes him to medical assistance.
- The SWAT team makes a second approach to the area outside the west doors, this time to retrieve Rachel Scott. They bring Rachel to the fire truck and determine that she has already died.
- The team makes a third approach, this time in an attempt to rescue the boy at the bottom of the stairs. They return without him, acknowledging that Daniel Rohrbough is deceased.

12:39

- Dispatch announces that the Jefferson County Sheriff's mobile command bus is on scene and activated.
- Manwaring's SWAT team requests a floor plan of the school.

12:40

- Dan Steepleton is transported to Littleton Hospital.
- Information is received that a natural gas leak is occurring in the school. A decision is made to have Public Service Company shut off the gas as soon as it is considered safe to approach the main valve. A crew from PSC is present and is notified to be ready to accompany officers into the school when possible.

12:41

- Additional SWAT from Jefferson County arrive at the command post on Pierce Street. This team of 10 is commanded by Sgt. Barry Williams.
- Reports being relayed to the command post include possible multiple shooters, a hostage situation, and gunfire and explosions in nearly every wing of the school building.
- Students on cell phones inside the school are calling out – to 911, their parents, and several times to local television stations.
- Students calling from their cell phones report hearing shots inside the school and give numerous locations for the gunshots, including the gymnasium, the auditorium, the business wing, the music rooms, the science area and the business offices.
- The news media announces that students who have safely escaped the school should call the Jefferson County Sheriff's Office or 911 to report their safety. The phones at the Sheriff's Office are immediately jammed until personnel contact local TV stations to correct the message. Students are encouraged to call the school district's parent hotline instead.

12:43

- Deputy Simmons, leader of the first SWAT team that entered the 250,000-square-foot school, requests additional SWAT for the east side. Due to the size of the school, the numerous rooms and hallways that have to be searched, and the amount of students and faculty being rescued, Simmons calls for more assistance.

12:44

- Makai Hall is transported to Littleton Hospital. He is later transported to St. Anthony's Hospital by Air Life.
- Dispatch reports cover fire by Denver Police Department, most likely during SWAT's rescue of Richard Castaldo at the school's upper west entrance.
- Dispatch reports that an EMT dispatcher is on the phone with a party inside the school. The individual is with a critically injured victim.

12:50 – 13:09

- Two SWAT deputies are positioned on rooftops of houses on West Polk Avenue, the first neighborhood street just south of the school. From their vantage point, the marksmen have a clear view of the south parking lot, the library windows and the cafeteria area.
- Williams' SWAT team utilizes a front-end loader parked near the command post to move around the school to the west side.
- Using the front-end loader as cover, Williams' team first moves into position on the northwest corner of the school, opposite from where Simmons' SWAT team had entered the building.
- Williams is advised that students have been shot and numerous bombs have exploded. The number of suspects, still in the building, is unknown but reports indicate as many as eight.
- Williams' team is also told that activity has been reported in both the cafeteria and the library.
- A "live" bomb blocks the outside west doors leading into the upper level hallway and entrance to the library. The closest point of entry is into the cafeteria directly underneath the library.
- A window into the teachers' lounge next to the cafeteria will provide an entry point for Williams' team.
- Nicole Nowlen is transported to Lutheran Medical Center.

12:51

- Media reports that several area schools are in "lock down." Schools are locked from the inside and, for safety reasons, "no one goes out and no one goes in."

12:57

- Austin Eubanks and Jennifer Doyle are transported to Littleton Hospital.

13:00

- The Jefferson County Critical Incident (Shoot) Team is activated.

13:03

- Nick Foss is transported to Littleton Hospital.

13:04

- Richard Castaldo, rescued by SWAT from the outside upper west entrance, is transported to Swedish Medical Center.

13:09

- Williams' team breaks an outside window to gain entrance into the teachers' lounge. The team is met with the deafening noise of fire alarms, the flash of strobe lights, ceiling tiles hanging at odd angles and three inches of water coming in under the closed door to the cafeteria. The alarms and the sprinkler system have been set off by the explosions and the cafeteria area and adjacent rooms are flooding. Another concern is "a hissing sound and the sound of something spraying." Williams fears it might be a broken natural gas line.
- Williams' team first clears the kitchen and back storage areas, evacuating groups of students and staff hiding behind locked doors.
- Air Life transports Mark Kintgen from the Yukon/Caley triage to Denver Health Medical.

13:10

- Investigators are at or en route to area hospitals as injured victims are being transported.

13:11

- Brian Anderson is transported to Lutheran Medical Center.
- The medical triage at Yukon and Caley reports that all injured have been transported to area hospitals.

13:15

- Investigators arrive at the Harris and the Klebold residences.

13:18

- Simmons' SWAT team evacuates 30 students and faculty from south classrooms on the upper level.

13:22

- SWAT teams continue a search and rescue inside the school building. Simmons' team works east to west on the upper level, and Williams' team works west to east on the lower level.
- Dispatch reports that Arapahoe SWAT team is on scene and ready to assist when needed.

13:26

- Williams' team evacuates numerous students and staff from the back storage rooms and kitchen area. The students

13:32

- The cafeteria videotape shows Williams' SWAT team entering the main cafeteria area, commonly referred to as the "commons." The team had just finished clearing and evacuating students and staff from the teachers' lounge, kitchen area and back storage areas.
- Williams is advised by radio that there are possible bombs throughout the school. He is told the bombs may be hidden in backpacks and constructed with timers and motion-activated devices. The information is relayed from bomb technicians who have inspected the diversionary bombs placed on Wadsworth and realize similar devices may have been placed inside the high school.
- Williams' team is advised that the suspects' last known location was downstairs by the business classrooms. This information was relayed by a student on a cell phone inside the school.

13:40

- Air Life transports Makai Hall from Littleton Hospital to St. Anthony's Hospital.

13:44

- Three male subjects, appearing in a field north of the high school in Clement Park, are contacted by Jefferson County Sheriff's deputies and detained for questioning.
- The three are dressed in black clothing, which matches the known description of the shooters, and are spotted in an unsecured area close to the school.
- These individuals, who are not Columbine students, identify themselves as the "Splatter Punks" and insist they have shown up at Columbine High School mainly out of curiosity.
- The images of the three being taken into custody by law enforcement authorities, aired live on local television channels, raised numerous questions from the community about their involvement in the crime.
- After initial questioning, the three youths are released the same afternoon and are re-interviewed at length on April 24. It is determined that they had no known affiliation with the Trench Coat Mafia, and, shortly thereafter, are cleared of any involvement.

13:45

- Jefferson County SORT arrives at Leawood Elementary School where they provide perimeter security, assist with the evacuation of the elementary children to their parents, assist in the reuniting of Columbine students and parents, handle traffic control and maintain a media area outside the school building.

13:57

- Williams' SWAT team announces that it has found several students and faculty hiding in the ceiling of the kitchen. Six individuals are evacuated out the west side.
- Dispatch tells Williams there is a male upstairs "in the library past the stairs" doing CPR on an injured party. The SWAT team is also told that a blue and white shirt is hanging on the door knob.

13:59

- Williams asks for better directions on how to get to the injured party.

14:08

- Students are evacuated from the Technology Lab on the main floor.

14:12

- The Lakewood SWAT team, with an armored vehicle, approaches the west side of the school next to the south parking lot.

14:15

- SWAT positioned on the roof of a residence to the south of the school reports a sign in a window on the upper level. The sign reads, "1 bleeding to death."

14:17

- Williams splits his team and half clears the computer and business classrooms on the lower level southeast of the cafeteria. They evacuate two people found in the furthest business classroom out the south side.

14:19

- A Columbine parent, waiting at Leawood Elementary for word about his son, is transported to Littleton Hospital because of chest pains. He is one of many parents in anguish awaiting word of their children.

14:24

- Adam Kyler is transported to Littleton Hospital.
- The second half of Williams' SWAT team, having cleared the two-story auditorium, is entering into the school's music area on the second floor where there are reports of students hiding in a music room closet. The team discovers 60 students and evacuates them in groups of 10 through a protective wall of SWAT officers and out the west side.
- The same SWAT team then moves into an area across the hallway and to the left of the music room where an additional 60 students are found and safely evacuated from the building.

14:26

- Sgt. Domenico, surveying the area from Channel 7 news helicopter, reports that someone is trying to climb out a second story window on the southwest side of the school.

14:28

- Simmons advises that the administration area on the upper level is cleared and his group is moving to the art and consumer education areas.

14:29

- The Jefferson County Sheriff's Office requests Littleton Fire to dispatch engines and rescue units to Eric Harris' residence. Already on scene are the Sheridan and Lakewood Police Department investigators, ATF personnel and Arapahoe County bomb technicians preparing to investigate a gasoline smell and the report of a bomb at the residence.

14:30

- Having just searched the business and computer classrooms, the first half of Williams' team clears the stairs to the upper level. Once on the upper level, Williams sees Simmons' team clearing the school to the east of where he stands.

14:33

- President Clinton refers to the shooting at a high school in Littleton, Colorado, during a scheduled news conference to talk about the American economy. "Ladies and Gentlemen, we all know there has been a terrible shooting at a high school in Littleton, Colorado. Because the situation, as I left to come out here, apparently is ongoing, I think it would be inappropriate for me to say anything other than I hope the American people will be praying for the students, the parents and the teachers and we'll wait for events to unfold and there will be more to say."

14:38

- Patrick Ireland, shot in the library and slipping in and out of consciousness, has slowly made his way to the west window. Sgt. Domenico, in a news helicopter, and deputies on the south and west sides of the school see a figure at the window and realize the young man is attempting to climb out the second story broken window. The only thing below him is a concrete sidewalk. The image of Patrick's rescue has come to epitomize the Columbine tragedy. Using the roof of an armored vehicle so they can reach him, several Lakewood SWAT members catch the young man as he falls out the window at 2:38 p.m.

14:39

- Patrick Ireland is transported to St. Anthony's Hospital.

14:40

- Forty students are evacuated out of the vocal room.
- Littleton Fire shuts off the electricity and natural gas to the Harris' residence.

14:42

- Williams' SWAT team requests medical assistance to the science area on the second floor, west side, for a teacher with multiple gunshot wounds. The teacher is Dave Sanders.
- Williams' also announces that 60 students are to be evacuated from this same area.

14:47

- Members of Williams' SWAT team evacuate approximately 60 people from the science area. Two SWAT members move the students and teachers first to the stairway landing, then down to the lower level and through the recently cleared cafeteria and out the west side door. Two SWAT members stay with Sanders waiting for paramedics.

14:52

- Simmons' SWAT team working on the upper east side of the building announces the band room and woodshop areas are clear. The team is progressing west down the hallways to clear various rooms including a gym and weight room.

15:12 – 15:17

- Fifty students are evacuated from the east upper level and are directed across the street to safety.

15:22 - 15:37

- The first team to enter the library is Williams' team of four Jefferson County SWAT members. A Denver SWAT officer holds the doorway. The four Jefferson County members spread out and work their way through sections of the library. They step over numerous bombs trying to get to each one of the children.
- Among three victims laying on the floor under desks is Lisa Kreutz. She has been shot several times but she is alive. SWAT, seeing her wounds, calls for a paramedic.
- In addition to the one girl who is injured, Williams' team reports that they have found 12 dead. Among the 12 are two males on the floor in the southwest part of the library who appear to have self-inflicted gunshot wounds to the head. Guns and numerous explosive devices lay on the ground beside the bodies. Williams advises the command post that the two males match the description of the suspects.

- A female employee, hiding in the magazine room in a back part of the library, comes out of hiding. She is instructed to put her hand on the back of one of the SWAT officers, look only at the back of his helmet and follow him out of the library. She is quickly passed off to another officer and evacuated to the outside.
- Three other employees subsequently are evacuated from the library, including teacher Patti Nielson who was hiding in a cupboard in a west room of the library.
- Williams' SWAT team works its way to the back emergency door that opens to the outside upper level near the west entrance. Although several bombs are laying inside the door, the SWAT team realizes the urgent need to get a team of paramedics into the library to attend to Lisa Kreutz. Two paramedics come in with a backboard, put the wounded student on it and quickly get her out of the library. Lisa is transported to Denver Health Medical at 3:37 p.m.
- After searching the library, Williams' SWAT team requests the bomb squad.
- The other half of Williams' team and Simmons' SWAT team, still searching other parts of the school building, hear over the radio that William's first team has made it to the library and found one female still alive. They continue clearing classrooms on the upper levels, working their way toward the library.

15:25

- Littleton Fire reports that live bombs and gasoline have been located at the Harris residence. Adjacent houses in the neighborhood are evacuated.

15:36

- SWAT command personnel meet at the east doors of the school to discuss follow up sweeps of the school and to relieve initial teams, replenishing them with fresh SWAT teams from other agencies.
- Simmons' team, after clearing the gymnasium and weight room, enters a north-south hallway which is where the library is located. The team arrives outside the library as Williams' team completes clearing the library.

15:40

- Teacher Patti Nielson is transported to Littleton Hospital.

15:55

- Lakewood SWAT reports two cars on the southwest side of the school are possibly booby trapped. One car is described as being a black Honda Civic, Mercedes or BMW with NIN bumper stickers. The other is a blue 1980's two-door with a Ramstein sticker.

16:00

- Bomb technicians remove an explosive device from the Harris residence.

16:04

- A Littleton fire captain enters the school and is able to silence the fire alarms and shut off the emergency sprinkler systems.

16:35

- Two explosions are reported on the north side of the school. SWAT advises that they are shock locks fired by a SWAT team. Shock locks are explosive devices used to gain entry into locked rooms.

16:38

- Dr. Christopher Colwell, attending emergency room physician at Denver Health Medical Center, and Robert Montoya, a Denver Health paramedic, are escorted by SWAT team members through the library “to look for any signs of life.” Dr. Colwell had already pronounced Rachel Scott and Daniel Rohrbough, two of the youths shot outside, as deceased.

16:45

- Colwell performs a second sweep of the library, this time pronouncing each of the 10 victims and the two suspects deceased. He is also escorted to the science area where he pronounces teacher Dave Sanders as deceased.
- By 4:45, the SWAT teams finished the initial search of Columbine High School, clearing the 250,000 square-foot two-story building. The deceased, including two suspects, had been checked and pronounced dead by Dr. Colwell of the Denver Health Medical Center. The deadly shootings and massacre at Columbine was over.

<http://www.cnn.com/SPECIALS/2000/columbine.cd/Pages/TOC.htm>



Findings of Outside Events

The Outside Team was led by FBI Special Agent Michael Barnett and assisted by JCSO Investigators Jack McFadden and Cheryl Zimmerman. They were assigned the task of identifying any additional suspects involved in the shooting, pre-bomb activities, and outside witnesses. There were 16 investigators assigned to this team for varying terms based on availability. Six hundred and seventy-one (671) leads were assigned to this team, which included a portion of the interior classroom interviews.

Critical Witnesses

Ninety-one critical witnesses were identified as having witnessed significant events such as movements and actions of Harris and Klebold. Eighty-three of those witnesses were not injured and the remaining eight were victims. Two of the injured were just inside the school however, they were injured from outside and therefore included in the outside summary. Critical witnesses included students, school employees and adult citizens who observed something outside the school.

Suspect Identification

Identification of the suspects ranged from personal acquaintances to selection from photographic line-ups. Additional identifications were made based on physical descriptions coupled with observation of known actions of the suspects. The witness information was broken into three chronological time segments being "immediately before," "during," and "after" the incident. Based on witness statements, evidence, ballistic reports and the totality of the investigation, Eric Harris and Dylan Klebold were determined to be the only two individuals apparently involved in the shootings at Columbine High School.

Victims

Those victims wounded outside the school as a direct result of Harris and/or Klebold were identified as follows:

1. Richard Castaldo
2. Sean Graves
3. Lance Kirklin
4. Michael Johnson
5. Mark Taylor
6. *Anne Marie Hochhalter*
7. Brian Anderson
8. Patricia Nielson, teacher

The deceased were identified as follows:

1. Rachel Scott
2. Daniel Rohrbough

Observations of Witnesses

Throughout the investigation there were many witnesses who had common perceptions and misperceptions of the events during the shooting.

- When the shooting began, many witnesses believed it was a senior prank.
- Time was distorted.
- Many witnesses described events in detail but had difficulty recalling the chronological order of the events.
- After the shootings many witnesses compared accounts of what had occurred and were influenced by each other, resulting in multiple interviews for clarification.

The inaccuracy of some media reports influenced witness statements.

Chronological Outside Witness Summary

The following is a chronological account of what is believed to have occurred outside of Columbine High School on April 20th, 1999, based on statements of witnesses, ballistic evidence and autopsy reports.

April 20, 1999 was one of the first warm, sunny days of the spring. Many students were taking advantage of the spring day by eating their lunches outside, relaxing on the grassy areas around the school building. The first series of gunshots, fired toward the west doors, struck Rachel Scott and Richard Castaldo, who were seated outside, eating their lunch on the north side of the library. Rachel died from the gunshot wounds. Richard was critically injured, receiving multiple gunshot wounds.

Harris took off his trench coat and laid it on the ground near the top of the shortly after he began shooting. Klebold wore his black trench coat the entire time they remained outside.

The gunmen then turned their attention to outside the cafeteria and started shooting down the incline toward the bottom of the stairs. Harris rested his gun on the chain link fence at the top of the steps and fired at students below. Daniel Rohrbough, Sean Graves, and Lance Kirklin had just stepped outside through a side door of the school cafeteria. One of them wanted to go to the “smoker’s pit” just off campus for a cigarette and the other two friends were accompanying him. Glancing in the direction of Klebold and Harris, the friends noticed two students with what looked like guns. Their first thoughts were that the guns were paint ball guns and part of a Senior Prank Day. They did not think anything was wrong. They thought it was a joke.

The three walked out the northwest side entrance from the cafeteria, heading up the dirt slope between the steps and the cafeteria wall toward the gunmen. Harris and Klebold started shooting before the boys got halfway up the hill. All three were injured.

Five students were sitting behind a few small pine trees to the west of the top of the stairs. They stood up to run when the two suspects fired gunshots in their direction. Students Michael Johnson and Mark Taylor were struck by these bullets. Johnson was able to reach the outdoor athletic storage shed where he took cover with others. Taylor fell back to the ground, unable to flee with the others.

Klebold went back down the stairs to the area outside the cafeteria and shot Rohrbough, killing him instantly. He then shot Kirklin at close range.

Graves was able to drag himself back down to a cafeteria doorway in an attempt to get back inside. He lost all strength and ended up half in and half out of the door, propping it open with his body. Klebold, who had just shot Rohrbough and Kirklin, stepped over Graves, now playing dead in the doorway. That probably saved his life. The gunman briefly went into the cafeteria, holding his weapon in what some described as a

“ready-to-fire” sweeping motion. He did not shoot but looked around and then walked back outside and returned to the top of the steps.

Teacher Dave Sanders gets kids out of cafeteria

While Harris and Klebold were shooting from the top of the stairs, teacher William “Dave” Sanders heard the initial commotion going on outside. Walking into the cafeteria from the teachers’ lounge, he saw students beginning to react to the events outside the cafeteria windows. The actions on the cafeteria videotape show students standing up, looking outside, and, based on subsequent interviews, said they were wondering and asking each other, “What’s going on? Is this a senior prank? Are they filming a movie?” (Some of the kids knew Harris and Klebold were active in a video class).

Sanders and school custodians Jon Curtis and Jay Gallatine realized there was a danger. On the videotape, the teacher and the custodians can be seen in the cafeteria directing the students to get down. Students begin to hide under the lunch room tables and then, realizing the danger, the students exit in mass up the stairs from the cafeteria to the second level.

By the time Klebold stepped over Graves and briefly walked into the entrance of the cafeteria with his guns, most students had evacuated. Others were hiding under tables or had sought refuge in the school pantry, the refrigerator or kitchen area. Because Sanders had instructed the kids to hide or get out, the cafeteria appeared to be empty.

Klebold turned around and walked back outside, stepping over Sean Graves, and joined Harris back at the top of the stairs. The gunmen continued shooting their guns, lighting pipe bombs and throwing them into the senior parking lot or onto the school roof, while shooting toward the ball fields where students were fleeing.

More shots fired outside the school

Meanwhile, Harris continued shooting down the stairs. Anne Marie Hochhalter was shot as she stood to run toward the cafeteria from where she was seated with friends at the curb by the senior parking lot. A friend dragged her away from the gunfire to the cafeteria wall. He left Hochhalter near the building and ran into the parking lot, hiding behind vehicles in the senior lot. From here he heard someone yell, “This is what we always wanted to do. This is awesome!” Hochhalter was the last one shot outside the school.

From the onset and continuing throughout the outside shooting, both suspects were seen lighting and throwing explosive devices onto the roof, into the parking lot and toward the grassy hillside. One suspect was seen taking four bombs from inside his coat and throwing them. The witness also observed a gun attached to a gun strap that hung to his side. Others saw bombs taken from a box or bag at the gunmen’s feet.

The gunmen threw a pipe bomb in the area where Hochhalter had originally collapsed. The bomb exploded. Additional gunshots were fired toward the ball fields where students were fleeing. This time, no one was injured.

It's now 11:25 a.m. Only four minutes have passed.

Most of the students having lunch outside had escaped to safer areas, and there was not much else to shoot at outside the building. [Harris and Klebold turned toward the west entrance and fired their weapons](#) into the school as they walked toward the entrance.

The west entrance has two outer and inner sets of doors with glass windows that were shattered by the bullets from the killers' guns.

Teacher Patricia Nielson was on her way outside to tell the shooters to "knock it off," thinking the weapons were toy guns and that a video production was being taped. Nielson suffered abrasions to her shoulder, forearm and knee from the flying glass.

Student Brian Anderson was with a friend in a hallway of the school when they heard explosions and screaming and were told by a teacher to get out. They ran to the west doors but when they exited the interior set of doors and were in the air-lock approaching the exterior doors, Anderson saw Harris shoot through the glass doors and was injured by flying glass fragments as the door shattered.

Both Nielson and Anderson had the opportunity to flee, despite their injuries, when Harris and Klebold were distracted by the arrival of community resource officer Deputy Neil Gardner. Gardner had just pulled up in the lower senior parking lot of the school with the lights on his patrol car flashing and the siren blaring.

Nielson and Anderson fled to the school library. Nielson, hiding under the front counter, called 911. Anderson sought refuge in the magazine room.

Harris, just outside the double west doors, turned at the arrival of Deputy Neil Gardner. From there, he exchanged gunfire with Gardner.

Findings of Library Events

The Library Team was led by Arvada Police Department Russ Boatright and assisted by FBI Special Agent John Elvig and JCSO Investigator Diane Obbema. There were three additional investigators assigned to this team for varying terms based on availability. The library team was given the responsibility of investigating the events which transpired in the Columbine High School library on April 20, 1999. In order to accomplish that task, the library team conducted detailed interviews with surviving victims and witnesses. In conjunction with the victim/witness interviews, the library team utilized the 911 tape, physical evidence collected at the scene, ballistic reports, medical reports and autopsy reports to determine the sequence of events as they occurred in the library. In addition, the team consulted with the Jefferson County Coroner and various pathologists to assist in determining the suspects' actions while in the library.



Critical Witnesses

The library team determined there was a total of 56 people present in the library at the time the suspects entered. Of the 56 people present, four were faculty/staff (all female), while the remaining 52 individuals were students. In terms of the 52 students, 24 were male, 28 were female. Students were of various grades and ranged in age from 15 to 18. All of the witnesses in the library were determined to be critical, as all of them observed movements and actions of Harris and Klebold.

Suspect Identification

Only two suspects were identified as being responsible for injuring or killing those present in the library. The two suspects were identified as Eric Harris and Dylan Klebold. There were no discrepancies regarding that issue. Harris was identified as being responsible for injuring seven people while Klebold injured six people. Both were responsible for injuring one of the individuals. Harris was responsible for killing five students; Klebold killed two. Together Harris and Klebold killed an additional three students.

Victims

In respect to those present in the library, 12 received injuries of varying degrees while 10 received fatal injuries. The injured were identified as follows:

1. Jennifer Doyle
2. Steven Eubanks
3. Makai Hall
4. Patrick Ireland
5. Mark Kintgen
6. Lisa Kreutz
7. Nicole Nowlen
8. Kacey Reugsegger
9. Jeanna Park
10. Valeen Schnurr
11. Danny Steepleton
12. Evan Todd

The deceased were identified as follows:

1. Cassie Bernal
2. Steven Curnow
3. Corey DePooter
4. Kelly Fleming
5. Matthew Kechter
6. Daniel Mauser
7. Isaiah Shoels
8. John Tomlin
9. Lauren Townsend
10. Kyle Velasquez

Observations of Witnesses

Throughout the investigation there were many witnesses who had common perceptions and misperceptions of the events during the shooting.

- Initially heard popping sounds which did not create any concern (some students thought they were hearing construction noises).
- During the initial phase of this incident, witnesses believed the suspects were engaging in a senior prank.
- The belief they were hidden from view as the suspects entered the library.
- The inability to estimate the number of gunshots during the course of the incident.
- Inability to distinguish between the gunshots and explosions.
- Distortion of time.
- The belief the suspects were enjoying themselves during the incident.
- Impaired observations or recall at the point the suspects came within close proximity of their location.
- For those who were injured (even slightly), the belief they were the last one shot (impaired recall after being injured).
- The belief "playing dead" would discourage additional violence.
- The belief they were one of the last people to leave the library.
- Many of victims/witnesses were able to recall various details of the incident but had difficulty recalling the events in chronological order.
- It was evident the media had an impact on witness' statements. Students would watch or read coverage of the Columbine shootings and make conclusions based on some of the impressions

presented by the media rather than from their own perceptions. Those problems usually were rectified during the interviews.

Chronological Library Witness Summary

The following is a chronological account of what is believed to have occurred inside the Columbine High School library on April 20, 1999, based on a conglomerate of witness statements. The library team did not conduct an investigation related to the suspects' activities after leaving the library. Additionally, the team did not conduct any investigation into the deaths of Eric Harris or Dylan Klebold.

Normally, the school library at Columbine was much more crowded than it was on April 20 and students could have trouble finding a table at which to sit. But on this day, there were empty chairs. Because of the nice weather, many students had opted to be outside instead.

At approximately 11:20 a.m., students and teachers in the library began to hear what was described as popping noises coming from the northwest outside area of the school. Witnesses also described hearing what they later believed were gunshots and explosions inside the school. Some of the witnesses described hearing those sounds emanating from the cafeteria or commons area, in addition to directly outside the library.

Teacher Patricia Nielson, already injured, ran into the library and called 911. In between telling the dispatcher what was happening, she screamed at the students that there were students with guns and for everyone to get under the tables. Nielson knew they had nowhere to go. The last time she saw the gunmen, they were outside (near the emergency exit from the library) and they were heading inside the hall that led to the library.

In reflecting back, many of the students in the library, like so many in the school that day, initially thought the commotion they were hearing was a senior prank. As the realization hit that real bullets were being fired, they followed Nielson's orders and got under the tables. Almost all the students initially thought that by getting under the tables they were hidden from the gunmen's view. They were not.

Teacher Peggy Dodd was in the library when she looked out the window and saw Klebold "standing on the hill, just shooting." She recognized him as a student in one of her computer classes the previous year and remembered him as a troublemaker who hacked into computers and wore tall "Nazi" boots and an overcoat. According to Dodd, Klebold was holding a weapon with both hands and, using a sweeping motion, was pointing it toward the south parking lot.

Dodd also recalled seeing teacher Dave Sanders running down the hallway to the north in front of the library. He motioned with his hands that they should stay in the library. Sanders, at that time, did not appear wounded.

Nielson hid under the front counter just inside the door and several times she peeked over the counter to ensure the students were hidden under tables. By then, Harris and Klebold were in the hall directly outside the library shooting their weapons and throwing pipe bombs. Harris threw a lit device, which some students described as resembling "dynamite," in a southerly direction. Moments later there was an explosion in the hall directly outside the library. Smoke was pouring into the library and fire alarms began to wail.

Suspects Enter the Library

At 11:29 a.m. the gunmen entered the school library yelling "Get up!" Some witnesses reported hearing one of them yell, "Everyone with a white cap or baseball cap, stand up." Others reported hearing, "All jocks stand up. We'll get the guys in white hats!" When no one stood up, a witness heard one of the gunman say, "Fine, I'll start shooting."



Harris fired shotgun rounds down the length of the front counter. Evan Todd, crouched behind a copier stand, was injured by flying wood splinters.

The gunmen then walked through the library toward the west windows. Student Kyle Velasquez was the only student not hiding under a desk or table. Instead, he was sitting at the north computer table and was shot by Klebold as he walked by him to the windows.

Harris and Klebold set down their backpacks, filled with ammunition and Molotov cocktails, on one of the computer tables and approached the library windows. Harris was down on one knee shooting out the west library windows toward law enforcement officers and fleeing students. Klebold subsequently positioned himself next to Harris and fired out the window as well. At this point, Klebold took off his trench coat.

Also at this point, teacher Patricia Nielson, who initiated the 911 call from the library, dropped the phone and no further communication with the dispatcher occurred.

Klebold shot toward table 15 hitting Daniel Steepleton, Makai Hall and Patrick Ireland. As Ireland was attempting to administer first aid, he was shot again.

Meanwhile, Harris killed Steven Curnow, hiding under the south computer table, and wounded Kacey Reugsegger, crouched next to Steven.

Harris walked over to table 19 where he bent down and saw two frightened girls. He slapped the table top twice, said, "Peek-a-boo," and fired, killing Cassie Bernall. After shooting Cassie, Harris made a comment about hitting himself in the face. Investigators believe Harris broke his nose as a result of the "kick" from the shotgun when he bent to fire under the table.

He then turned to Bree Pasquale who was sitting on the floor because there was not enough room under the nearby table. Harris asked her if she wanted to die. As the girl pleaded for her life, she observed blood flowing from his nose. She later said that Harris seemed disoriented for a moment but was able to refocus when Klebold called his attention to table 16 under which two boys were hiding. One of the boys, Klebold announced, was black. Bree also recalled Harris laughing and saying, "Everyone's gonna die" and "We're gonna blow up the school anyway."

Harris and Klebold stood on opposite sides of table 16. Klebold, standing on the east side of the table, was heard making a racial comment and began grabbing at Isaiah Shoels in an effort to pull him out from

underneath the table. Harris fired under the table, killing Isaiah. Klebold fired under the table as well, killing Matthew Kechter.

Harris threw a small CO2 cartridge south which rolled under table 15. Makai Hall grabbed it and threw it further south away from everyone where it exploded. Witnesses next described Harris as moving south in the library to the west bookshelves where he jumped up on the shelves and began shaking them back and forth while swearing. He then walked between the bookshelves where witnesses lost sight of him. Witnesses did report hearing books being shot in the area near the west set of bookshelves shortly after Harris walked into that area.

Harris and Klebold left the west area of the library and walked east toward the entrance.

Klebold shot out the display cabinet near the front door before he fired toward table 1, injuring Mark Kintgen. His attention then turned to table 2 and he fired under that table. The first shot fired injured Valeen Schnurr and Lisa Kreutz. Walking beside the table, Klebold proceeded to fire as fast as his gun would shoot, killing Lauren Townsend.

While Klebold was at table 2, Harris stopped near table 3 under which two girls were hiding. He looked under the table and, upon seeing them, simply said, "Pathetic," and walked away.

Valeen, who was critically hurt, began to cry, "Oh God, help me." Klebold, who had shot her, came back and taunted her about her belief in God. He then walked away.

Harris was seen stepping toward table 6 and firing under the table, injuring both Nicole Nowlen and John Tomlin. Tomlin came out from under the table and Klebold shot and killed him.

Harris walked around table 6 and shot and killed Kelly Fleming, who was near table 2 where three students had already been shot. He then fired under table 2, again hitting Lauren Townsend and Lisa Kreutz, and wounding Jeanna Park as well.

Harris and Klebold left the library's east area and entered the center section, reloading their weapons at table 13.

Harris, noticing a student under table 11, told him to identify himself. The student, who was an acquaintance of Klebold, identified himself and asked Klebold what he was doing. Klebold replied, "Oh, just killing people." The student asked if Klebold was going to kill him. Klebold told him to get out of the library, which he did.

While standing north of table 11, Harris shot under table 9, killing Daniel Mauser.

Both then shot under table 14, injuring Jennifer Doyle and Austin Eubanks and killing Corey DePooter. Corey was the last killed. He was killed at 11:35.

Klebold and Harris walked north toward the main counter of the library. Harris threw a Molotov cocktail toward the southwest side of the library.

The gunmen went behind the counter and had a confrontation with Evan Todd, who had moved under the counter after being injured. The gunmen taunted him and discussed whether or not to kill him. They walked away instead and Klebold fired back into the "kitchen" area of the library, striking a television.

Gunmen Leave the Library

Harris and Klebold were heard talking about going to the school's commons area. Klebold picked up a chair, threw it on top of a computer terminal on the main counter under which Nielson was hiding, and the two

walked out of the library's main entrance into the hallway. It was 11:36. Only 7 ½ minutes had passed, the time it took the gunmen to shoot and kill ten people and wound 12 more. There were a total of 56 people in the library. The gunmen had enough ammunition to kill every single one of them, but they didn't.

When the gunmen left, the library was filled with smoke and the fire alarms were blaring. The students' ears were ringing, the injured were moaning, and yet almost all of them described it as eerily quiet. The gunfire had stopped. The gunmen's taunts and laughter had stopped.

No one wanted to look at each other. No one knew if the gunmen would come back and finish what they started. No one wanted to face the reality of what they had just witnessed. Slowly, they began to move, not all at once as a group, but one by one or in small groups of two or three. They moved when their fear of staying became bigger than their fear of moving.

The Living Escape from the Library

All of the students and teachers who left the library went through the emergency exit, which leads to the west entrance where the gunmen first entered the school. They ran to the safety of the waiting patrol cars and armed deputies who could give them protection and lead them to safety.

The kids gave the deputies an important fact. The gunmen were not in the library anymore.

A short time later Nielsen, who had initiated the 911 call from the library, crawled into the break room ("kitchen") and hid in a cupboard. Library technician Carole Weld and assistant Lois Kean remained hidden in the television studio. Teacher Peggy Dodd was hiding in the periodicals room. All four remained in the library until they were evacuated by SWAT.

Patrick Ireland, who slipped in and out of consciousness slowly made his way to the west window and fell out into the arms of SWAT at 2:38 p.m. Lisa Kreutz, the last of the wounded, was rescued when SWAT entered the library at 3:22 p.m. Lisa was being transported to Denver Health Medical by 3:37 p.m.

West Nickel Mines School, PN

The **Amish school shooting** was a shooting at the West Nickel Mines School, an Amish one-room schoolhouse in the Old Order Amish community of Nickel Mines, a village in Bart Township of Lancaster County, Pennsylvania, on October 2, 2006. Gunman Charles Carl Roberts IV took hostages and eventually shot ten girls (aged 6–13), killing five, before committing suicide in the schoolhouse.

The emphasis on forgiveness and reconciliation in the response of the Amish community was widely discussed in the national media. The West Nickel Mines School was torn down, and a new one-room schoolhouse, the New Hope School, was built at another location.

The hostage-taking

Roberts backed a pickup truck up to the front of the Amish schoolhouse and entered the school at approximately 10:25 a.m. EDT, shortly after the children had returned from recess. He asked the teacher, Emma Mae Zook, and the students if they had seen a missing clevis pin on the road. Survivors said that Roberts was mumbling his words and was not making direct eye contact. After the occupants of the classroom denied seeing a clevis pin, Roberts walked out to his truck and reappeared in the classroom holding a 9mm handgun. He ordered the boys to help him carry items into the classroom from the back of his pickup. Zook and her mother, who were visiting the schoolhouse, took this opportunity to escape the school and ran toward a nearby farm to get help. Roberts saw them leave, and ordered one of the boys to stop them, threatening to shoot everyone if the women got away. Zook and her mother reached the farm, where they asked Amos Smoker to call 911.

Roberts and the boys carried lumber, a shotgun, a stun-gun, wires, chains, nails, tools and a small bag. Also brought into the classroom was a length of wooden board with multiple sets of metal eye-hooks. The contents of the bag included a change of clothes, toilet paper, candles, and flexible plastic ties. Using wooden boards, Roberts barricaded the front door.

Hostages taken

He ordered the girls to line up against the chalkboard and allowed a pregnant woman, three parents with infants, and all remaining boys to exit the building. One girl also escaped, nine-year-old Emma Fisher (whose older sister remained inside). The nine-year old, who spoke only Pennsylvania German, had not understood Roberts' order, "Stay here. Do not move, you will be shot." and followed her brother, Peterli, out of the building, leaving ten hostages.

Police notified

The 911 call from the farm where Zook and her mother sought help was recorded at 10:36 a.m. In an article entitled Revisiting the Amish Schoolhouse Massacre, published August 22, 2007, the situation is described prior to the arrival of the first state police troopers: "An Amish adult male from this farm, with his two large dogs, took the bold opportunity to stealthily approach the windowless back wall of the schoolhouse. Hoping for an opportunity to help the little girls, he slowly crept around one side of the wooden structure and positioned himself as an observer next to a side window." The detailed accounting of the police response continues, "Observing that the first police patrol vehicle to approach the scene was not slowing down to stop, the Amish man quickly withdrew from his hiding place and sprinted towards the roadway to wave down the trooper, who did a fast U-turn and parked. That would be the last successful attempt at an unnoticed move upon the building by anyone."

Police and emergency medical personnel arrive

The first trooper arrived at approximately 10:42

The police, while waiting for reinforcements, attempted to communicate with Roberts via the PA system in their cruisers. They asked Roberts to throw out his weapons and exit the schoolhouse. Roberts refused, again ordering the officers to leave.

By 11:00 a.m. a large crowd—including police officers, emergency medical technicians, and residents of the village—had assembled both outside the schoolhouse and at a nearby ambulance staging area. County and state police dispatchers had briefly established telephone contact with Roberts as he continued to threaten violence against the children.

During interviews conducted later it became apparent that all of the girls knew of their fate. Some conversed among themselves throughout the ordeal. Shortly before Roberts opened fire, two sisters, Marian and Barbie Fisher, 13 and 11, requested that they be shot first that the others might be spared. Barbie was wounded, while her older sister was killed.

A child's loud screaming was heard from within the school. A team of officers was positioned just behind a shed attached to the rear corner of the schoolhouse and they requested permission over the radio to approach the windows. The permission was denied.

The shooting

At approximately 11:07 a.m., Roberts began shooting the victims. The troopers immediately approached. As the first trooper in line reached a window, the shooting abruptly stopped. Roberts had committed suicide.

Police action

It took the troopers about two and a half minutes to break into the school to assist those children who were not killed instantly. At about 11:10 a.m. a message was broadcast on the police radio "a mass casualty on White Oak Road, Bart Township, with multiple children shot.", and "at 11:11 a.m., police radioed dispatchers again, estimating 10 to 12 patients with head injuries. The first medical helicopter was dispatched."

Troopers and local police officers assisted the surviving children, administering first aid. Troopers and local officers continued to tend to the girls, helping the emergency medical technicians provide first aid on the school playground. Ambulances arrived just as the wounded girls were being carried out of the schoolhouse. Helicopters landed shortly thereafter and those still living were taken away for medical treatment.

The gunman

The gunman, identified as Charles Roberts IV, was not Amish. He was a milk truck driver who delivered to several Amish farms in the Nickel Mines area (including some of the victims' families). He had three children and a wife, for whom he would later leave four separate suicide notes. When State Police Commissioner Jeffrey Miller interviewed Roberts' co-workers, they claimed to have noticed a "change" in him over the past couple of months. They also claimed that he seemed to return to normal in the week leading up to the shooting. Miller hypothesizes that this "calm" may have been when he (Roberts) decided to go through with the shooting. Miller also noted that Roberts' neighbors reported his mood as unusually upbeat and jovial during this time period.

Aftermath

After the police got inside the schoolhouse, all of the wounded girls were taken to hospitals. Four had died at the school house and one survived until morning of the 3rd. All of the victims that survived the immediate attack were brought to Lancaster General Hospital, stabilized, and then transferred to hospitals with pediatric

trauma care. Three of the children were admitted to Penn State Milton S. Hershey Medical Center, four to Children's Hospital of Philadelphia and one to Christiana Hospital in Newark, Delaware, reported a state police spokesman.

One of the surviving children was initially transported to The Reading Hospital and Medical Center via helicopter, and then transported to the Children's Hospital of Philadelphia after being stabilized.

Reports stated that most of the girls were shot "execution-style" in the back of the head. The ages of the victims ranged from six to thirteen.

According to the Washington Post, police and coroner accounts of the children's wounds differed dramatically; Pennsylvania State Police Commissioner Jeffrey Miller said Roberts shot his victims in the head at close range, with 17 or 18 shots fired in all, including the one he used to take his own life as police stormed into the school by breaking through the window glass. However, Janice Ballenger, deputy coroner in Lancaster County, Pennsylvania, told The Washington Post in an interview that she counted at least two dozen bullet wounds in one child alone before asking a colleague to continue for her.

Inside the school, Ballenger said, "there was not one desk, not one chair, in the whole schoolroom that was not splattered with either blood or glass. There were bullet holes everywhere, everywhere."

As a result of their actions in the line of duty, State Police Commissioner Jeffrey B. Miller presented the State Police Medal of Honor to ten Pennsylvania State Troopers in appreciation for their efforts to assist the victims. Local police officers and emergency personnel were presented commendations by the Bart Township Fire Company.

Amish community response

On the day of the shooting, a grandfather of one of the murdered Amish girls was heard warning some young relatives not to hate the killer, saying, "We must not think evil of this man." Another Amish father noted, "He had a mother and a wife and a soul and now he's standing before a just God."

Jack Meyer, a member of the Brethren community living near the Amish in Lancaster County, explained: "I don't think there's anybody here that wants to do anything but forgive and not only reach out to those who have suffered a loss in that way but to reach out to the family of the man who committed these acts."

A Roberts family spokesman said an Amish neighbor comforted the Roberts family hours after the shooting and extended forgiveness to them. Amish community members visited and comforted Roberts' widow, parents, and parents-in-law. One Amish man held Roberts' sobbing father in his arms, reportedly for as long as an hour, to comfort him. The Amish have also set up a charitable fund for the family of the shooter. About 30 members of the Amish community attended Roberts' funeral, and Marie Roberts, the widow of the killer, was one of the few outsiders invited to the funeral of one of the victims. Marie Roberts wrote an open letter to her Amish neighbors thanking them for their forgiveness, grace, and mercy. She wrote, "Your love for our family has helped to provide the healing we so desperately need. Gifts you've given have touched our hearts in a way no words can describe. Your compassion has reached beyond our family, beyond our community, and is changing our world, and for this we sincerely thank you."

The Amish do not normally accept charity, but due to the extreme nature of the tragedy, donations were accepted. Richie Lauer, director of the Anabaptist Foundation, said the Amish community, whose religious beliefs prohibit them from having health insurance, will likely use the donations to help pay the medical costs of the hospitalized children.

Some commentators criticized the swift and complete forgiveness with which the Amish responded, arguing that forgiveness is inappropriate when no remorse has been expressed, and that such an attitude runs the risk of denying the existence of evil; others were supportive. Donald Kraybill and two other scholars of Amish life noted that "letting go of grudges" is a deeply rooted value in Amish culture, which remembers forgiving martyrs

including Dirk Willems and Jesus himself. They explained that the Amish willingness to forgo vengeance does not undo the tragedy or pardon the wrong, but rather constitutes a first step toward a future that is more hopeful.

Schoolhouse demolished

The West Nickel Mines School was demolished the following week, on October 12, 2006. The site was left as a quiet pasture. The New Hope School, was built at a different location, near the original site. It opened on April 2, 2007, precisely six months after the shooting. The new school was intentionally built as "different" as possible from the original, including the style of the flooring.

Possible motives

Roberts, who was, at the time, a resident of nearby Georgetown, another unincorporated area of Bart Township, was last seen by his wife at 8:45 a.m. when they walked their children to the bus stop before leaving. When Mrs. Roberts returned home a little before 11:00 a.m., she discovered four suicide notes; one addressed to herself and one to each of their three children.

Roberts called his wife from the schoolhouse on his cell phone and told her that he had molested two young female relatives (between the ages of 3 and 5) twenty years previously (when he was 12) and had been daydreaming about molesting again.

One note Roberts left behind indicated his despondency over a daughter who died approximately twenty minutes after birth nine years earlier. He stated that he had "been having dreams for the past couple of years about doing what he did 20 years ago and he has dreams of doing them again", according to State Police Commissioner Colonel Jeffrey B. Miller.

On October 4, 2006, the two relatives whom Roberts said he molested 20 years ago told police that no such abuse had ever happened, throwing a new layer of mystery over the gunman's motive and mental state during the shooting.

Miller said there was no evidence any of the Amish children had been molested.

Victims

Fatalities

- Naomi Rose Ebersol, aged 7, died at the scene October 2, 2006.
- Marian Stoltzfus Fisher, aged 13, died at the scene October 2, 2006.
- Anna Mae Stoltzfus, aged 12, was declared dead on arrival at Lancaster General Hospital, Lancaster, Pennsylvania October 2, 2006.
- Lena Zook Miller, aged 8, died at Penn State Milton S. Hershey Medical Center in Hershey, Pennsylvania on October 3, 2006.
- Mary Liz Miller, aged 7, died at Christiana Hospital in Newark, Delaware on October 3, 2006.

Injured

All of the surviving Amish schoolgirls were hospitalized.

- Rosanna King, 6 years old, was removed from life support at Penn State Milton S. Hershey Medical Center and sent home at the request of her family on October 4, 2006. Some reports claim the child showed signs of recovery and was sent back to the hospital. Her condition improved, though she was still greatly impaired from the shooting and remained at home.

- Rachel Ann Stoltzfus, 8 years old
- Barbie Fisher, 11 years old
- Sarah Ann Stoltzfus, 12 years old
- Esther King, 13 years old

The girls wounded in the shooting made measurable progress in the year after the shooting. Sara Ann Stoltzfus did not have full vision in her left eye but was back at school — she was not expected to survive. Barbie Fisher was pitching in school softball but had undergone another shoulder operation in hopes of strengthening her right arm. Rachel Ann Stoltzfus returned to school in the months after the shooting. Esther King returned to school in the months after the shooting, graduated, and was working on the family farm. The youngest victim, Rosanna King, wasn't expected to survive and was sent home. She had serious brain injuries and does not walk or talk as of December 2009. Rosanna is confined to a wheelchair, but is said to recognize family members and frequently smiles.

911 calls

On October 10, 2006, the 911 transcripts were released.

Transcript of 911 calls made October 2, 2006 in connection with gunman Charles Carl Robert IV's siege at an Amish schoolhouse in Nickel Mines, Pa. The callers identified in the transcript: Amos Smoker, the same man who telephoned 911 reporting the armed invader at the school, Roberts and Robert's wife, Marie. In some cases the transcript indicates the line went dead because the call was transferred to state police and was not recorded by Lancaster County.

At 10:35, Amos Smoker placed the call on behalf of the school teacher, Emma Mae Zook, who had run to a nearby farm to summon help. About the time of this initial call for help, a pregnant woman, three parents with infants, and all fifteen male students were told to leave the school by Roberts. The first police officer arrived approximately six minutes later. As the first few troopers approached the building, Roberts ordered them to leave or else he would start shooting. An agitated Roberts continued to demand that police leave as the troopers attempted to communicate with Roberts via the PA system in their cruisers.

At 10:41, a second caller reported the incident, and was transferred to the State Police.

At 10:55, Roberts was reaching the final stages of his plan. The bound girls had been arranged at the front of the classroom, near the chalkboard. Roberts made two cell phone calls, one to his wife and the next one to police. He warned the 911 dispatcher that if state police were not off the property in two seconds, he would kill the children. The dispatcher attempted to delay him and put him in touch with the State Police, but Roberts ended the call. Two of the girls then began negotiating with Roberts. They pled for him to shoot them first. This allowed the girls a little extra time for possible rescue. At approximately 11:07 a.m., Roberts follows through with his threats and the sound of rapid gunfire was heard.

At 10:58, Mrs. Roberts called 911 after arriving home from a prayer study group meeting. She had discovered a suicide note left on the kitchen table and had received a brief and disturbing emotional phone call from her husband. The 911 dispatcher put her in touch with State Police.

<http://www.roseminars.com/index.html>

“ACTIVE THREAT” Policy Template

Background Information for departments developing this template for their Building Emergency Plan - Each individual is ultimately responsible for their own safety. In any response to an “active threat” on the MU campus, the University Police will implement any and all means necessary to neutralize the threat. The University Police Department will utilize all resources both on a proactive and reactive basis to ensure the safety of our campus community. In most cases a response to an “active threat” will involve a coordinated response from multiple law enforcement agencies. Remember, campus emergency preparedness is everyone’s concern! A significant number of issues regarding personal safety is included below.

The information presented in blue font is considered as optional text. Each building must individually decide whether or not to include this optional information in their “active threat” plan.

Law Enforcement Tactics –

The following text is optional for units to include in their “active threat” preparedness.

Law enforcement priorities during an “active threat” situation have changed since the incidents at Columbine High School and Virginia Tech. Police response tactics, as witnessed during recent events, are to respond to the threat immediately and take such action as is necessary to neutralize the threat as quickly as possible. The safety of all persons involved in an “active threat” incident is of paramount importance, and responding officers will forego assistance to injured parties for the express purpose of meeting and neutralizing the threat, and thereby reducing the overall number of casualties.

Introduction:

An “active threat” is defined as any incident that by its deliberate nature creates an immediate threat or presents an imminent danger to the campus community.

1. Types of “active threats”:
 - a. Active shooter
 - b. Hostage/barricaded subject
 - c. Sniper
 - d. Suicide/Homicide bomber
 - e. Known or suspected terrorist threat (biological/chemical threat)

Notification Procedures:

In the event that an “active threat” becomes apparent in any campus location (internal or external) the threat should be reported immediately (as soon as it is safe to do so) through one of the mechanisms that follow:

1. Call 9-1-1 (from any phone)

2. Call the University Police at (573) 882-7201

Campus notification procedures:

The MU campus will use the following systems to notify campus faculty, staff, students, and parents of an existing “active threat” to MU (options 1, 2, & 3 will likely be activated almost simultaneously).

1. Text Messages
2. Email
3. Automated Phone Message
4. MU Alert Website

In addition to the above means of communication, the University will also seek to use public mass media (radio and TV) for appropriate announcements to keep the MU campus informed.

Individuals are encouraged to minimize the use of personal cell phones unless it is to report the incident or to assure their personal safety or the safety of others. Mass use of cell phone systems typically result in system overloads and the general failure of the system until traffic diminishes.

Departmental notification procedures:

MU's Colleges/Schools/Departments are encouraged to develop internal notification systems and practice/exercise them routinely at least twice a year. Internal contact lists should be reviewed at least twice a year to be kept current and the unit should assure that contact information contained in their building emergency plan is up to date. The following text is suggested for inclusion in the unit's building emergency plan.

The College/School/Department has established an internal notification system to keep their staff informed on the status of any “active threat”. Systems that will be used to inform staff of the initiation of an “active threat” situation include:

1. Internal Phone Trees
2. Paging/Public Address Systems
3. Bull horns
4. Air horns

Note: If a non-traditional form of communication is used as an alert mechanism, each staff person must be trained to respond appropriately and to recognize the alert.

For detailed information on the actual contact list, either include that information here or refer to your Building Emergency Plan (BEP). Information on the specifics for implementing these systems needs to be clearly defined to assure that the activation process is understood. Redundancy is recommended to assure that if the person to whom this responsibility has been assigned is absent from work, there is someone else who can fulfill that responsibility and he/she clearly understands the process.

Notifications to persons occupying public space:

Departments are encouraged to review the areas surrounding their departmental space to include public spaces in their notification procedures. Such areas include classrooms, seminar rooms, conference rooms, lecture rooms, lounges, and restrooms. During an “active threat” situation, there is no guarantee that persons occupying such space will receive a notification that an “active threat” exists. Therefore, departments are encouraged to establish mechanisms to notify persons in these areas (as long as it is safe to do so) of the status of an active threat situation. In buildings where there are multiple departments, the coordination of these procedures will reduce the responsibility on any single department. In this section, the department can include a listing of those spaces and an assignment of responsibility to notify persons who occupy those spaces of an existing “active threat”.

The College/School/Department has identified the following public spaces within its area of control. Notifications of an “active threat” situation will be made to persons in these areas as long as it is safe to do so without endangering departmental personnel. These spaces are:

List associated public spaces here.

Guidelines for Protection

The following guidelines are intended to provide information to individuals who have found shelter and/or found themselves engaged in an “active threat” situation. They are intended to improve both individual and group levels of personal safety.

The following text is optional for units to include in their “active threat” preparedness.

“Active threat” situations are very dynamic and they evolve quickly. Individuals should assess their situation and be prepared to make decisions in a matter of seconds. An “active threat” situation typically does not last for a long period of time unless it evolves into a hostage situation.

Individual / Group Safety:

1. Stay calm and assess the situation; determine the location of the threat if possible.
2. Call 9-1-1 or University Police at (573)882-7201 as soon as it is safe to do so.
3. Evacuate the area by a safe route if possible, if not seek an area of safe refuge.
 - a. Run away from the building as quickly as possible.
 - b. If it is known that the threat is of a chemical or biological nature and the decision is made to evacuate, be sure to evacuate to an area that is either uphill (higher ground) or at least in the opposite direction from the prevailing wind. Do not evacuate in the direction the wind is blowing during such an attack or threat.
 - c. Run Option:
 - i. Run in a zig-zag pattern
 - ii. Cover your head with a bag, books, or other items that would offer some level of protection

- iii. Do not stop running until you are well clear of the building
 - d. Window Option:
 - i. Consider if a fall from the window kill you
 - ii. Break the window, if necessary
 - iii. Make an improvised rope out of clothing, belts, or any other item that can be used to limit the distance you will fall.
 - iv. Hang by your hands from the window ledge
 - v. Attempt to fall into shrubs, mulch, or grass to decrease the potential for injury
- 4. If you must seek a safe refuge, secure all doors and windows as quickly as possible and barricade as many items between you and the threat as possible (i.e. tablet arm chairs, tables, cabinets, etc.).
 - a. Tie down the door, if possible, by using a belt attached to the door handle.
 - b. Cover any windows that may be in the doors.
 - c. Look for alternate escape routes (windows, additional doors in the area you are sheltered in, etc.).
 - d. Set your cell phone to vibrate or silent.
 - e. Stay low to the ground and remain as quiet as possible.
 - f. Breathe to manage your fear - focus your mind.
- 5. Once in a secure location, be cautious of opening the door for anyone but the Police. This includes others seeking refuge, as this may be a ploy by the attacker to gain access. Be wary of leaving a secure location during an active threat situation. Be alert and aware of your surroundings. Keep in mind the fire alarm may be used to lure you out to a vulnerable location.
- 6. Be prepared to combat the subject to neutralize the threat if your life is in imminent danger. Active resistance may increase the chance of survival, but this is strictly a personal decision.
 - a. Position yourself in the room in a location that will allow for the element of surprise if the threat(s) enters.
- 7. If you are barricaded in a room, identify objects that could be used as projectiles or weapons to deter the threat from pursuing you at your location. Examples may be student desks, keys, shoes, belts, books, cell phones, iPods, book bags, laptops, pens, pencils, etc. or any item capable of being launched or used against an attacker. Articles of clothing can be used for protection against a knife-wielding attacker.
 - a. **IMPORTANT: During “active threat” situations, the decision to resist the threat is an individual decision that no one person can make for anyone else. Active resistance may assist with your personal safety, the safety of the group, and increase the chances of survival. When offering resistance, there are NO guarantees that NO one will be injured.**
 - b. Throw anything available at the shooter(s), aiming at the face to distract his/her aim
 - c. Fight to survive! - bite, kick, gouge eyes, etc.
 - d. Continue to fight until the shooter(s) is no longer a threat
 - e. Use all available weapons to attack and secure the shooter(s) - anything can be a weapon
 - f. If you are fortunate to be in a group, develop a plan as a group for how you will combat the attacker posing the threat should he/she gain access to your area of refuge. Frequently it is possible to overwhelm an attacker if multiple people resist or attack from different directions at the same time. While this reduces the risk of numerous serious or fatal injuries to the group as a whole, the chances of someone being injured is still present. This is a risk that the group must accept with any plan.
 - i. Attack in a group (swarm)
 - ii. Grab the shooter's extremities (arms, legs, head) and take him/her to the ground using body weight to secure him/her. Each member of the group is responsible for securing a single extremity.
- 8. If you incapacitate the threat:
 - a. Call 911 and advise law enforcement the threat(s) is down.

- b. Provide your location and stay on the line, if possible.
- c. Secure the suspect (belts, body weight, etc.).
- d. Move any weapons away from the shooter, but **DO NOT HOLD A WEAPON**
 - i. Weapons should be secured in a trash can.
 1. If no trash can is available, secure the weapon as best possible.
- e. Do not appear threatening to responding law enforcement officers. **RAISE YOUR HANDS and DROP TO YOUR KNEES.**
- f. Render first aid to injured persons that may be in or near your area. **Do this so long as it is safe to do so.** Simple first aid includes applying direct pressure to the wound and elevating if possible. *(Include other first aid items here)*
9. DO NOT approach police officers as they attempt to locate and neutralize the threat. During this time, the officers are trained to seek out and respond to the threat, which could include the use of deadly force. They are not able to assist with the evacuation or medical assistance to injured parties. Once the threat has been neutralized, the officers will return immediately to organizing the evacuation of the facility and obtaining or providing emergency medical assistance.
10. Do not attempt to make contact (verbal or physical) with the individual responsible for the threat unless no other option is available.
11. If you must have contact with the individual posing the threat, attempt to find some cover (solid objects) to place between you and the individual.

Recommended Practices

1. Be prepared and aware of your environment! Anticipate the unexpected.
2. Incorporate “active threat” preparedness into each department’s BEP
3. Practice these emergency operations plans once implemented so each department will have general guidelines on how to react in a crisis.
4. Monitor co-workers and others for signs of stress or severe depression. Report any concerns to your supervisor.
5. Early detection of individuals having personal, family problems or demonstrating odd or threatening behavior can reduce the likelihood of “active threat” events. The University has resources to assist these persons through:
 - a. The Counseling Center (<http://counseling.missouri.edu/>)
 - i. Address:
119 Parker Hall
Columbia, MO 65211
 - ii. Phone:
(573)882-6601
 - b. The Employee Assistance Program (<http://counseling.missouri.edu/>)
 - i. Address:
102 Parker Hall
Columbia, MO 65211
 - ii. Phone:
(573)882-6701
 - c. The “At Risk” Committee
 - i. Committee Chair: Vice Chancellor of Student Affairs Dr. Cathy Scroggs
Phone: (573)882-6776
 - d. The University Police Department

- i. Address:
901 Virginia Avenue (Virginia Avenue Garage)
Columbia, MO 65211
- ii. Phone:
(573)882-7201