The price of freedom is the willingness to do sudden battle anywhere, any time... 

ROBERT HEINLEIN
Disclaimers

We don’t have all the answers
We don’t have “The Answer”
Some of the details herein may be wrong
Some of the following may make you uncomfortable
Active Shooter

• An armed person who has used or demonstrated the intent to use deadly physical force and continues to do so while having access to additional victims

• An individual actively engaged in killing or attempting to kill people in a confined and populated area;
Active Shooter

- A ongoing, life threatening assault by one or more individuals
- Requiring a response from patrol (and other non-”tactical” unit officers) to stop the killing and rescue victims
Is this an Active Shooter?

- A student walks into a school and starts shooting.
- A person on a rooftop shoots into a football stadium.
- A person drives down the road shooting at people from his car.
- A person barricades himself in a room.
  – What if he……?
Recent Incidents

January 2015-January 2016
Charlie Hebdo Attack

- January 7, 2015
- Paris, France
- 12 K (2 police), 11 W
- 2 Jihadis
- Escaped
Paris Officer Killed Charlie Hebdo
Paris Hostage Incidents

• January 9, 2015
• Paris, France
• 2 locations
• 4 K, 4 W
• 3 Jihadis
• Killed by police during assault
Paris Hostage Rescue
Multiple Locations

- January 10, 2015
- Moscow, ID.
- 3 K, 1 W
- 3 locations
- Domestic/business
- Arrested after chase
Melbourne Square Mall

- January 17, 2015
- Melbourne, FL
- 1 K, 1 W
- Domestic
- Suicide at scene
- “Shots still being fired when police arrive”
- 3 pistols and “pockets full of ammo”
City Bus

- January 21, 2015
- Tel Aviv, Israel
- 13 W
- Stabbing
- Shot and arrested away from scene
City Council Meeting

- January 26, 2015
- New Hope, MN.
- 2 W (police)
- Targeted new officers being sworn in
- Killed by officers at scene
Corinthia Hotel

- January 27, 2015
- Tripoli, Libya
- 9 K, ? W
- Islamists
- Revenge for Abu Anas al-Liby
Family Home

- February 7, 2015
- Douglas County, GA.
- 5 K, 2 W
- Domestic- Ex Husband
- Suicide
Halifax Mall Plot

- February 14, 2015
- Halifax, N.S., Canada
- Plot to attack mall by male and female shooters.
- Male committed suicide, female arrested
Copenhagen Attacks

- February 14-15, 2015
- Copenhagen, Denmark
- Cultural Center, Free Speech Forum-1 K, 3 W (3 police)
- Synagogue- 1 K, 2 W (police)
- Killed by police at train station
Korean Store

- February 25, 2015
- Sejong City, South Korea
- 3 K
- Domestic/financial
- Suicide
Multiple Residences

- February 26, 2015
- Tyrone, MO
- 7 K, 1 W
- Suicide
Dad’s Karaoke Bar

- March 14, 2015
- San Antonio, TX.
- 2 W
- Killed by police officer “while firing into crowd”
Madison Market

- March 17, 2015
- Stockton, CA.
- 3 K, 4 W
- Gang related?
National Bardo Museum

- March 18, 2015
- Tunis, Tunisia
- 21 K, 21 W
- 3-5 Islamists
- 2 killed, ? escaped
Mesa

- March 18, 2015
- Mesa, AZ.
- 5 locations (hotel, restaurant, road, residence)
- 1 K, 5 wounded
- Arrested away from scene
Sweden restaurant attack

- March 18, 2015
- Gothenburg, Sweden
- 2 K, 12 W
- “gang related”
- Two shooters with AK’s
- Escaped
Louis Armstrong Airport

- March 20, 2015
- New Orleans, LA.
- 3 W
- “Mental” subject attacked TSA agents with machete, and wasp spray
- Shot by deputy
Garissa University College

- April 2, 2015
- Garissa, Kenya
- 148 K, 80 W
- Hostage Siege – Massacre
- Four attackers from Al-Shabaab
- Killed/Suicide
Italian Courthouse

- April 9, 2015
- Milan, Italy
- Defendant
- 3 K, 1 W
- Arrested away from scene
Southern California

- April 16, 2015
- Los Angeles, CA.
- 1 K, 4 W
- 3 locations
- Multiple shooters - escaped
Residence

- April 16, 2015
- Phoenix, AZ.
- 5 K, 4 escaped
- Domestic
- Suicide
Emmanuel Church of God

- April 27, 2015
- Brooklyn, NY
- 2 K, 4 W
- Funeral service
- Gang related?
Curtis Culwell Center

- May 3, 2015
- Garland, TX.
- First Annual Muhammad Art Exhibit and Contest
- 1 W (officer)
- Two jihadis
- Killed by police
Trestle Trail Bridge

- May 3, 2015
- Menasha, WI
- 3 K, 1 W
- Domestic
- Suicide
Twin Peaks Restaurant

- May 17, 2015
- Waco, TX.
- 5 Biker Gangs
- 9 KIA, 18 W
Walmart

- May 26, 2015
- Grand Forks, ND.
- 1 K, 2 W
- Airman, suicide
- Timeline
  - 0104 911 call
  - 0105 dispatch
  - 0108 police arrive
Liquor Store and Residence

- May 31, 2015
- Conyers, GA.
- 2 K, 2 W
- Two locations (liquor store and residence)
- Killed by police
Police Headquarters

- June 13, 2015
- Dallas, TX.
- 0 K, 0 W
- Armored van, guns, IED’s
- Killed by police after pursuit
Emanuel AME Church

• June 17, 2015
• Charlestown, SC.
• 9 K, 1 W
• White supremacist
• Arrested away from scene
City Streets

- June 20, 2015
- Graz, Austria
- 3 K, 34 W
- Used car to run down victims
- Surrendered to police
Child’s Birthday Party

- June 20, 2015
- Detroit, MI.
- 400 partiers on basketball courts
- 1 K, 9 W
- Gang related
- 2 shooters (?), escaped
NJ and PA

- June 25, July 5, 2015
- Multiple locations
  - Elizabeth, NJ.
  - Allentown and Easton, PA.
- 3 K, 1 W (NJ)
- 3 K (PA)
- Arrested away from scene
Beach Resort

• June 26, 2015
• Sousse, Tunisia
• 38 K, 36 W
• 2 (?)Jihadis
• 1 killed by police at scene (30 mins, to arrive)
Military Facilities

- July 16, 2015
- Chattanooga, TN
- Recruiting and Reserve Centers
- Jihadi
- Multiple locations (2) lasting 30 minutes
- 5 K
- Killed by police at second scene
Maine

- July 16, 2015
- Lee, Benedicta and Silver Ridge, ME.
- 2 K, 3 W
- Multiple locations
- Felon
- Arrested away from scene
Family Home

- July 21, 2015
- Broken Arrow, OK.
- 5 K, 2 W
- Family stabbed to death by sons, 18 and 16
- Arrested near scene
Grand 16 Theater

- July 23, 2015
- Lafayette, LA.
- 2 K, 9 W
- Officers already outside theater.
- Suicide at scene
Happy Hollow Cinema

- August 5, 2015
- Antioch, TN.
- 3 W
- Confronted by patrol officers, later killed by SWAT as he tried to escape
Residence

- August 8, 2015
- Houston, TX.
- 8 K
- Domestic
- Arrested at scene
Neighborhood

- August 8, 2015
- Gastonia, N.C.
- Multiple (3) locations
- 1 K, 3 W (2 police)
- Killed by police at scene
IKEA Store

- August 10, 2015
- Vasteras, Sweden
- 2 K, 1 W
- 2 Jihadis?
- Arrested away from scene
Boys and Girls Club

- August 19, 2015
- Rochester, NY.
- 3 K, 4 W
- Gang related
- Escaped
Shaw’s Supermarket

- August 20, 2015
- Saco, ME.
- 1 K
- Stabbed and cut victim
- Planned to kill “several random people”
- Held by citizens
French Train

- August 21, 2015
- Arras, France
- 3 W
- Jihadi
- Tackled by Americans (2 servicemen)
Manhattan Building
Federal Offices

- August 21, 2015
- New York, NY.
- 1 K
- Former employee
- Killed armed security at metal detector- “never had a chance to defend himself.”
- Suicide
Umpqua Community College

- October 1, 2015
- Roseburg, OR.
- 9 K, 9 W
- Jihadi?
- Current student suicides after being wounded by police (2 plainclothes officers)
City Sidewalk

- October 8, 2015
- Tel Aviv, Israel
- 5 W
- Stabbing
- Killed by soldier
Mountain View Hall-NAU

- October 9, 2015
- Flagstaff, AZ.
- 1 K, 3 W
- Student
- Arrested at scene

@kikojuole
@NAU the fact that your alert went out an HOUR after the fact is 100% unacceptable ~thanks for the panic attack nau~

5:00 AM - 9 Oct 2015

FAVORITES

2
Pubic Library

- October 13, 2015
- Morton, IL.
- 1 W
- Attacker with 2 knives wanted to kill 16 children
- Stopped by 75 year old veteran.
Various Locations

- October 13, 2015
- Jerusalem, Israel
- 4 attacks
  - Bus
  - Bus stop
- 4 K, 20 W
Israeli Bus Stop
ZombiCon

- October 17, 2015
- Fort Myers, FL.
- 1 K, 4 W
- Gang related?
- Escaped
Bus Station

- October 18, 2015
- Beersheba, Israel
- 1 K, 11 W
- Terrorist used knife to kill soldier, then soldier’s weapon
- Killed by armed citizen
Kronan School

- October 21, 2015
- Trollhättan, Sweden
- 2 K, 2 W
- Sword
- In Cafeteria
- Killed by police at scene
OSU Homecoming Parade

- October 24, 2015
- Stillwater, OK.
- 4 K, 50 W
- Deliberate vehicle attack
- Female-arrested at scene
Neighborhood Streets

- November 1, 2015
- Colorado Springs, CO.
- 3 K
- Killed by police at scene
University of California

• November 4, 2014
• Merced, CA.
• 4 W
• Stabbing
• Jihadi
• Killed by police at scene

• “He was banking on the fear factor. …His plan went haywire because people fought back” - Sheriff
Paris Attacks

- November 13, 2015
- Paris, FR.
- 6 locations
- 7-9 attackers?
- 130 K, 368 W
- Bataclan theatre- 2 hours and twenty minutes- 89 K
Radisson Blu Hotel

- November 20, 2015
- Bamako, Mali
- 20 K, 7 W
- 10? Jihadis
- Hostage siege → AS
Bunny Friend Playground

- November 22, 2015
- New Orleans, LA.
- 16 Wounded
- Gang related?
- 9 suspects-1 arrested away from scene
Residence

- November 23, 2015
- Columbus, OH.
- 3 K, 1 W
- Mother, father, son, and daughter
- Suspect killed by police as fleeing scene
Clinic

- November 27, 2015
- Colorado Springs, CO.
- 3 K (1 Officer), 9 W (4 officers)
- UCCS officer Garrett Swasey- killed approaching the building
- Hostage situation, then surrendered.
Inland Resource Center

- December 2, 2015
- San Bernardino, CA.
- 14 K, 21 W
- 2 Jihadis -1M, 1F
- First two officers arrive within 4 minutes- wait 2 more minutes for next two officers before entry
- Killed by police away from scene
Interstate 40

- December 17, 2015
- 3 counties, OK.
- 2 K, ? W
- Shots fired from truck at other vehicles
- Arrested after pursuit
The Strip

- December 20, 2015
- Las Vegas, NV.
- 1 K, 37 W
- Vehicle used as weapon
Police Headquarters

- December 28, 2015
- Ponce, PR
- 3 K (all police)
- Hostage → AS
- Shooter was officer. Had been disarmed for 10 years for treatment.
- Arrested at scene
Residence

- December 31, 2015
- Rowland Heights, CA.
- 3 K
- Domestic over a washing machine
- Attacker was the father
- Killed by son
Police Station

- January 7, 2016
- Paris, FR.
- 0 K, 0 W
- Jihadi
- Killed by police
City Street

- January 8, 2016
- Philadelphia, PA.
- 1 W (Officer)
- Officer Jesse Harnett, hit 3 times, returned fire, hitting attacker
- Jihadi, arrested away from scene
Jawahara Mall

- January 11, 2016
- Baghdad, Iraq
- 18 K, 50 W
- 4+ jihadis
- VBIED, followed by small arms
Starbucks

- January 14, 2016
- Jakarta, Indonesia
- 2 K, 26 W
- 4 jihadis (ISIS?)
- Killed by police at scene
- 12 arrested elsewhere
Splendid Hotel

- January 15, 2016
- Ouagadougou, Burkina Faso
- 23 K
- 4-5 jihadis (AQIM)
- Killed after siege with 126 hostages
What do we know?
Research

• NYPD 2011, 2012
• Texas State University San Marcos
• Federal Bureau of Investigation
Locations

• Almost any type of location*
  – Schools 24-34%
  – Businesses 37-47%
    • Office buildings 11%
    • Open commercial areas 24%
    • Factories = 12%
  – Other = 21-29%
    • Residence, Health Care, Government, Religious
  – Outside area 9-20%
  – Multiple locations 15-20%
Perpetrator

- Single attacker 98%
- Male 97%
- Relationship to target:
  - Professional 38%
  - Academic 22%
  - Familial 6%
  - Other 8%
  - No relationship 26%

*NYPD 2012

- Weapons*
  - Handguns 60%
  - Rifle 27%
  - Shotgun 10%
  - Explosives 2%
  - Multiple 41%

- Primary Target
  - Specific individuals
  - Indiscriminate
    - Maximize body count

*TSUSM
Resolution

- Suicide 40%
- Surrenders 7%
- Stopped by citizens 18-19%
- Stopped by police 28-30%
- Escapes 5%
Time

• 36% ended in 2 minutes or less
• 69% ended in 5 minutes or less
FBI
Time

• How long does it take…..?
• Cop Time vs Victim Time
• Only about 30% of calls are answered within 5 minutes (BJS)
• Average time for dispatch may be over 5 minutes
• Only 50% of the time do police arrive during the event
• In an Active Shooter incident, time is not on our side
Time

• For witnesses to
  – recognize the threat
  – Call 911

• At 911
  – For call taker to get information
  – For call taker to pass to dispatcher
  – For dispatcher to give out

• For officers to respond
The Boyd Cycle

- The cycle your mind must follow in order to make proper decisions.

- Observe
- Orient
- Decide
- Act
O.O.D.A. Loop

OBSERVE

ORIENT

ACT

DECIDE
Threats
“How to Beat SWAT”

- Article first appeared in late 80’s or early 90’s.
- Associated with drug dealers and growers
- Several different editions over the years
“How to Beat SWAT”

• “SWAT WEAKNESS -- ONE TRICK PONY. They are trained to attack fixed targets. They are befuddled and confounded by a moving target. Especially a target they are continually losing contact with.

• TACTICAL RESPONSE -- Hit and run. Hit and run. Hit and run. Then disappear. Your key to tactical success consists of carefully planned escape routes, accomplice drivers, and prearranged support….”
“How to Beat SWAT”

- “SWAT WEAKNESS -- LACK OF MOBILITY. Their combat gear prevents them from sprinting long distances in pursuit of a suspect fleeing on foot.”
Deaths From Extremist Attacks in the U.S. Since 9/11

- Red: Islamic extremists
- Gray: Non-Islamic extremists

Major Events:
- San Bernardino shooting
- Wisconsin Sikh temple shooting
- Fort Hood shooting
Active Shooter Threat Levels

• Level 1
  – Single attacker, limited weapons, little pre-planning

• Level 2
  – Several attackers (?), enhanced weaponry, some pre-planning

• Level 3
  – Multiple attackers, significant weaponry, detailed pre-planning, communication, and coordination
  – Complex, Coordinated Attack
  – Swarming or Hostage Siege Tactics
Terrorist Tactics

• Hostage Siege Massacre
  – Hostages are taken at target site with intent to execute them at a chosen time.
    • Beslan
    • Nariman House (Mumbai)
    • Bataclan Theater (Paris)
  – Strengths
    • Can target large numbers
    • Allows fortification, including explosives
    • Maximizes media coverage
  – Allows LE to focus response capabilities
Terrorist Tactics

• Swarming
  – Multiple elements
    • Individuals, teams, or groups
  – Coordinated attack on multiple targets
  – Hit and Run
    – Quick violent attacks, leave scene before responding forces arrive, move to next target
  – Overwhelms LE OODA Loop
  – Examples*
    • Mumbai
    • Paris (2015)
    • San Bernardino
Maximum Credible Threat

- 1-3 attackers
- Shoulder-fired weapons
- Explosive devices
- Improvised chemical weapons
- Body armor
- Sophisticated electronic equipment

- Variety of vehicles and tools
- Insider information / access
- Disguises, including LE or military
- Advanced training/tactics
- Willing to die
Potential Scenario

• Target
  – Large, densely populated, urban areas or…
  – Rural schools, small towns

• Attackers
  – Multiple 2-3 shooter teams

• Weapons
  – AK clones, hand grenades, IED’s

• Equipment
  – Armor, GPS, NVG, radios, police uniforms

• Tactic
  – Swarm, hit and run attacks, concurrent with attack on electrical infrastructure. Continues until stopped. If possible, they move to safe houses to rest and re-arm
Potential Scenario

- 911 is overwhelmed
- Multiple, large, high-rise buildings have to be cleared
- Fire and EMS refuse runs into unsecured areas
- Police disguises create confusion and mistrust
- Darkness provides cover, delays response, and intensifies psychological impact
Metcalf Transmission Station

- April 16, 2013
- San Jose, CA.
- 0 KIA 0 WIA
- Destroyed 17 transformers, cut off 911 service
- Multiple attackers
Response
Officer Safety

- According to the FBI study* from 2000-2013:
  - 9 Officers killed
  - 45 wounded
- All but 2 of the officers killed were the targets
- One officer killed since, while responding
Forza Coffee Company

- November 29, 2009
- Lakewood, Washington
- 4 Police KIA
- Suspect escaped, killed by police later
RCMP Murders

- June 4, 2014
- Moncton, New Brunswick
- 3 RCMP officers killed, 2 wounded
- Surrendered away from scene
Ci Ci’s and Walmart

- June 8, 2014
- Las Vegas, NV.
- 3 killed
- Officers Beck and Soldo
- Cici’s and Walmart
- Suicide when confronted by police
Active Shooter Response

• 1966-199
  – SWAT

• 1999-2008
  – Four patrol officer formation

• 2008-present
  – 1 to 13 officers
  • First one or two officers move to contact
Sullivan SRO Video
SBPD Lt Madden Short
ASR Priorities

• Locate
• Evaluate
• Communicate
• *Move to contact*
  – Neutralize
  – Pin down
  – Interrupt their OODA Loop
• Rescue the injured
• Everything else……
Rescue Task Force

- Injured assembled at a Casualty Collection Point (secured room or area)
- Fire/EMS/Rescue personnel escorted by armed LE officers into the Warm Zone
Tactical Patrol Response

• Tactical Patrol Officer, Advanced Response Patrol Officer
  – Equipment
  – Training
  – Tactics for 1 to 13 officers
  – Example- NYPD Strategic Response Group

• Will this work?
  – Does this add to your capability, or…
  – Is this your only primary response?
Ideas

• Shorten 911 process
• Training Command level staff.
• Prepare citizens to protect themselves until we arrive
Conclusions

• The Active Shooter threat continues to evolve
  – “Ordinary” AS incidents will continue
  – Expect more terrorist related events
    • From “lone wolves” to cells conducting Complex Coordinated Attacks (L1 to L3)
    • Attacks may involve “Hit and Run” tactics.

• LE Response must evolve to keep up
Conclusions

• LE must evolve to keep up
  – Prepare your communities
  – As many officers as possible must be prepared to respond
  – Individually, in small teams, or in squads
  – They must be trained, equipped, and led to move to contact quickly to interrupt the attackers OODA Loop
Unknown Hero Officer

May 3, 2015
Garland Texas
Draw Mohammed contest
60 year old GPD Traffic Officer
Successfully engages two rifle armed jihadis
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