



Active Shooter



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Preparing for and Responding to a Growing Threat

Kevin T. Doss
C. David Shepherd



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Butterworth-Heinemann is an imprint of Elsevier



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Butterworth-Heinemann is an imprint of Elsevier
The Boulevard, Langford Lane, Kidlington, Oxford OX5 1GB, UK
225 Wyman Street, Waltham, MA 02451, USA

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ISBN: 978-0-12-802784-4

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

Library of Congress Cataloging-in-Publication Data

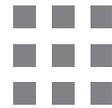
A catalog record for this book is available from the Library of Congress

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About the Authors

Kevin T. Doss, MS, CPP, PSP has more than 25 years' experience providing protective services in high-risk environments worldwide. His expertise includes high-risk protection services, risk, vulnerability and threat assessments, emergency planning, security program development and training, and application of physical protection systems. Kevin develops active shooter programs, infrastructure protection programs, and emergency action and recovery plans for government agencies and commercial clients. Mr. Doss regularly teaches courses for many of our nation's top organizations while continuing to take a hands-on approach as a security professional practitioner.



Kevin's credentials include a master's of science in security and risk management from the University of Leicester, UK, and two ASIS board certifications: Physical Security Professional (PSP) and Certified Protection Professional (CPP). In addition to his work-related contributions, Mr. Doss founded the ASIS Foundation's Lines of Hope Program in 2007, which provides monetary and material assistance to wounded soldiers and their families while they recover at the Walter Reed National Military Medical Center in Bethesda, Maryland.

C. David Shepherd, MBA, MPAJA, CHS-III has more than 45 years' experience in security, law enforcement, risk management, and crisis preparedness. Mr. Shepherd retired from the FBI after 24 years in counterterrorism, surveillance, and SWAT. For almost eight years, he was the executive director of security for the Venetian Resort Hotel Casino, the fourth largest hotel in the world. Mr. Shepherd was an adjunct professor of criminal justice at the University of Nevada Las Vegas for six years. He was also the Co-Chairman of Resorts under the Commercial Facilities Sector Coordinating Council (CFSCC), which represented over 100 different associations. Mr. Shepherd assisted the Department of Homeland Security (DHS) Office of Infrastructure Protection, Science & Technology Directorate, and Office of Bombing Prevention. He is a member of ASIS International and sits on the Gaming and Wagering Subcouncil.



Dave's credentials include a master's of business administration in management and a master's of public administration with an emphasis in justice administration, both from Golden Gate University, a bachelor's of science in marketing from the University of Utah, and a Certification of Homeland Security, Level III, from the American Board for Certification in Homeland Security.



Introduction

Authors Kevin T. Doss and C. David Shepherd have trained thousands of people, organizations, and agencies to help them better prepare for active shooter and workplace violence incidents. In addition, they have planned and developed business preparedness, technology integration, and professional security programs for numerous companies and agencies. From law enforcement tactics to private sector legal issues, the authors have more than seventy-five years' combined experience in matters of high-risk security, law enforcement, and emergency response. This book is a compilation of their experience, education, and wisdom gained during years working in high-risk environments both domestically and around the world.

This book is designed to provide a framework for awareness about active shooters and potential indicators of workplace violence. Incidents involving active shooters are on the rise and are becoming deadlier and more violent. Although there is no way to accurately predict who will become a shooter or when, there are potential indicators that many active shooters exhibit before an attack. This book is distinctive for blending a coordinated mitigation preparedness and response framework between first responder partners and private sector businesses.

The authors' ultimate goal is to help provide information that may help save lives, as well as to provide guidance through all phases for anyone involved in an active shooter incident. It is intended to convey critical knowledge, training, and experiences to help prevent, mitigate, and recover from the disastrous effects of such tragedies. The reader will gain valuable knowledge from the viewpoint of both the first responding community and all operational business departments, as well as front-line employees.

Despite the real threat of active shooters in today's society, many businesses have not properly developed an active shooter program as part of their business planning process; thus the reader will be provided assistance on both the leadership and staff levels in planning for mitigation of, response to, and recovery from active shooter incidents. Moreover, shortcomings of communication have consistently plagued the effectiveness of the response, mitigation, and recovery functions for both the first responder community and private businesses. We live in a communication-based society these days, but no coordinated communication platform is yet standard among most businesses, law enforcement officers, and first responders. Private-sector businesses have a key responsibility to ensure that every employee and guest, regardless of nationality, age, and disability, receives equal notification of an emergency and options for consideration during that emergency.

Both authors stress the importance of recovering from active shooter incidents and provide subject matter that businesses should consider before, during, and after an active shooting event. The questions dealing with recovery, when considered before any incident occurs, can

help prepare at-risk businesses for potential legal and employee/human resources issues that could greatly affect the recovery function. In addition, we will examine questions presented by a cross section of interested and concerned parties who look at the actions and decisions made by a business through all phases of an active shooter event.

Not only will the book provide statistical data on the subject, but we will also discuss violence in the workplace, which often precedes active shooter incidents. Identifying the triggers and actors involved in an active shooter incident is critical to understanding risks of and steps for mitigating such events. The book explores various personality traits and behavioral indicators that have been identified by various disciplines as giving clues to active shooters before an event, also exploring the effectiveness of such indicators.

The human resources department is often on the front lines, and how it issues policies and monitors employees is critical in identifying and preventing active shooter events, as indicated by the 33 percent of suspected attacks thwarted by reports of suspicious activity. This book looks at active shooters from an organizational perspective and discusses how policy and standards help expose the underlying issues as preventive measures.

Developing an effective plan is part of a comprehensive approach to preparing for these tragic events. The active shooter planning team process and program is crucial in helping organizations develop, implement, and maintain an effective active shooter program. The identification of key positions and responsibilities that should be in place before an incident will be covered, as will the use of technology to assist law enforcement; first responders will also be defined. From a historical perspective, we discuss some challenges that others have experienced during active shooter incidents and then outline business actions and coordinated efforts that can aid first responders during an active shooting.

The private sector's ability to prepare and communicate with law enforcement and first responders can mean the difference between life and death during an active shooter scenario. Chapter 5 deals with this important collaborative effort, approaching it from a private-sector vantage rather than a tactical methodology. The book will provide details about what to expect when law enforcement and first responders arrive on the scene. The ability to communicate and support the response effort will increase overall effectiveness of neutralizing the threat and set the stage for the recovery phase of an active shooter incident.

An active shooter program is only as good as the training it provides for all individuals who may be involved in an active shooter incident. We examine the process of developing training and awareness programs, both internal and external, specific to active shooters. And because we understand the challenges and costs associated with training, Chapter 9 explores the various training programs that can aid private sector businesses regardless of their size or business philosophy.

It is our sincerest intention to provide readers with the information they may need to better position their organization to protect against, as well as resources to deter, combat, and mitigate active shooter threats. Though no perfect, foolproof technique or preventive measure will ensure that an active shooting will never happen at your organization, we deeply hope that in this book you will find the necessary information to help alleviate trauma and speed recovery while supporting your primary mission: the preservation of human life.



Active Shooters and Workplace Violence

Introduction

January 5, 2015, starts as a normal day of school for 223 kids at the Camp Hill Middle School in Camp Hill, Pennsylvania. The children have just returned to school after having several days off to celebrate the holiday season and are busy with their daily routines preparing for first-period homeroom. As they gather their books and supplies and walk to their assigned classrooms, a single police officer directs foot traffic at the main crosswalk adjacent to the school. Camp Hill is a quiet community that seldom experiences any type of violent crime, and the local police department has a visible presence within the community. The students all know each other at school and often engage in community and church activities together after the school day ends.

Bang! Bang! Two shots ring out. Bang! Bang! Bang! Bang! A rapid burst of shots is booming down the downstairs hallway. Outside, the police officer is still directing vehicles and pedestrian traffic. He pauses and looks behind at the main school building—he has heard some sounds but isn't sure what is causing the commotion. Bang! Bang! Bang! More shots ring out. Now the officer freezes, still reluctant to leave his post: The sounds are still somewhat foreign to him, for the building structure and composition is muffling the sounds of gunfire. About ten seconds have elapsed. Bang! Bang! When approximately thirty screaming kids pour out of the main school entrance, the officer realizes that something is very, very wrong.

Ten more seconds have elapsed. The scene is complete chaos. The officer calls in the incident and then forces his way through the chaotic scene. Children are screaming at him that someone has a gun and is shooting. Several teachers now have exited the building, some with visible signs of injuries, including signs of shock. They grab at the officer, trying to get assistance. As the officer rips the students' hands off of his uniform, pushes through the human blockade and yells for everyone to get back. An announcement can be heard throughout the school from a very shaky and stressed voice coming across the public address system: "There is a shooter in the building! This is not a drill! This is not a drill! Follow your protocols and secure your classrooms!" Bang! Bang! Bang! More shots ring out.

Ten more seconds have expired. The officer now is in the main downstairs hallway, looking at several bodies lying bloody on the floor. He steps over the wounded and dying souls to pursue the threat. He sees a dark figure disappear in the west stairwell and sprints down the hall in pursuit. The officer radios back that a suspect has been seen entering the west stairwell and is believed to be heading to the upstairs classrooms. He then enters the stairwell using cover and watching his angles of exposure before heading up the stairs. The officer is now on the second

floor—he peers around the hall door threshold, quickly evaluates the situation, and rapidly passes through the doorway to minimize his exposure.

Fifteen more seconds have elapsed. A second, then a third patrol car arrives on the scene. The streets are in pandemonium. Kids are running and wandering through the streets, and abandoned vehicles are blocking traffic and response vehicles. Bloody and wounded victims are looking for any help they can find. EMTs and firefighters have set up a safe perimeter and have started to redirect traffic in the area. They are waiting for the all-clear to enter into the danger zone and start helping the victims. Additional officers quickly move in through the main school entrance to assist the first officer; they move up the east stairwell in an attempt to cut the suspect off. Bang! A lone shot rings out. The first responding officer can be heard yelling, “Drop the weapon! Drop the weapon!” but it is no matter: The lone gunman has committed suicide. The policeman kicks the shotgun away from the shooter’s hand, rolls over his limp body, and places the dying suspect in handcuffs. The shooting is now over, but the incident response is still progressing, and the recovery phase has just begun.

The incident described is not a real event, but it could be. It could be any school, business, or organization. It could be in a quiet community with low crime rates. It could happen to you. Most organizations are not prepared for such an event. They have not properly planned for, nor determined, all the potential aspects that an active shooter incident may cause—and, frankly, there is no longer any excuse for a lack of planning when it comes to active shooters. There are many historical incidents and available data to assist organizations in developing both workplace violence and active shooter programs to mitigate loss, improve response, reduce effects, and assist in the recovery phase of such tragic events.

The goal of this book is to provide information to the private sector, as well as to public officials and law enforcement professionals, to help better understand how to prevent, prepare for, respond to, and recover from such incidents. It is our objective to provide facts and methods to better deter, mitigate, train for, and reduce the effects of these catastrophic attacks.

Historical Overview

The world is experiencing one of the most intensive periods of active shooter incidents in history. The latest report issued by the Federal Bureau of Investigation (FBI) in 2014 [1] indicates that active shooter incidents in the United States have more than doubled over the past seven years. During the same period, the amount of casualties from these incidents has more than quadrupled. With over four times the casualties and twice the number of active shooter events over a fourteen-year span, it is anticipated that this expansive trend will continue on an upward spiral in the future.

Events such as the December 13, 2013, shooting at Arapahoe High School in Centennial, Colorado, in which a high school student, Karl Pierson, walked into school and shot another student in the head before committing suicide, are rapidly becoming an all too common occurrence these days. Similar incidents such as the Sandy Hook Elementary School shooting in Newtown, Connecticut, which occurred on December 14, 2012, and in which a single gunman, Adam Lanza, forced his way into the school, killing twenty children and six adults, wounding two others before fatally shooting himself, have put organizations on notice. Such

tragic events are becoming commonplace in our society and are evolving and reoccurring—the active shooter threat can no longer be ignored.

Several incidents that have occurred in the United States follow:

- December 13, 2013: Arapahoe High School, Centennial, Colorado: 2 killed
- December 14, 2012: Sandy Hook Elementary School, Newtown, Connecticut: 27 killed and 2 wounded
- July 20, 2012: Cinemark Century Movie Theater, Aurora, Colorado: 12 killed and 58 wounded
- January 8, 2011: Political event outside a grocery store, Tucson, Arizona: 6 killed and 14 wounded
- November 5, 2009: Fort Hood Soldier Readiness Processing Center, Fort Hood, Texas: 13 killed and 32 wounded
- April 16, 2007: Virginia Polytechnic Institute and State University, Blacksburg, Virginia: 32 killed and 17 wounded
- February, 12, 2007: Trolley Square Mall, Salt Lake City, Utah: 6 killed and 4 wounded
- October 2, 2006: Amish School, Nickel Mines, Pennsylvania: 5 killed and 5 wounded

This recent period of concentrated violence has seen more than 486 people killed and 557 people wounded by active shooters. This escalation in the frequency and lethality of such attacks carried out by active shooters within the United States is a serious cause for concern.

As well as in the United States, there is a rise in the number of such incidents in many other countries around the world. It is often assumed that active shooters are only a U.S. problem—that if a country allows firearm ownership, it will experience more shootings. This is not true, however; nations that restrict gun ownership are often at a huge disadvantage when a shooting does occur, thanks to the proper preparation and training in that country. Active shooter incidents are a worldwide problem, and all nations must properly develop programs to prevent and mitigate the risk from such threats. International cases involving active shooters are equally deadly and often involve similar indicators and motives. Several notable incidents have occurred internationally that have had similarly tragic results.

Examples of international incidents involving active shooters:

- October 22, 2014: Michael Joseph Hall (later changed his last name to Zehaf-Bibeau), 32 years old, in twin attacks, shooting at a Canadian War Memorial then at Parliament. Zehaf-Bibeau was shot and killed by Kevin Vickers, sergeant-at-arms of Canada's House of Commons.
- July 22, 2011: Anders Behring Breivik, 35 years old, killed 77 in Oslo, Norway, in a double attack: a bombing in downtown Oslo and a shooting massacre at the Workers Youth League Camp on the island of Utoya, outside of Oslo. He was taken into custody on Utoya.
- April 30, 2009: Farda Gadyrov, 29 years old, killed 12 people at the Azerbaijan State Oil Academy in the capital, Baku, armed with a semi-automatic pistol and clips, then killed himself.
- September 23, 2008: Matti Saari, 22 years old, walked into a vocational college in Kauhajoki, Finland, and opened fire, killing 10 people and burning their bodies with firebombs before shooting himself fatally in the head.
- April 26, 2002: Robert Steinhaeuser, 19 years old, who had been expelled from school in Erfurt, Germany, killed 13 teachers, 2 students, and 1 policeman before committing suicide.

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Furthermore, in a number of countries, including Afghanistan, Chechnya, Iraq, Kenya, Nigeria, Pakistan, Yemen, and Somalia, shootings and suicide bombings that kill hundreds of people annually are part of full-fledged terrorist insurgencies. Such terrorist attacks often target societies that are loosely governed and ill equipped to combat such attacks.

The Nairobi, Kenya, mall shooting that took place on September 21, 2013, at the Westgate Shopping Mall is a good example of a terrorist incident that has similar characteristics to those of an active shooter event. In this attack, four gunmen began a mass shooting in which at least sixty-seven people were killed and 175 wounded [2]. This attack lasted for approximately four days and is a prime example of how much damage shooters can cause when an organization has not properly planned or coordinated an effective program to mitigate the risk from such attacks.

Active shooter incidents, along with acts of terrorism, demonstrate the various forms of comparable mass casualty violence that threaten every society and challenge those who are responsible for the security and public safety of their citizens.

A 2014 FBI report identified 160 active shooter incidents within the United States from 2000 to 2013, but the report also suggests that the actual number of active shooter events may be much higher owing to limited search criteria, available data, and law enforcement classification of past incidents used during the research effort.

According to the FBI study, 486 people were killed during the fourteen-year period studied, and 557 people wounded (refer to Figure 1-1), by active shooters. Considering the percentage of dead versus wounded people in an active shooter incident, it becomes evident that such terrible incidents are particularly deadly. With a victim death rate of almost 50 percent, active shooters cause an exceptionally high rate of mortality when compared to many other types of deadly crime. It also should be noted that our ability to provide care for the wounded and prevent someone from dying is much better these days. The tactical emergency medicine and care has saved more lives nowadays that would have succumbed to such wounds in the past.

The study does differentiate between a mass killing and active shooter incident, and approximately 40 percent (64 events) of the 160 incidents used in the study could be defined as a mass killing. A mass killing is defined as “three or more killed” under a new federal statute.

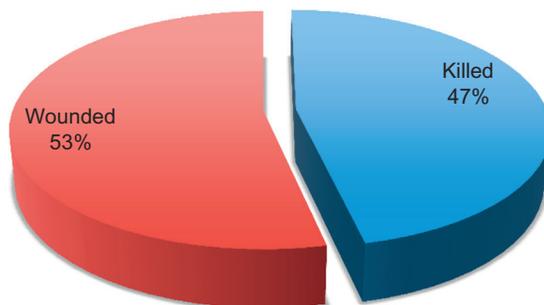


FIGURE 1-1 Number of Killed and Wounded. Source: FBI 2014 [1].

In all but two cases included in the study, a single shooter was the perpetrator. Sex does seem to play a big role with the active shooter, as only six of the 160 incidents involved female shooters.

A few other interesting facts were documented in the 2014 FBI report:

- 40% or 64 of the perpetrators committed suicide during or after the shooting.
- 10% or 17 of the perpetrators committed suicide when law enforcement arrived on scene.
- 5% or 9 of the shooters killed family members at home before moving to a populated area.
- 45% or 73 of the shootings occurred in a place related to business and commerce.
- 24% or 39 of shootings occurred at educational institutions.
- Several school shootings involved the highest casualty numbers.
- 60% of the shootings ended before law enforcement arrived on scene.
- Where measurable, most shootings ended within one to five minutes, even with law enforcement present at the site.

One of the greatest concerns involving active shooters is the trend toward ever-increasing numbers of incidents. Using the FBI report as a guideline, the trend of shootings has more than doubled in the past seven years. Another report substantiates the FBI study and documents the growing problem, based on data collected by *Mother Jones* and research performed by the Harvard School of Public Health and Northeastern University; it documents that mass shootings have tripled since 2011 [3].

Although the volume of incidents has more than doubled from 2000 to 2013, another statistic is the most concerning. The amount of casualties over the same period has more than tripled. Figure 1-2 illustrates the drastic rise in incidents from 2000 to 2013.

From 2000 to 2006, there were 247 casualties involved in active shooter incidents, versus 796 casualties from 2007 to 2013. Not only is the frequency of active shooter incidents growing, but nowadays such tragic events are becoming more deadly. Figure 1-3 identifies the

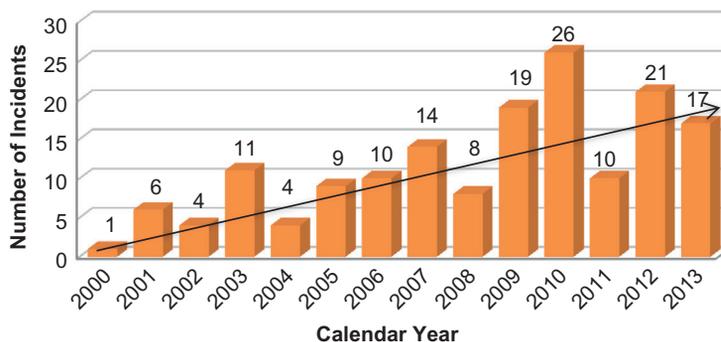


FIGURE 1-2 Active Shooter Incidents by Year 2000–2013. Source: FBI 2014 [1].

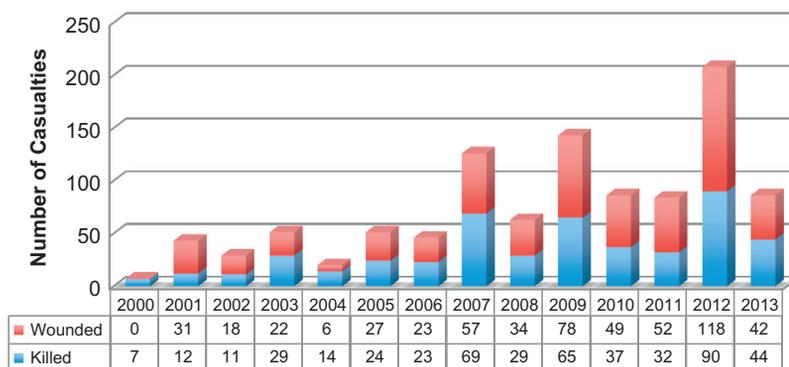


FIGURE 1-3 Active Shooter Casualty Type by Year 2000–2013. Source: FBI 2014 [1].

casualty type and year along with a rising trend in the number of casualties over the past seven years.

Historical incident data provides empirical evidence that is difficult to dismiss no matter how conservative the research gathered and disseminated through various media outlets. Although this is not a perfect predictor of future violence, all indicators are that the active shooter threat is growing and will continue to grow. It would be remiss and foolish to ignore such glaring facts and not make every effort to deter, prevent, respond to, and recover from these violent acts.

Many organizations are searching for proof that their specific type of business is a target for such violence before they will invest in a proactive strategy. Such organizations are choosing to be negligent based on their calculated risk that such an act of violence will not happen at their locations, despite the historical evidence. That being stated, research may suggest that some organizations are at a higher risk for experiencing an active shooter event. Figure 1-4 below identifies the location of attacks based on the latest research.

The greatest number of active shooter incidents occurred in businesses, comprising enterprises such as offices, retail stores, warehouse facilities, and similar operations existing for commercial purposes.

Understandably, the business category has the highest number of attacks, which makes sense from an economic perspective. Economic problems are one of the leading causes of stress among adults, and experiencing problems in the workplace can lead to deadly consequences. In addition to one's livelihood, the lack of interpersonal skills and personal problems in the workplace can be problematic if the early warning signs are not properly diagnosed and intervention accomplished.

Regrettably, the second most frequent category of attacks occurred in schools from pre-kindergarten through twelfth grade. It is easy to understand why schools are easy targets for violent acts involving firearms, but being an easy target does not fully explain the psychology behind why schools are being attacked so frequently. Schools tend to offer a target-rich environment, often very visible to the surrounding communities, and, most important, have various types of issues that many other type of organizations do not.

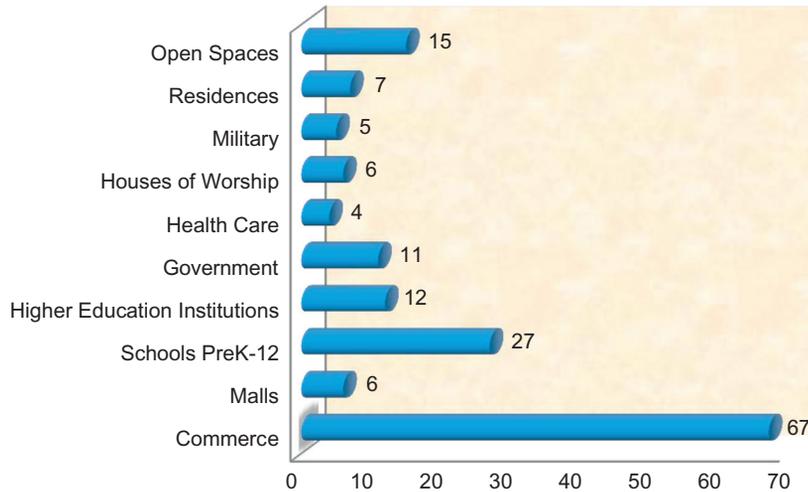


FIGURE 1-4 Active Shooter Attack Locations. Source: FBI 2014 [1].

For example, a private business may be able to screen out potentially violent persons by performing pre-employment screening for criminal history and recent drug use. Public school districts tend to accept all registrations, regardless of their mental or criminal problems, unless they have been documented by previous school districts and appear to pose an inherent danger to students or staff.

Bullying is another problem at many schools; the physical and mental abuse of students and/or staff can lead to severe consequences when left unchecked. Many students feel isolated, forsaken, and mistreated, which is easily compounded by verbal or physical abuse by their peers [4].

Although the attack location research identifies several types of organizations that may have a higher probability of occurrence for active shootings, anticipating a shooting is not a perfect science. It has long been established that any type of business or organization is at risk for violence. It would be remiss to believe that such incidents cannot occur any time and anywhere.

Research suggests that emphasis should be placed on prevention, response, and recovery. Most organizations' capability to effectively and swiftly respond to an active shooter threat is marginal at best. To better understand some of the challenges posed, we must define an active shooter.

Active Shooter Definition

The U.S. Department of Homeland Security (DHS), along with the White House, Federal Emergency Management Agency (FEMA), and U.S. Department of Justice (DOJ), among many other federal and state agencies, define an "active shooter" as an individual actively engaged in