



**LIFE**



**THE  
TEXAS  
SNIPER**



**ACTIVE SHOOTER 2.0**  
**THE EVOLUTION IN RISK & RESPONSE**

Presented by  
Behavioral Science Applications



Store window  
shattered by  
bullets fired from  
tower in background  
by Charles Whitman

AUGUST 12 · 1966 · 35¢



abc **NEWS** **SPECIAL REPORT**

**ACTIVE SHOOTER SITUATION IN  
SAN BERNARDINO, CALIFORNIA**

# Steven M. Crimando, MA, CTS, CHS-V



*Discussing active shooter incident response on the Dr. Oz Show.*

Mr. Crimando is an internationally known consultant and educator specialized in the application of the behavioral sciences in homeland and private security, violence prevention, crisis management, and disaster response. He is the Principal of Behavioral Science Applications, an innovative training and consulting firm based in the New York Metro Area and serving a global client base. Mr. Crimando is a Board Certified Expert in Traumatic Stress (BCETS), a Diplomate of the National Center for Crisis Management; and the American Academy of Experts in Traumatic Stress.

He is a Certified Trauma Specialist (CTS), a Certified Police Instructor, and holds Level 5 Certification in Homeland Security (CHS-V). He is a member of the Association of Threat Assessment Professionals, an expert in threat assessment and threat management, and is frequently called upon by law enforcement agencies, the media and the courts to provide insight on workplace, school, and community violence prevention and response, including acts of extreme violence such as active shooter incidents.



# Operational Psychology

- The use of clinical, cognitive and social psychological concepts for their tactical value.



*“...a unique set of applied psychology theories and techniques for consultation with security professionals.”*

*Palarea, R. 2007. “Operational Psychology: An Emerging Discipline”*

# Disclaimer

- There is a belief in some circles that presentations regarding Active Shooters should not include the names of the shooters as to deny them the notoriety they sought and make future shootings less attractive.
- This program explores behavioral science concepts applied to Active Shooter Incidents (ASIs) and will use the name of shooters.
- In using a name of an individual, we give important context for the backstory.
- This allows us to better identify trends and potentially prevent an incident.

# Assumptions

We will assume that participants have:

- An awareness and knowledge of general recommended response strategies (Run>Hide>Fight).
- Access to key planning guidance documents.
- An interest in optimizing the violence prevention and active shooter response capabilities at their facilities.

This is not an Active Shooter 101 Program:

- This program will not be all inclusive
- There are many types and sources of violence.
- There is not “one-size-fits-all” active shooter plan.

# Realities of Modern Life

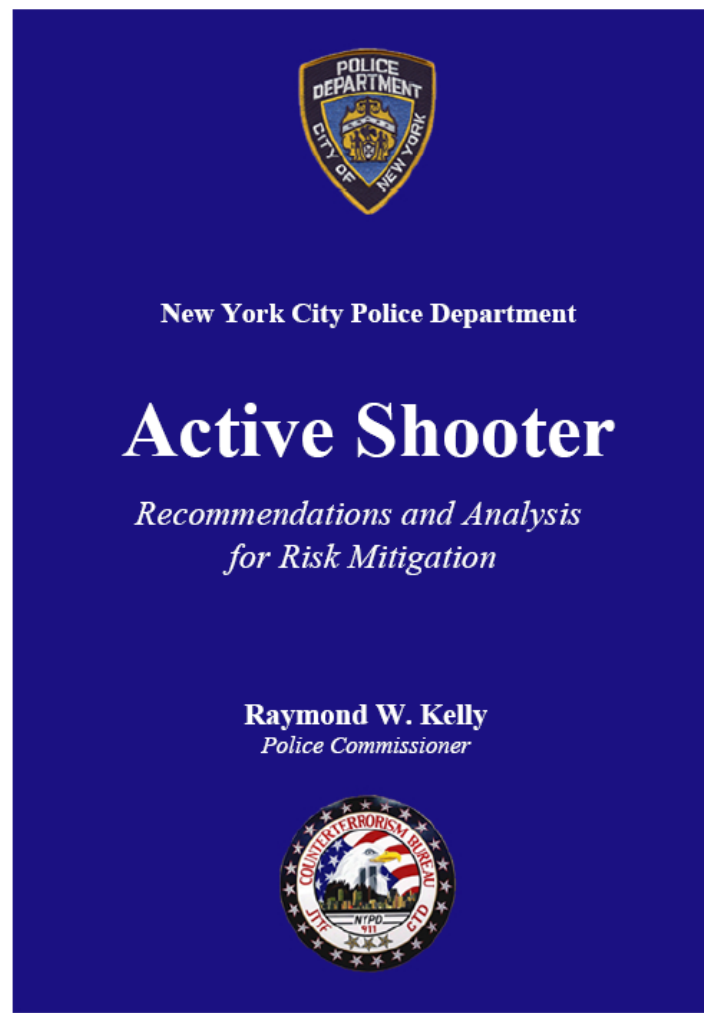
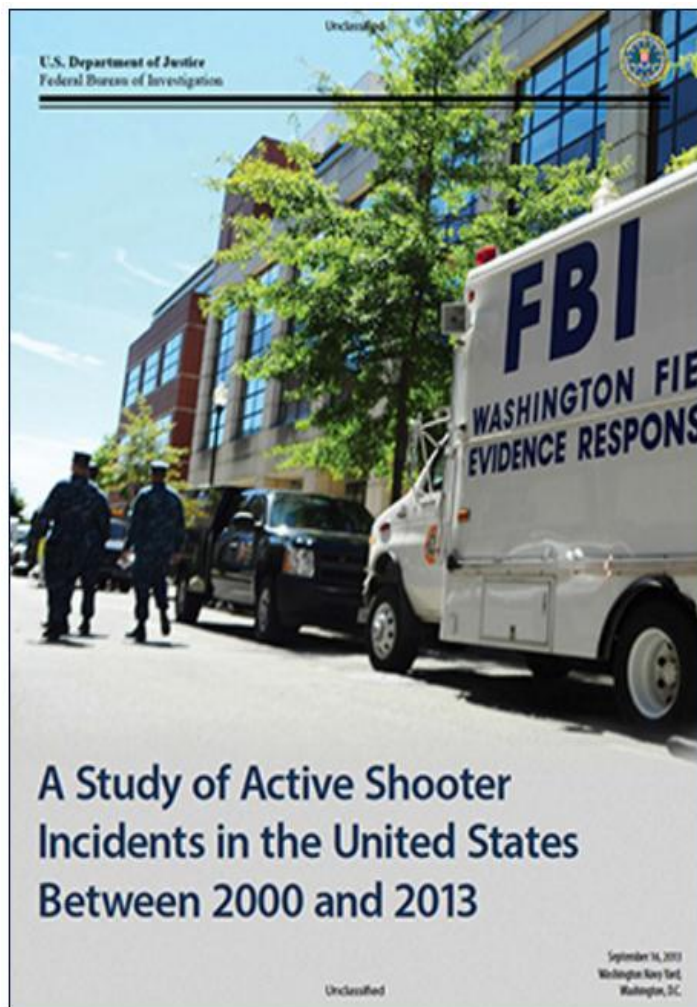
- The possibility of an Active Shooter Incident is no longer a question of if, but rather when and where.
- Incidents can occur at any time and in any place. No type of location or geographic area is immune.
- Active Shooter events evolve rapidly and end quickly, often before law enforcement can arrive. In the initial phase, bystander intervention and civilian response are essential.



# Active Shooter Incidents: Defined

- *“Active Shooter is a term used by law enforcement to describe a situation in which a **shooting is in progress** and an aspect of the crime may affect the protocols used in responding to and reacting at the scene of the incident.” (FBI, 2015)*
- The U.S. Department of Homeland Security defines an Active Shooter as, “an individual **actively engaged in killing** or attempting to kill people **in a confined and populated area.**” (DHS, 2013)
- In these pre-planned (predatory=“cold blooded”) events, the Shooter has prepared to injure and kill as many people as possible before he is stopped.
- Active Shooter incidents average 12 minutes in duration; During this events, on average another person is shot every 15 seconds.
- **69% are over in 5 minutes or less.** 60% end prior to arrival of Law Enforcement personnel.

# Primary Resources/Case Histories





# Texas Bell Tower

August 1, 1966

- Charles Joseph Whitman, a former Marine and engineering student at the University of Texas shot and killed 14 people from a high vantage spot overlooking campus.
- Early that morning Whitman murdered his wife and mother in their homes.



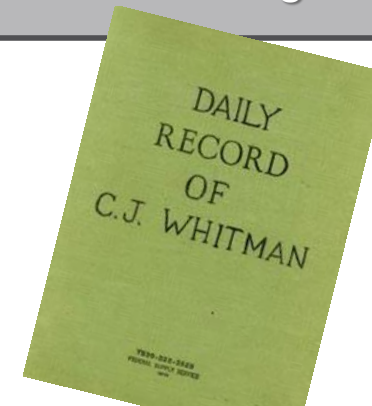
- Later that day, he brought a number of guns, including rifles, a shotgun, and handguns, to the campus of the University of Texas at Austin where, over an approximate 90- to 95-minute period, he killed 14 people and wounded 32 others in a mass shooting in and around the Tower.

# Texas Bell Tower

August 1, 1966

- Like mass killers in the contemporary era, Whitman kept a journal of his thoughts and wrote a detailed letter about his actions.
- He purchased all weapons and ammo on the morning of the shooting.
- Prepared for a siege, he packed multiple weapons and a large quantity of ammunition, as well as:
  - Food
  - Coffee
  - Vitamins
  - Dexedrine
  - Excedrin
  - Earplugs
  - Jugs of water
  - Matches
  - Lighter fluid
  - Rope
  - A machete
  - Three knives
  - A transistor radio
  - Toilet paper
  - A razor
  - A bottle of deodorant

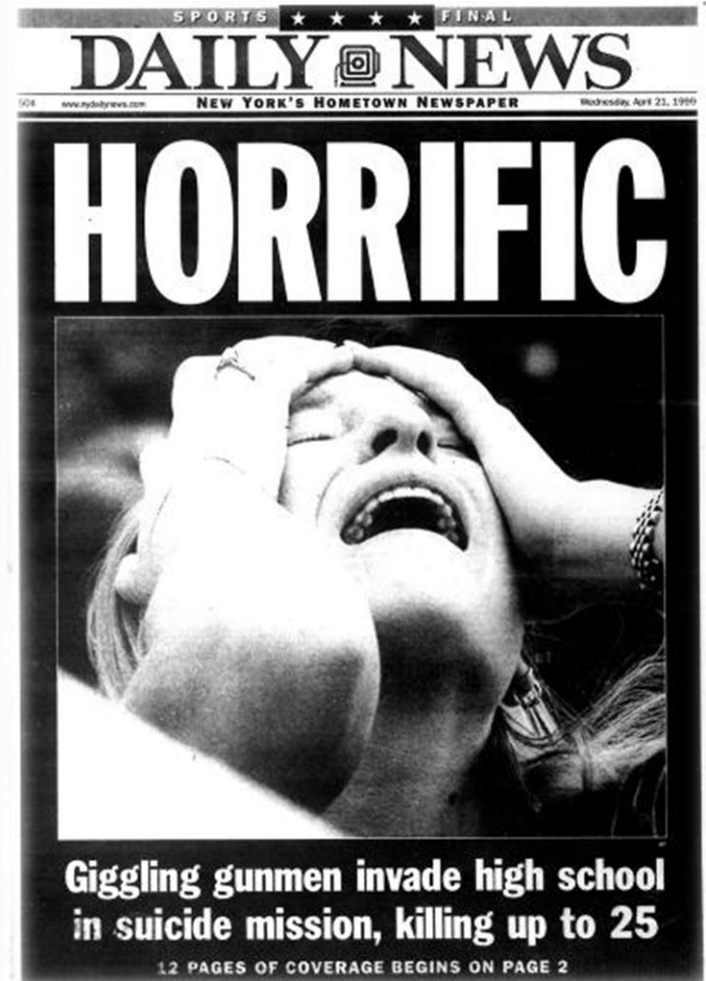
- Single Shooter
- Uses a journal to ventilate
- Target rich location
- Stationary Location
- Short Planning Curve



# Columbine High School

April 20, 1999

- High School seniors Eric Harris and Dylan Klebold murdered 12 students and one teacher. They injured 21 additional people, and three more were injured while attempting to escape the school. The pair committed suicide.
- In addition to the shootings, the complex and highly planned attack involved a fire bomb to divert firefighters, propane tanks converted to bombs placed in the cafeteria, 99 explosive devices, and car bombs.
- Harris began a blog, first containing instructions on how to cause mischief, later with instructions on how to make explosives, and postings showing the first signs of Harris's ever-growing anger against society.



# Columbine High School

April 20, 1999

- Multiple Shooters
- Used Web to Ventilate
- Longer planning curve
- Learned from other shooters
- Selected target rich environment
- Mobile/Moved as team
- Employed firearms, explosives
- Suicidal



Personal journals documented that they wished to rival the Oklahoma City bombing and other deadly incidents in the United States in the 1990s.

# Oslo & Utøya Island, Norway

July 22, 2011



Personal journals documented that he wished to rival Columbine and Virginia Tech shootings.

- Two sequential attacks by Anders Behring Breivik against the government, the civilian population, and a youth camp in total claimed 77 lives.
- Breivik, a 32-year-old Norwegian right-wing extremist with homemade police uniform and identification.
- Breivik claims to have begun planning the attacks in 2002, at the age of 23.
- He had participated for years in debates on Internet forums and spoken against Islam and immigration.
- He was preparing for the attacks from at least as early as 2009, though he concealed his violent intentions.

# Oslo & Utøya Island, Norway

July 22, 2011

- Breivik saw himself as a warrior protecting the ethnic purity of Norway.
- Pseudo-commando; fascination with police/military paraphernalia.
- Symbolic, target rich environments.



- Used Web to promote beliefs
- Very long planning curve
- Learned from other shooters
- Selected target rich environments
- Mobile/Multiple locations
- Employed firearms, explosives

# San Bernardino

December 2, 2015

- 14 people were killed and 22 were seriously injured in an attack at the Inland Regional Center in San Bernardino, California, which consisted of a mass shooting and an attempted bombing.
- Syed Rizwan Farook, an employee of the San Bernardino County Department of Public Health, along with his wife, Tashfeen Malik, targeted a training event and holiday party with about 80 co-workers, many who had thrown the couple a baby shower months before.
- The FBI's investigation revealed that the perpetrators were "homegrown violent extremists" inspired by foreign terrorist groups. Investigators have said that Farook and Malik had become radicalized over several years prior to the attack, consuming "poison on the internet."



# San Bernardino

December 2, 2015

- Used Web to adopt beliefs
- Long planning curve
- Learned from other extremists
- Selected target rich environments
- Mobile/Multiple locations
- Employed firearms, explosives
- Suicidal/True Believers





# Changing Tactics:

## *Hybrid Targeted Violence (HTV)*

- HTV is defined as the use of violence, targeting a specific population, using multiple and multifaceted conventional and unconventional weapons and tactics.
- The HTV attackers often target several locations simultaneously.

Frazzano, Tracy L., and G. Matthew Snyder. "Hybrid Targeted Violence: Challenging Conventional "Active Shooter" Response Strategies." *Homeland Security Affairs* 10, Article 3 (February 2014). <https://www.hsaj.org/articles/253>



# Examples of HTV Incidents

Examples include:

- Beslan School Siege
- Mumbai Siege
- Westgate Mall
- Paris Attacks
- Boston Marathon
- San Bernardino



While HTV attacks are not exactly new, or unheard of in the U.S., intelligence estimates show that international extremist groups are very interested in initiating, supporting and inciting this kind of attack on American soil.

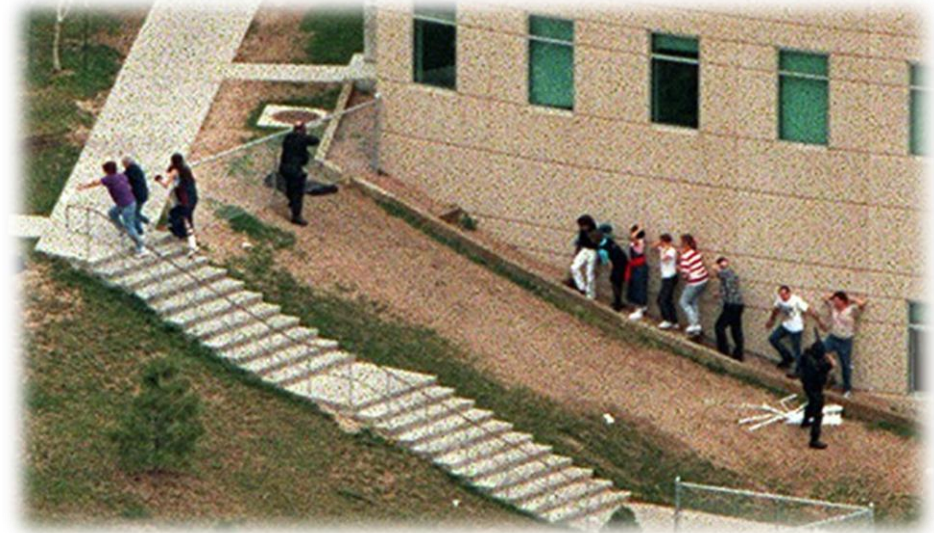
# Elements of HTV

HTV attacks differ from the more common Active Shooter incidents:

- Well-trained, tactically competent, and willing-to-die perpetrators.
- Multiple operators (attackers) working in small tactical units.
- Effective internal and external communications/coordination.
- Purposeful luring of first responders to inflict even more carnage.
- Use of fire to complicate first-responder operations and cause further damage.
- Potential use of CBRN agents
- Use of high-powered military type weapons and explosives, including suicide bomb vests.

# 1<sup>st</sup> Generation

## *“Contain and Wait”*



- Pre-Columbine
- Establish perimeter
- Request/Await specialize teams
- Prevent entry or evacuation from location
- Officers outside the school were not aware that the killers had killed themselves. It would be several more hours before the buildings were secure and the victims inside the school could be treated.
- One teacher bled out from a survivable wound during that delay.

# 2<sup>nd</sup> Generation: *Teams/Formations*

- Wait for next arriving officers.
- Form into small hunter cells/entry team.
- Don't wait for arrival of specialized teams.
- Move past injured.
- Move toward threat (shots).



# 3<sup>rd</sup> Generation: *Solo Entry*

- First officers arriving make either solo or two-officer entries at their discretion.
- Additional arriving officers enter, contact and “link up” with first officers to form team/cell.
- Multiple ingress points are employed, converging quickly on the suspect.
- As the number of officers from outlying allied agencies increases, the security of the perimeter improves
- FBI report states 1/3 of officers entering alone will be shot.



# 4<sup>th</sup> Generation: *MACTAC*

- MACTAC (Multi-Assault Counter-Terrorism Action Capabilities).
- Coordinated violent attacks by terrorists and anti-government extremists are on the rise. Terrorist events cause high numbers of casualties or involve the use of victims as tools to gain notoriety or media attention.
- LE's plans for engaging assailants who are actively killing in multiple locations.

The Paris Attacks were a recent example of a multiple-attacker, multiple-location incident.



# The Changing Role of EMS and Fire

- Lessons learned from military and civilian events (Hartford Consensus)
- Interagency planning and cooperation
- Coordination by law enforcement
- Preparation is paramount





# Paradigm Shift



EMS and Fire no longer stand by the sidelines, but rather save lives at the direction of, and in partnership with, law enforcement.

Developing the working relationship between Law Enforcement, Fire, and EMS through:

- Written agreements
- Development of interagency communication and command structures
- Providing appropriate PPE for operations in an austere environment
- Education and training for first responders
- Training on the use of Casualty Collection Points within the Warm Zone/Cold Zone

Bystanders = First providers of care

# Changing Models of Workplace Violence

- Type I: Criminal Intent



- Type II: Customer/Patient



- Type III: Worker-to-Worker



- Type IV: Intimate Partner



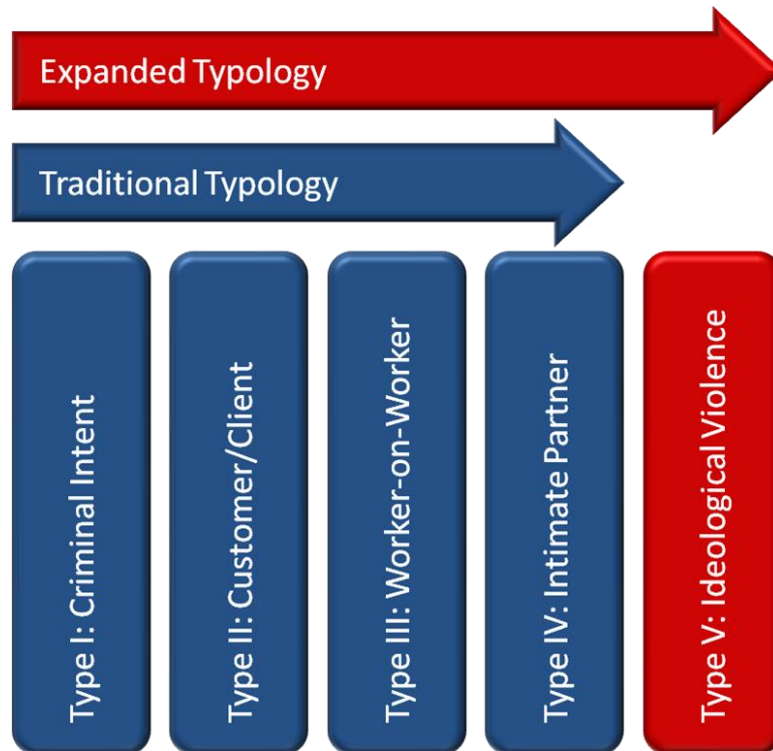
# Type V: Ideological Violence

- Violence directed at an organization, its people, and/or property for ideological, religious or political reasons.
- Violence perpetrated by extremists; environmental, animal rights, and other value-driven groups may fall within this category.
- Target selection is based rage against what the targeted organization does or represents.



The November 2015 shooting incident at a Planned Parenthood facility in Colorado Springs is an example of Type V workplace violence.

# Benefits of an Expanded Typology



National Consortium for the Study of Terrorism and Responses to Terrorism (START): extremist attacks in the U.S. between 1970 and 2012 most frequently occurred at places of business.

- Creates understanding that some extremist-driving violence may be directed at the workplace.
- Allows for more inclusive training:
  - Warning signs of workplace violence *and*
  - “Eight Signs of Terrorism”
- Promotes “force-multiplier” effect with more eyes and ears.

# The Role of Warning Behaviors

Research is increasingly pointing away from individual personality traits as useful indicators of risk, and towards patterns of behavior and communication referred to as “Warning Behaviors.”

Warning Behaviors are acute and dynamic correlates of risk:

- They are *accelerants*—focus on accelerating change.
- Patterns of behavior rather than individual risk factors.



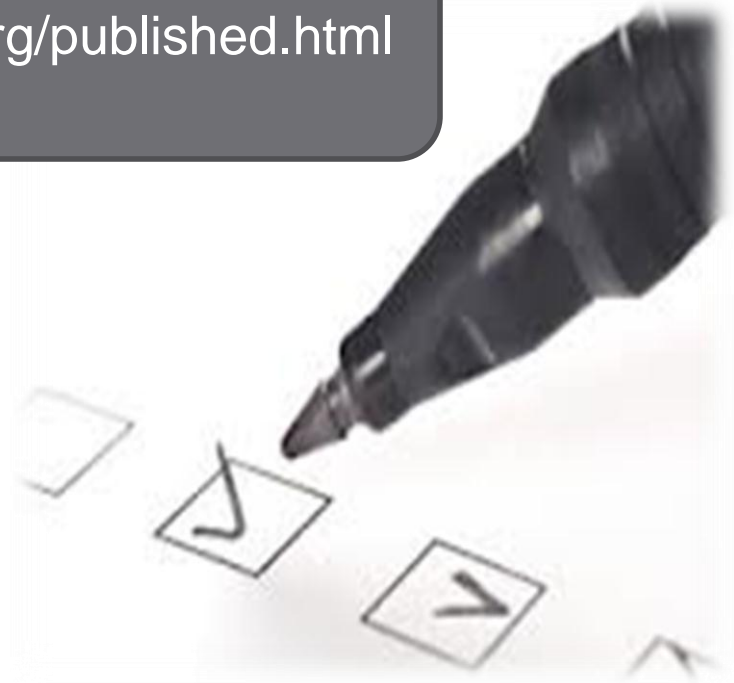
The Role of Warning Behaviors (Meloy et al., Behavioral Sciences and the Law, 29:2011)

# Established Warning Behaviors

Read more at:

<http://forensis.org/published.html>

- Pathway
- Fixation
- **Identification**
- Novel aggression
- Energy burst
- **Leakage**
- Directly communicated threat
- Last resort behavior



The Role of Warning Behaviors (Meloy et al., Behavioral Sciences and the Law, 29:2011)

# Leakage

Leakage warning behavior – the communication to a third party of an intent to do harm to a target through an attack (Meloy & O’Toole, 2011).

- The communication to a third party of an intent to do harm to a target through an attack.
- In adult mass murders\*, 67% had leaked intent to third parties before an attack.
- In adolescent mass murders, 58% leaked information prior to attacks.
- In an FBI study of school shooters ALL (100%) engaged in some sort of pre-attack leakage.

*\* Using the FBI definition, “mass murder” indicates three or more people killed in a single incident. Adult here means a subject  $\geq 18$  y.o.*

# Methods & Themes of Leakage

## Methods of Leakage

- Threats: overt, veiled, innuendos, etc.
- Diary/Journal entries
- Social media/web postings
- Doodling/Artwork
- Video/Audio recordings

## Themes of Leakage

- Violence/ Suicidality
- Hopelessness/Despair
- Hatred/ Vengeance
- Isolation/ Loneliness
- Nihilism /“End of the World”

The Role of Warning Behaviors (Meloy et al., Behavioral Sciences and the Law, 29:2011)



# Identification Warning Behavior



Identification warning behavior – any behavior that indicates a psychological desire to be a “pseudo-commando” (Dietz, 1986; Knoll, 2010), have a “warrior mentality,” (Hempel et al., 1999), closely associate with weapons or other military or law enforcement paraphernalia, identify with previous attackers or assassins, or identify oneself as an agent to advance a particular cause or belief system.

# Bystander Intervention: *Stop the Killing*

- Unlike other violent crimes, the active aspect of an Active Shooter incident inherently implies that both law enforcement personnel and citizens have the potential to affect the outcome of the event based upon their responses. (FBI, 2015)
- Employees serve as the first on-scene responders – are they trained FOR THIS?
- REMEMBER: Train civilians that Fight is always the LAST RESORT...only if no other options are available.

# The Case for B-CON (Bleeding Control)



- The incident doesn't end with “*Shooter Down.*”
- Depending upon the magnitude of the event, law enforcement may need to search, clear and secure every part of the facility.
- Envision the immediate post shooting environment and the response gap.
- Casualty throw kits and wall mounted kits within potential critical target facilities (similar to AED allocation)
- *Shift from Stopping the Killing to Stopping the Dying.*

# An Accurate Picture of Casualties



The most common cause of preventable death in an active shooter incident is the failure to control severe bleeding.

- A high percentage of victims will have head wounds.
- 90% of deaths occurred prior to definitive care\*
  - 42% immediately
  - 26% within 5 minutes
  - 16% within 5 – 30 minutes
  - 8-10% within 30 minutes to 1 hour
- Golden Hour – most die within 30 minutes of injuries that require simple interventions

*\*Matthew Dreher, "The Active Shooter and Your Quick Response"*

# Bystander Intervention: Stop the Dying

- National Average: It takes approximately 7 to 15 minutes for first responders to reach the scene and often longer for them to safely enter and start treating patients.
- Victims who experience massive trauma don't have that much time and can often bleed to death in as little as three minutes.



# Bystander Intervention:

## *Stop the Dying*

- How long will it take to completely clear and secure a scene?
- What happens to the victims?
- Access by EMS, in some cases, could take up to 30 minutes before initial patient contact – likely longer.
- Mortality rates are high as patients “bleed out” prior to medical contact while our resources are waiting in staging.
- “One size fits all” mentality regarding response and treatment could result in a mass fatality instead of mass casualty.



## Stop the Bleed

[Efforts to Support "Stop the Bleed"](#)

# Stop the Bleed

No matter how rapid the arrival of professional emergency responders, bystanders will always be first on the scene. A person who is bleeding can die from blood loss within five minutes, therefore it is important to quickly stop the blood loss.

"Stop the Bleed" is a nationwide campaign to empower individuals to act quickly and save lives.

**Remember to be aware of your surroundings and move yourself and the injured person to safety, if necessary.**

**Call 911.**

Bystanders can take simple steps to keep the injured person alive until appropriate medical care is available. Here are three actions you can take to help save a life:

## Compress



# Pre-positioning Civilian B-CON Kits

Wall Kit



Carry Kit



Throw Kit



- Designed to provide bystanders and initial first responders with quick and easy access to essential medical equipment for stopping life-threatening bleeding.
- Throw Kit contains illustrated instructions that take the user through step-by-step procedures to ensure proper care and device application based on what they observe for injuries.



# Rapid Psychological Support: *Stop the Crying*

- It is also important to manage psychological trauma as early as possible.
- Emotional reactions can make someone part of the problem, instead of the solution and put themselves and others at risk.
- Psychological First Aid is intended for the 0-48 hours of an incident. It is ideal for active crisis scenarios.

“Psychological first aid (PFA) refers to a set of skills identified to limit the distress and negative behaviors that can increase fear and arousal.” (National Academy of Sciences, 2003)



From “Run > Hide > Fight”

# A Distinction:

Psychological First Aid  
vs. vs. Mental Health First

PFA is intended for anyone experiencing an overwhelming emotional response to a disaster or emergency, with or without a pre-existing mental health condition.



MHFA is intended primarily for individuals with a pre-existing psychiatric conditions experiencing a psychiatric emergency.

Both are “every person” skills sets. Just as you don’t have to be a doctor, nurse or EMT to use basic medical first aid, you don’t have to be a mental health professional to use PFA.

# Active Shooter 2.0: *Recommendations*

To further mature your workplace violence prevention and active shooter response plans, consider incorporating:

1. An expanding typology of workplace violence.
2. The possibility of Hybrid Targeted Violence (HTV).
3. Train employees in the Warning Behaviors of mass shooters.
4. Provide reality-based training:  
*Stop the Killing > Stop the Dying > Stop the Crying.*
5. Train employees in zero-hour behavioral management skills.

Thank  
You!

# For More Information



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# About BSA & Psych 911™

- Behavioral Science Applications (BSA) is a privately held research, training and consulting firm dedicated to facilitating evidence-informed decision making in the areas of homeland and private security, crisis intervention, violence prevention, and emergency management. BSA integrates the methods and doctrines of the behavioral sciences into planning, testing, response, and recovery from crisis situations of all types. BSA serves numerous multinational corporations, governmental and non-governmental organizations (NGOs). Psych 911™ is the field training arm of Behavioral Science Applications providing professional education to leaders and decision-makers, as well as first responders.
- Accurate behavioral assumptions integrated with structured crisis intervention practices are essential to developing effective and defensible emergency-related policies, plans, procedures, and exercises. Combining decades of experience from the Board Room to the frontlines in disaster response, BSA helps organizations align their violence prevention and emergency management posture with the realities of human behavior to ensure the success of an organization's safety, security and emergency management programs.
- BSA brings together seasoned mental health, law enforcement, legal and medical professionals to help client organizations understand, prepare for, and respond to all types of violence, whether perpetrated by angry employees, an enraged spouse or partner, or a terrorist targeting the organization and its people. BSA helps clients effectively integrate workplace violence prevention and response programs into the organization's broader risk management strategy.