MANAGING THE ORGANIZATION UNDER THREAT OF TERRORISM

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AGENDA

PRE-ATTACK MODEL
SHARK MODEL
PHASES OF INTELLIGENCE GATHERING
RESPONSE
PREVENTION
STATISTICS
Pre-Attack Model – Seeing Terrorists First
Remote Intelligence
Gathering Phase
Terrorists follow the attack model of the shark.

They are not looking for a battle; THEY ARE LOOKING FOR A VICTIM!
Sharks will not hit a person in the water at high speed from 1,000 meters out.

They will begin circling remotely, at a distance so as not to be seen by their potential prey...
The shark determines if the living creature is a threat...

...if not, then it is a potential meal.

In their first phase prior to an assault, terrorists do the same thing...
In the first phase leading up to an assault, terrorists select a large number of possible targets and begin to accumulate a vast amount of intelligence on them from a great and undeterminable distance.

Al Qaeda teaches their gatherers that in the U.S., 90%+ of the information they need is on the Internet and open sources.
BREAKFAST IS NOW AVAILABLE M-F 9:00-9:35 IN CAFETERIA. COST 1.25 STUDENTS. 1.75 ADULTS. 30 cents FREE AND REDUCED LUNCH.

Virtual Tour:

mms://video.pinellas.k12.fl.us/OakGroveMiddle
Now, the shark moves in a little closer. At this distance, the candidate victim will not notice his potential attackers.

Terrorists will do the same. They are not yet certain if the target is soft enough – whether or not it will react or fight if it sees/suspects the terrorist.
INTERMEDIATE INTEL GATHERING

• It is at this stage in intelligence gathering, with both sharks and terrorists, that a peculiarly situated person who is informed and alert, will notice them, but the victim cannot.

• In the case of sharks, a scuba diver underwater would see the threat.

• With terrorists it can be employees of municipal offices that contain intel on the target.
If more intelligence is required, the terrorist cell will submit requests for information under U.S. state Open Records Acts or FOIA. They may have an attorney submit requests. The ACLU may send a letter demanding “public” information. They want the information but STILL DO NOT desire anyone to know who they are or what their intentions may be.
During this stage, further target reduction is accomplished. All intel gathered to date is reviewed. Potential targets that appear to be harder than others WILL BE ELIMINATED from further consideration.
At this phase, the shark and terrorists risk revealing themselves. They are gathering information in an up close and personal manner.
WHAT HAPPENS NOW?

• THE SHARK BUMPS YOU!

• This is the terrorists’ final recce or on-site physical survey of the target.
The terrorists do this by putting a team inside the target site.

- This is the final phase of intelligence gathering.
- Like the shark, they must ensure that the victim is exactly as they have assessed.
EGYPT RESORT BOMBINGS - SINAI
BODY OF ISRAELI HOSTAGES REC
RESPONSE – Whether for Terror Attack or Domestic Criminal Predator, Tactics Are The Same
DEALING WITH AN ACTIVE SHOOTER (BEST PRACTICES)

• Always be aware of your surroundings
• Quickly determine the most reasonable way to protect your own life.
• Remember that customers, clients, and students are likely to follow the lead of employees and managers during an active shooter situation.
RUN-HIDE-FIGHT

• **Run** - If there is an accessible escape path, attempt to evacuate the premises.

• **Hide** - If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.

• **Fight** - Take action against the active shooter. As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter. FIND A WEAPON!!!!!!! Follow the lifeguards’ rule!!
MOVE! ESCAPE OR ATTACK

- **Move** - Evaluate surroundings instead of blindly running.
- **Escape** - Movement with Purpose, formulate a plan
- **Fight vs Attack** - Attack is offensive, you are actively disrupting the shooter.

- Does Mindset Matter? **Yes!!!!**
STATISTICS OF ATTACKS
The NYPD report analyzed active shooters
- Incidents from 1966 to 2010.
- 281 active shooter incidents Across the World.
- Office buildings, open commercial areas, factories and warehouses, schools, and other settings.
• The NYPD’s report demonstrates that the median age of active shooters is 35.
• A first peak for shootings at schools by 15-19 year-olds.
• A second peak in non-school facilities by 35-44 year-olds.
RELATIONSHIP TO VICTIMS

- Professional: 41%
- Academic: 23%
- None: 22%
- Other: 9%
- Familial: 5%
• School  29%
• Office Building  13%
• Open Commercial  23%
• Factory/Warehouse  13%
• Other  22%
• Total  224*  100%
SHOOTING RESOLUTION

- Force Used 46%  
  (Includes Weapon Disarms)
- No Force Used 13%  
  (Surrender/Negotiations)
- Suicide/Attempted Suicide 40%
- Attacker Fled <1%
- Total 100%
• 98% of active shooter incidents were carried out by a single attacker.

• *Beware of the other 2%.*
SEX OF SHOOTERS

• The NYPD’s analysis demonstrates that active shooters are overwhelmingly male.
• Only 8 out of 202 cases (4%) in the active shooter data involved females.
36% of active shooter attacks involved more than one weapon.
ADDITIONAL STATS

- Pistol 60%
- Rifle 27%
  - Shotgun 10%
- Over Before Police Arrive 66%
- 1 to 5 Minutes 69%
- 2 Minutes or Less 14%
PREVENTION – RECOGNIZING THREATS BEFORE ATTACKS HAPPEN

- First rule is to recognize the intel-gathering phases and react to them
- Insider threats pose a different problem though and must be ascertained differently
RECOGNIZING SIGNS OF POTENTIAL WORKPLACE VIOLENCE

- An active shooter in your workplace may be a current or former employee, or an acquaintance of a current or former employee.
- Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee.
- Alert someone (PD, Manager, Director, HR) if you believe an employee or coworker exhibits potentially violent behavior.
SIGNS OF POTENTIAL VIOLENCE

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression / withdrawal
- Repeated violations of company policies
- Increased severe mood swings
LONE WOLF MYTHS

• Silent and Unknown
• Alone
• Strike Suddenly on Random Targets
• Mentally Disturbed
• Cannot be Stopped
SILENT & ALONE (FALSE)

• In 2014 Researcher Paul Gil Surveyed 119 Lone Wolf Attacks in the United States and Europe.

His Findings:
• 82% Others Were Aware of the Attackers Grievance Before Attack
• 79% Others Knew Attackers’ Ideology
• 64% Friends and Family Knew Terrorist’s Intent
• 58% Lone Wolves Made Public Declarations Concerning Their Intentions
NEVER “ALONE”

- **59%** Have Recruited for Their Cause or Had Assistance in Planning Attacks
- **48%** Have Had Face to Face Interaction With Other Organization Members
- **35%** Only Work with Online Groups
- Terrorism is Typically a Group Activity
- **Lone Wolves Are Deeply Embedded in Larger Social Networks**
ATTACKING RANDOM TARGETS (FALSE)

- Successful Attacks Involve Planning, Training, and Gathering Equipment.
- 29% Practice “Dry Runs” on Objectives.
- Many are Discovered During This Stage of Their Operation – INTEL GATHERING PHASES!
- Terrorists are Exposed and Vulnerable, Especially When Conducting Surveillance on Target
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RECOMMENDED READING BY:

PHILIP BALL – SITUATIONAL AWARENESS INSTITUTE

- Certified Police Officer in PA, MD, GA, FL
- Former SWAT Corporal
- Firearms Instructor in GA, FL, & FBI
- Active Shooter Response Instructor
- Active Shooter Survival Instructor Corporate
- Defensive Tactics Instructor & Martial Artist
- FEMA Multi-Casualty Incident Instructor
- Deadly & Less Lethal Force Instructor/SME
- Crisis Intervention Team Instructor

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PRE-ATTACK MODEL

QUESTIONS?