

**Decision #1**

**How do you allocate your immediately available resources?** Rank the following options from 1 (best) to 4 (worst).

Rank	Option
1	a. You and Erikson should both pursue the man with the gun on foot.
2	b. You should pursue the armed suspect on foot while Erikson attempts to build a perimeter and contain the suspect.
3	c. Erikson should pursue the other man while you chase the armed suspect on foot.
4	d. Both pursue the other man.

Please provide a short rationale for your answers:

Your overall objective has to be public safety (followed by officer safety), and that objective must take priority over apprehending either suspect. That objective should guide all your actions. Perspective-taking will be a critical skill in this situation. It is important for you to anticipate what the suspects' objectives are and how they are likely to react to the actions you take. For the moment, it is you and Erickson, although you should be working to bring other officers into the situation and you should be thinking about how to employ those officers to achieve the primary objective of public safety.

The current threat is the known suspect with a gun (a). The suspect has already pulled out the gun in a crowded venue, which demonstrates a disregard for human safety, and that in itself may create panic. You and Erikson should stay together and focus on the known threat (a). Next best is to focus on the known threat but maneuver separately (b). Pursuing separate suspects (c) is not a good idea for reasons of officer safety. Worst of all is to ignore the known threat and both pursue the secondary suspect, who may or may not be armed (d).

**Decision #2**

**What actions will you take at this moment?** Rank the following options from 1 (best) to 5 (worst).

Rank	Option
5	a. Look for your best clear shot to apply lethal before Suspect #1 enters further into the crowd
4	b. Continue your pursuit to apprehend the suspect as quickly as possible.
2	c. Instruct Erikson to break off the pursuit and link up with you to pursue the suspect on foot together.
1	d. Track the man at a distance while waiting for other backup to arrive.
3	e. Instruct Erikson to break off his pursuit and instead move to the walking paths between section C and B.

Please provide a short rationale for your answers:

Experts feel you must anticipate the effect your pursuit of an armed suspect might have on a crowd that is becoming more aware of the threat. A panicked crowd may cause additional complications and possibly even injuries.

The suspect's objective at this point seems to be to escape. If he believes that path is open to him he will follow it. If you catch up to him or corner him, he may feel compelled to fight. He has already demonstrated he is not concerned about public safety. Better that you should continue to track the suspect at a distance and maintain visual contact (d). Continue to prioritize officer safety and attempt to have Officer Erikson join you until both of you are in a better position to consider proper tactics to address the suspect (c).

As you track the suspect from a distance, you may try to shepherd him in the most desirable direction, which is away from the crowd. This will improve crowd safety and may also give you more tactical freedom of action. So, you probably don't want to chase the suspect due east where he will be trapped against the stage in the thickest part of the crowd. The map does not show what the rest of campus looks like, but you would know this. Directly north of the stage is a dorm and directly south is the student union. Neither of those is ideal; both are places where students—potential hostages or bystanders—congregate. But beyond that, is there a part of campus that offers you more opportunities for taking action while decreasing the danger to bystanders?

Some of the experts feel that you should have Erikson break off his pursuit of the other suspect and try to contain the primary suspect's route (e). If you do this in a way that guides the suspect where you want him to go rather than forcing a confrontation in the crowded quad, this

could work. This will require greater coordination between you and Erikson, although it may also lessen the alarm within the crowd by having you move individually. Make sure Erikson understands that the objective is to shepherd the suspect away from the crowd and not to force a potentially deadly confrontation by trapping him.

The last thing you want to do is take any action that forces a potentially deadly confrontation with the armed suspect within the crowd (b). Attempting to apply deadly force (a) under the current circumstances would be completely unacceptable, according to the experts, as it creates undue risk to public safety and reflects extremely poor judgment—not to mention issues about legal justification.

**Decision #3**

**What concerns you most at this moment?** Rank the following options from 1 (greatest concern) to 4 (least concern):

<b>Rank</b>	<b>Option</b>
3	a. Losing sight of the armed suspect.
1	b. The suspect may start shooting.
2	c. The suspect may take hostages.
4	d. The suspect may escape.

Please provide a short rationale for your answers:

Experts believe that this situation has the potential to turn ugly and innocent bystanders could get hurt. Your priorities must remain focused upon the protection of the crowd and officer safety (b)(c), as they have been from the beginning. If the suspect shows signs that he may resort to violence, a containment strategy that keeps your distance may be your best option. Adding space tends to decrease tension and de-escalate situations. If you lose sight of the suspect (a) or the suspect escapes (d), that is better than a deadly confrontation in the middle of a panicked crowd. The follow-up investigation will give you another chance to apprehend the suspect, without putting the crowd in danger. The benefit of making an immediate arrest does not outweigh the risk of endangering the crowd.

**Decision #4**

**What is your assessment of the situation now?** Rank the following options from 1 (best) to 5 (worst).

Rank	Option
5	a. The situation has become much less dangerous now that Suspect #1 is out of the crowd.
4	b. Suspect #2 has become the more immediate threat, and you should focus on apprehending him.
3	c. Suspect #1 remains the primary threat, so you should stay on him.
2	d. The situation has become more dangerous with the approach of a second (potentially) armed suspect.
1	e. This situation is larger in scope than can be handled by three officers and requires additional resources.

Please provide a short rationale for your answers:

Whatever else you may think about the situation, your first realization should be that it exceeds the resources currently on scene. The experts agree that your first move should be to request additional resources (e), which are needed on scene as quickly as possible.

Without a doubt, the situation has become more dangerous with a second, potentially armed suspect (d) in the area. However, the experts agree that your responsibility remains protecting citizens. Both suspects now pose a threat to the public, so removing either of them would help to serve that purpose, as long as you could do it without increasing public danger.

That said, the experts agree you should not abandon Suspect #1, whom you are actively tracking, to go searching for Suspect #2 (b). You currently have a location on Suspect #1, he is the one who is confirmed to be armed, and he is the one who has demonstrated a clear disregard for public safety. If an obvious opportunity to capture Suspect #2 appears, you may decide to take it. But all other things being equal, stay on Suspect #1 (c).

It is definitely *not* true that Suspect #1 is less of a threat now that he is leaving the crowd (a). He remains armed and dangerous. Now that he has left the crowd, it is true that you *may* get an opportunity for more aggressive tactics. That said, he is now heading toward a dorm. With lots of students living in small rooms, the potential of a hostage situation has now probably increased—so you still need to be careful about cornering him, which could cause him to take a hostage. So again, as you follow Suspect #1, you're doing it judiciously so as to not force a dangerous confrontation, especially if a hostage becomes involved.

With you and Officer Springer positioned in Section B and Officer Erikson pursuing Suspect #2 on the edge of the crowd, the three of you are now in position to arrest Suspect #2. As mentioned, he is not necessarily the more dangerous threat (b), but you should be ready in case the opportunity to remove one threat presents itself.

Communication and teamwork will be critical, and crowd and officer safety must remain the top priority, even if it means the suspect escapes because you opt not to force a confrontation with a crowd of bystanders nearby.

The experts felt that the possibility of a shootout between the suspects was something to be concerned about. Both suspects seem more interested in escaping at this point and probably are not even aware of the other. But if they unexpectedly come face to face and both are armed, it could happen. If possible, you should try to shepherd their movements so they don't intersect.

It may go against every instinct you have as a police officer, but in this situation, your best reasonable outcome may be to leave open an avenue of escape so the suspects feel less compelled to resort to shooting anybody or taking a hostage. You will still have the opportunity to identify and arrest them through investigation.