


EMERGENCY
 "911, WHAT IS YOUR EMERGENCY?"
EMERGENCY
 "THERE'S SOMEBODY WITH A GUN SHOOTING DOWN THE HALL FROM MY OFFICE AND I DON'T ..."

THESE SITUATIONS ARE UNPREDICTABLE AND EVOLVE QUICKLY.
 ARE YOU PREPARED?



RESPONDING TO AN ARMED INTRUDER

CHRISTIAN LANPHERE, PH.D.

Objectives

- Case studies on active shooter incidents
- Definition of an Active Shooter
- Mentality of an Active Shooter
- RUN, HIDE, FIGHT
- Law Enforcements role

Rationale


- Alarming trends in workplace violence
- Vulnerable mental health population, disgruntled employees & domestic violence
- Media coverage of active shooter emergencies
- High profile violent events in hospitals, schools, malls, military installations, and social events
- Assassinate in some incidents across the country were not students, employees, or in any obvious way affiliated with the victims or the location of the shooting.

TODAY

- We can no longer predict the origin of the next threat.
- The next armed intruder incident is already in progress and the next one is being planned, but you haven't heard about it yet.
- From the first radio call of "Shots Fired" to the last call of "Shooter Down," the entire incident will likely only be 6 to 11 minutes in duration.
- The psychological, social and economic consequences of the incident may last decades, even a lifetime.
- There may not be any obvious specific targets and the victims will be unaware they are being targeted, until they are attacked.
- To effectively mitigate the operational risks of workplace violence, and the extreme violence of an armed intruder, you must adequately anticipate the entire lifecycle of the event.

**THE THREAT OF VIOLENCE:
 A REALITY IN THE MODERN WORKPLACE**



Like it or not, every organization is vulnerable to workplace violence, regardless of size or type. An incident of workplace violence can be devastating to an organization—to its bottom line, to employee morale, to employee retention and recruiting, and to its reputation and brand.



Chubb, "Managing Threats of Violence in the Workplace" 2012.


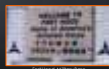
FAMOUS ACTIVE SHOOTER INCIDENTS

- Sandy Hook Elementary School (27-2)
- Bath Consolidated School (45(38)-58)
- Virginia Tech University (32-23(17))
- College and University:
 - 2013-20
 - Since 1999-71

FAMOUS ACTIVE SHOOTER INCIDENTS

- Columbine High School, Littleton, CO (13:21)
- Aurora Theater (12:58)
- Fort Hood (13:30)

FAMOUS ACTIVE SHOOTER INCIDENTS

- McDonald's Massacre (21:19)
- Luby's Cafeteria (24:20)
- North Hollywood Bank Robbery (0:18)






HEALTHCARE ACTIVE SHOOTER INCIDENTS

- John's Hopkins Hospital (2 deceased)
- Erie County Medical Center (1 deceased)
- Akron General Hospital (1 deceased)

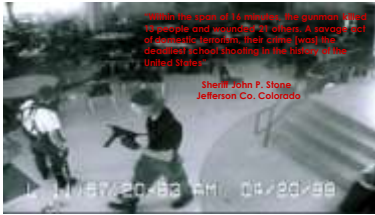


- ### INTERESTING FACTS:
- 143 guns possessed (34 legal) – 81.8%
 - Almost 3/4 of the time, the guns were purchased in the same state as the incident
 - Assault weapons & semi-automatic handguns with HC magazines
 - Knives are the latest weapon used in mass attacks
 - 114 mass murders take place in the workplace or school
 - 37 mass murders take place in soft targets
 - Average age 35 (11 youngest)
- Source: FBI crime classification report

ALISA Charles
Andrew Williams
shot and killed 2,
and injured 11 in
the San Jose, CA,
school shooting.
Williams went a 22
miles per hour.
He was 'back of
head' in court.
The shooting
March 5, 2011

RED FLAG?

- ### INTERESTING FACTS:
- 96% were white males
 - Nearly all individuals had a reported history of mental health issues
 - Nearly every case displayed warning signs and red flags
 - 98% of the cases were carried out by a lone attacker except 3 events
 - All situations occurred in public place
 - Using data from past 30 years, 148 days between each event



ACTIVE SHOOTER STAKEHOLDERS HEARING WASHINGTON, D.C. (2014)

- 150% increase in mass shootings in 40 years
- 2000-2010 = 3 per year
- 2009-2013 = 16 per year
- 200% increase of shooting victims
- 194% increase in those killed
- 38% of incidents are over within 5 minutes (avg. is 12 minutes)
- 90% are over before the police arrive
- On average 1 shooting event has been disrupted per week since 2010 (69.3%)

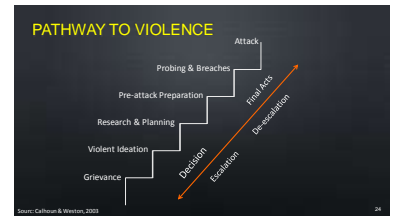
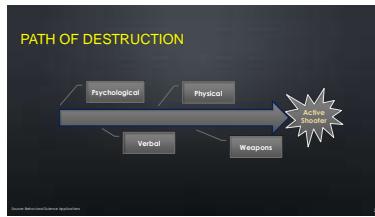


2012 was one of the worst years for mass shootings in modern U.S. history.

The toll from mass shootings in 2012 was nearly twice that of any other year.

There is much we can learn from these shooters and from these events...

There is not one useful profile of the shooters, but there are meaningful commonalities.



DEFINITION: ACTIVE SHOOTER

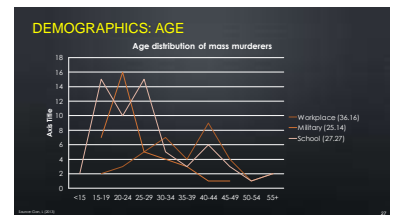
"AN ACTIVE SHOOTER IS AN INDIVIDUAL ACTIVELY ENGAGED IN KILLING OR ATTEMPTING TO KILL PEOPLE IN A CONFINED AND POPULATED AREA; IN MOST CASES, ACTIVE SHOOTERS USE FIREARMS(S) AND THERE IS NO INTENT ON METHOD TO THEIR SELECTION OF VICTIMS."

U.S. DEPARTMENT OF HOMELAND SECURITY, 2008

WHILE VICTIM SELECTION IS OFTEN RANDOM, THE VIOLENT ATTACKS ARE NOT. THEY ARE Meticulously PLANNED, RESOURCED, REHEARSED, AND METHODICALLY EXECUTED.

MENTALITY OF ACTIVE SHOOTER

- Desire is to kill and seriously injure without concern for his safety or threat of capture.
- Generally has intended victims and will search them out.
- Accepts targets of opportunity while searching for or after finding intended victims.
- Will continue to move throughout building/area until stopped by law enforcement, suicide, or other intervention.



PHASES OF EMERGENCY MANAGEMENT

VIOLENCE POLICY STATEMENT

Demonstrates leadership's concern and commitment to employees safety
 Cambridge Health Alliance – zero tolerance policy

Human Resources must buy into your policy and follow through on disciplinary action.

*"A danger foreseen is half avoided."
 –Cayenne Proverb*

HOW TO PREPARE

- Develop an Emergency Action Plan
- Conduct training
 - 80% had plans
 - <50% are exercised
- Recognize indicators of potential workplace violence
- CCTVs

CONDUCTING TRAINING

Training should include:

- Identifying the sound of gunfire.
- Reacting quickly.
- Calling 911.
- Reacting when law enforcement arrives.
- Adopting a survival mindset during a crisis.



MEET EVERYONE'S NEEDS

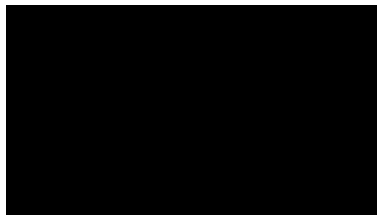
Ensure that plans assess and provide for functional needs:

- Hearing or sight
- Mobility
- Limited or no English proficiency

HOW TO RESPOND

YOUR ACTIONS WILL INFLUENCE OTHERS

Response



ROAD TO RECOVERY

Recovery

- Workplace violence costs an estimated \$121 billion dollars each year nationwide.
- Non-fatal assaults alone result in more than 974,000 lost workdays and \$1.6 million in lost wages for American businesses.
- Related costs include: Lost productivity, counseling, clean up and refurbishing, increased insurance costs, law suit settlements, and more.
- The average settlement costs for negligence lawsuits related to instances of workplace violence is \$1 million (with some verdicts as high as \$40 million).

MANAGEMENT OF THE THREAT

- This necessitated a change in tactics by law enforcement.
- No longer wait for SWAT teams
- First arriving officers respond
- **NEW:** Single officer techniques
 - Very aggressive
 - 23% will be injured