

DISPATCHER:

“911, WHAT IS YOUR EMERGENCY?”

CALLER:

“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?



THE ACTIVE SHOOTER

CHRISTIAN LANPHERE, PHD, NRP, CEM

A COUNTRY UNDER SIEGE



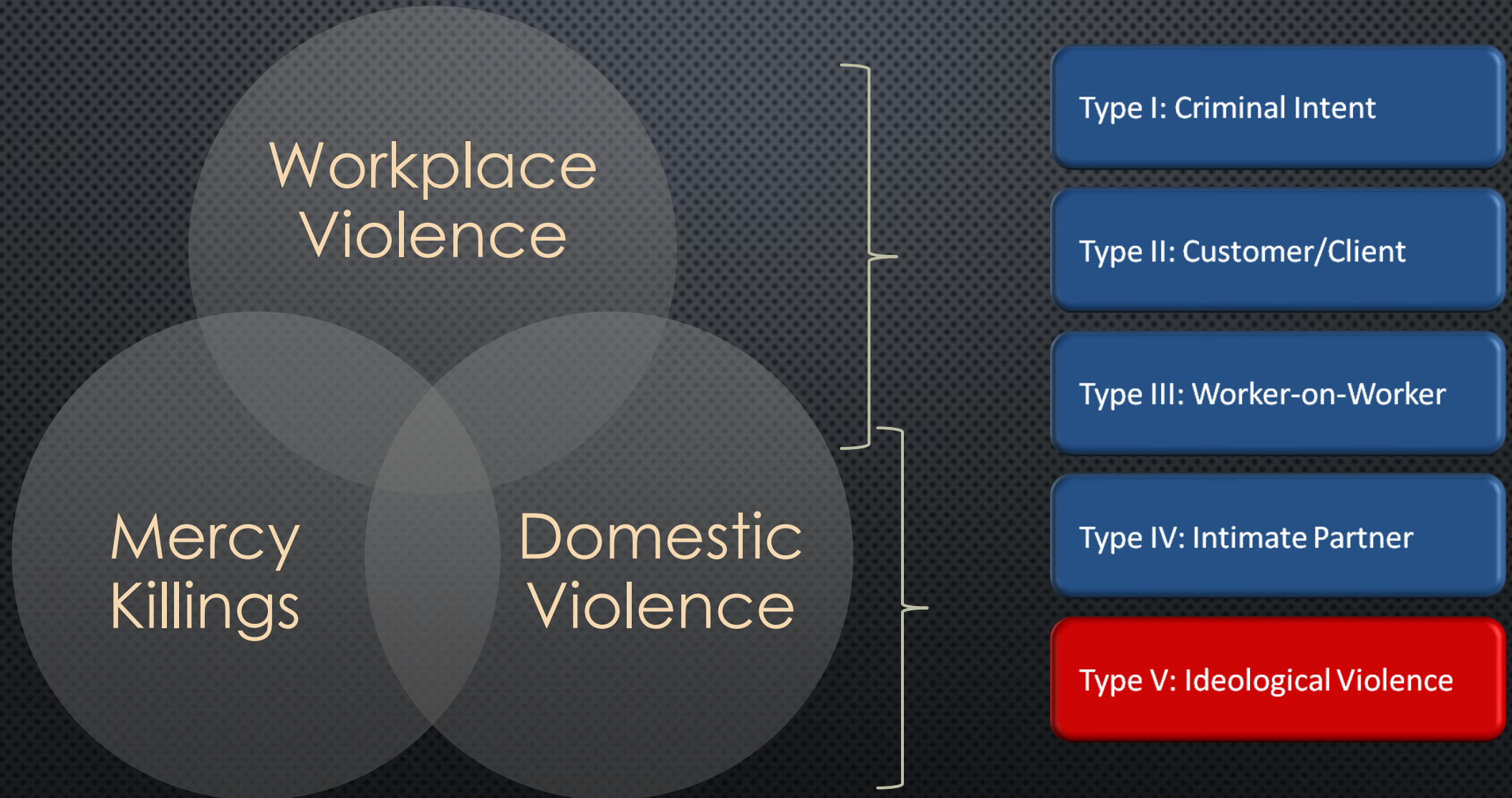
RATIONALE

- Alarming trends in workplace violence
- Vulnerable mental health population, disgruntled employees & domestic violence
- Violence in Emergency Departments on the rise
- Media coverage of active shooter emergencies
- High profile violent events in hospitals, schools, malls, military installations, and social events
- Assailants 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'S WORLD

- We can no longer predict the origin of the next threat.
- An active shooter 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 1 to 11 minutes in duration.
- To effectively mitigate the operational risks of workplace violence, and the extreme violence of an active shooter, you must adequately anticipate the entire lifecycle of the event.

CLASSIFICATION OF VIOLENCE



COLUMBINE HIGH SCHOOL LITTLETON, CO

- DATE: APRIL 20, 1999
- VICTIMS: 13 KILLED, 23 WOUNDED
- OFFENDERS: DYLAN KLEBOLD, 17
ERIC HARRIS, 18
- INCIDENT: ACTIVE SHOOTER



Cassie Bernall Steven Curnow Corey DePooter Kelly Fleming Matthew Kechter



Dan Rohrbough William Sanders Rachel Scott Isaiah Shoels



John Tomlin Lauren Townsend Kyle Velasquez Daniel Mauser

Daily Herald PAGE 9
Attorneys punch more holes in Cruz testimony

WEEKDAY PUBLICATIONS—127th Year, No. 169 Wednesday, April 21, 1999

"He put the gun right in my face and started laughing and said it was because people were mean to him last year."
—Student who witnessed rampage

A senseless rampage

'Suicide mission' at Colorado high school leaves as many as 25 dead

By Dan Hirschman

LITTLETON, Colo. — The young gunmen moved quickly through the school hallway after they shot 12 students at Littleton's Columbine High School, according to a report by a former member of the "Trench Coat Club," a student body group that was active in the days before the shooting.

Two heavily armed gunmen, dressed in black t-shirts and jeans, entered the school's main hallway and began firing their rifles. One of the gunmen was shot and killed by police officers. The other gunman was shot and killed by police officers. The shooting lasted for about 15 minutes.

The victims of the shooting were: Cassie Bernall, Steven Curnow, Corey DePooter, Kelly Fleming, Matthew Kechter, Dan Rohrbough, William Sanders, Rachel Scott, Isaiah Shoels, John Tomlin, Lauren Townsend, Kyle Velasquez, and Daniel Mauser.

The two gunmen were identified as Dylan Klebold, 17, and Eric Harris, 18. They were both members of the "Trench Coat Club." The club was a group of students who were known for their dark clothing and their interest in heavy metal music.

The shooting was described as a "suicide mission" by the gunmen. They believed that they were being persecuted by the school and the community. They wanted to make a statement and to die.

The shooting was a senseless act of violence. It was a tragedy that could have been prevented. The school and the community should take steps to prevent such incidents from happening again.

Stopping a crisis before it occurs
Educators and social workers suggest recognizing the following people if you know a troubled youth of any age:
• Child who is often absent from school
• Child who is often late to school
• Child who is often in trouble
• Child who is often in trouble with the law
• Child who is often in trouble with the police
• Child who is often in trouble with the courts
• Child who is often in trouble with the juvenile justice system
• Child who is often in trouble with the adult criminal justice system

Gunmen belonged to dark group
Students say attackers called 'Trench Coat Club'

LITTLETON, Colo. — They are called the "Trench Coat Club," a group of students who were known for their dark clothing and their interest in heavy metal music. The club was a group of students who were known for their dark clothing and their interest in heavy metal music.

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Wednesday WEATHER
Rain, rain go away
Today will be cloudy with a chance of rain. High 55, low 45. The rain is expected for the rest of the week.

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Suit pulls Gurnee, police deeper into fight between store owners
A dispute between several and police officers and ordered that the store be closed for 30 days. The suit was filed in federal court in Chicago.

Philip predicts floodgates will open for Cook casinos
Philip predicts that the floodgates will open for Cook casinos. He believes that the state will allow more casinos to be built in Cook County.

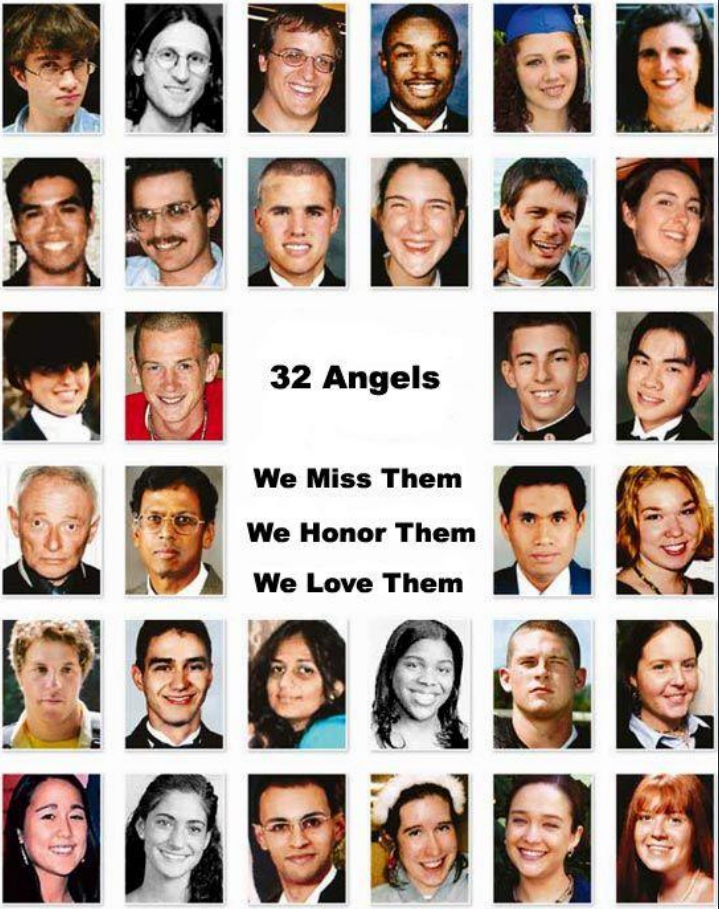
VIRGINIA POLYTECHNIC INSTITUTE AND UNIVERSITY BLACKSBURG, VA

DATE: APRIL 16, 2007

VICTIMS: 32 KILLED, 17 INJURED

OFFENDER: SEUNG HUI CHO, 23

INCIDENT: ACTIVE SHOOTER



32 Angels

We Miss Them
We Honor Them
We Love Them

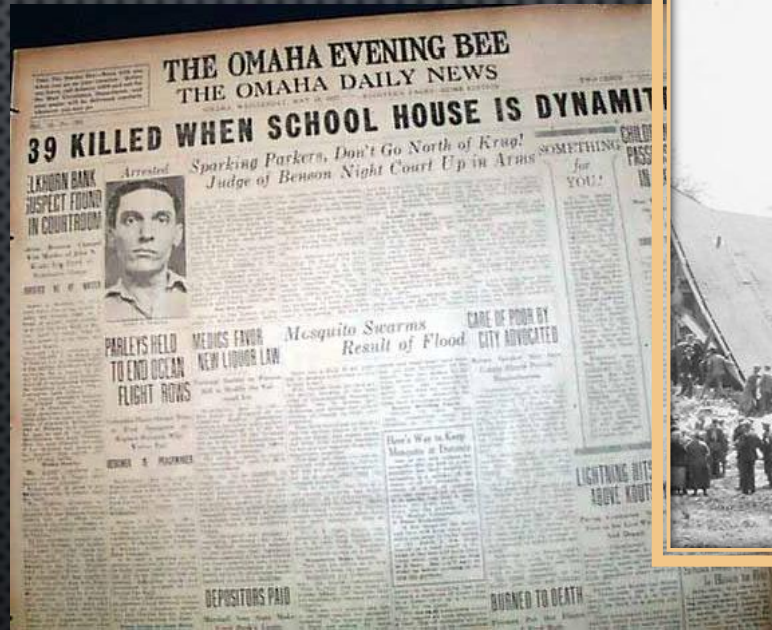
“Virginia Tech killer a self-described question mark”

- CNN, Posted April 18, 2007

BATH CONSOLIDATED SCHOOL

BATH TOWNSHIP, MI

- **DATE:** MAY 18, 1927
- **VICTIMS:** 38 KILLED, 58 INJURED
- **OFFENDER:** ANDREW KEHOE
- **INCIDENT:** ACTIVE SHOOTER & EXPLOSION



CENTURY 16 MOVE THEATER AURORA, CO

- **DATE:** JULY 20, 2012
- **VICTIMS:** 12 KILLED, 70 WOUNDED
- **OFFENDERS:** JAMES EAGAN HOLMES, 25
- **INCIDENT:** ACTIVE SHOOTER

Voice of the Rocky Mountain Empire
THE SUNDAY DENVER POST
 SUNDAY 8:59* 95¢ * 7/22, 2012 • DENVERPOST.COM • © THE DENVER POST • \$1.50 (RATES MAY VARY OUTSIDE METRO DENVER)

Updates: The latest news, photo galleries, video, maps and more. » denverpost.com

MIDNIGHT MASSACRE | AURORA THEATER SHOOTING

“EVERYBODY IS HURTING”

By Karen Angl *The Denver Post*

All across the country Thursday night, thousands of people put on capes and costumes, wined and dined, friends and family and raced off to experience a celluloid fantasy about a tortured hero who defeats the greatest evil wasn't on the screen.

It came instead in the form of a man who swaddled himself in a cocoon of armor before taking aim at a theater full of unprotected teenagers, moms and dads, and little kids.

When the shooting in theater 9 ended Friday evening, 24-year-old James Eagan Holmes was in handcuffs, and 70 people were wounded. Twelve of them died.

As their names trickled out over the past two days, in friends' social media tributes, in anguished family pleas for information and, finally, Saturday afternoon, in an official list, portraits emerged of the lives they had lived, and would have lived.

Of the 12, the youngest was 6, the oldest 21.

Nearly all those in between were young adults, old enough to be crafting careers, serving in the military, raising families but young enough to get a thrill out of being first to see the summer blockbuster or — and energetic enough to do it at midnight.

One was two days shy of his first anniversary, one a single mother. One of them had just earned his master's degree and wanted to be a comedian.

They had all gone out for a night of fun, but more than one died trying to save someone else.

The greatest heroes weren't on the screen.

FRIGHTENED MAN PUT FEAR ASIDE TO HELP OTHERS

A young woman seemed to shoot down on the floor in one row. She was incoherent and screaming. I jumped, picked her up and took her out the door. Later on, she came over and hugged me. I'm so here. I was just trying to help somebody.” —29

Politics. The rampage injects a new one into the presidential campaign as Obama and Romney take a break. »29. Complete coverage »22A

Additional profiles of Jesse Childers » 16

JON BLUNK
26, NAVY VETERAN
Was fatally shot after pushing his girlfriend out of harm's way. »15A

AJ BOIK
18, STUDENT
A “loving 18-year-old young man with a warm and loving heart.” »11A

JESSE CHILDERS
24, SPOUSE
“A real hero.”

JOHN
27, U.S. ARMY
“We loved you and miss you.”

MAKAYLA
27, WORKER
Killed Samantha

MICHAEL
23, STUDENT
“I'm a just trying to live.”

VERONICA
6, GRADE SCHOOLER
“She loved to dance and sing.”

ALEX
27, BAR WORKER
“Alex and I were in love.”

ALEX
24, STUDENT
“The love of my life.”

REBECCA
32, WORKER
Moth sweet

A CALCULATED PLAN
Apartment rigged with deadly traps
By Karen E. Cranney and Jordan Steffen *The Denver Post*
Suspected gunman James Eagan Holmes planned an Aurora movie-theater massacre with

JOHNS HOPKINS HOSPITAL BALTIMORE, MD

DATE: SEPTEMBER 16, 2010

SHOOTER: PAUL WARREN PARDUS

VICTIM(S): 2 DEATHS/1 INJURY

HOSPITAL AREA : PATIENT ROOM

Event: Dr. Cohen was giving the 50-year-old man some news about the care and condition of his mother just outside the doorway of her room. The gunman grew "over-whelmed" when the doctor told him about the care of his mother and pulled a small semi-automatic handgun from his waistband.



MASSACHUSETTS EYE & EAR INFIRMARY ED BOSTON, MA

DATE: JULY 31, 2013

SHOOTER: RAYMOND WALLACE (INMATE)

VICTIM(S): 2 INJURIES (INMATE AND DEPUTY)

HOSPITAL AREA: EMERGENCY ROOM

Boston Police Commissioner Ed Davis said the shooting happened around noon in the emergency room of the Massachusetts Eye and Ear Infirmary. The two officers from Middlesex County were removing the inmate's handcuffs when the man grabbed for the gun of one of the officers, he said. During the struggle that followed, one of the deputies was shot in the leg. The other deputy sheriff then fired his weapon, striking the prisoner in the chest, Davis said.



WENTWORTH-DOUGLASS HOSPITAL DOVER, NH

DATE: DECEMBER 30, 2014

SHOOTER: MARK LAVOIE

VICTIM(S): 2 DEATHS (MURDER/SUICIDE)

HOSPITAL AREA : CRITICAL CARE UNIT



Mark A. Lavoie

13 hrs · Dover, NH · 🌐

I want to start off by saying this is going to be officially ruled a murder/suicide when in all actuality it is a double suicide. My baby was trying to escape the bi-polar demons that have been swirling around in her brain since childhood and now because of my selfishness in dialing 911 she is experiencing the only thing she feared more than her illness...life support on a respirator.(Even though I brought her living will, the doc said her wishes didn't apply because depression isn't a non-reversible state. I however did not see that stipulation.) I am more than happy to sacrifice my life to fix my doing and join her spirit in a happier place.
I just wanted let people know my thoughts as to why I am doing this, weather you can understand it or not.

BRIGHAM AND WOMEN'S HOSPITAL BOSTON, MA

DATE: JANUARY 20, 2015

SHOOTER: STEPHEN PASCERI

VICTIM(S): 1 DEATH

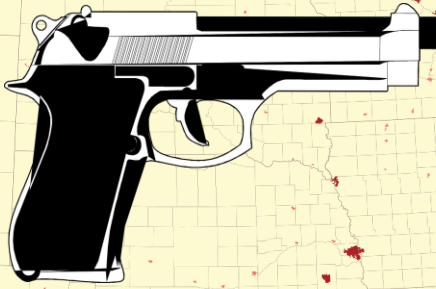
HOSPITAL AREA : 2ND FLOOR EXAM ROOM

“There’s something in the past that upset this guy to come in looking for this particular doctor,” Police Commissioner William Evans said at a press conference (in regards to the murder of Dr. Michael Davidson, a cardiovascular surgeon at Brigham and Women’s Hospital).

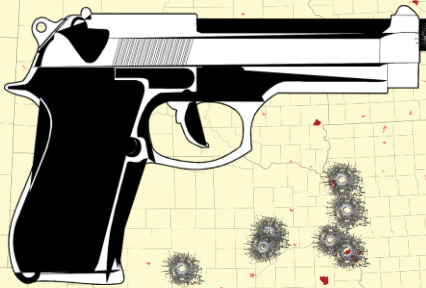


DEADLIEST U.S. MASS SHOOTINGS | 1991-2015

- Dec 2, 2015 - 14 dead, 21 wounded | San Bernardino, CA
- Nov 29, 2015 - 3 dead, 9 injured | Colorado Springs, CO
- Oct 1, 2015 - 9 dead, 9 injured | Roseburg, OR
- Jul 16, 2015 - 5 dead, 3 wounded | Chattanooga, TN
- Jun 18, 2015 - 9 dead | Charleston, SC
- May 23, 2014 - 6 dead, 7 wounded | Isla Vista, CA
- Apr 2, 2014 - 3 killed, 16 injured | Ft. Hood, TX
- Sep 16, 2014 - 12 killed, 3 injured | Washington, DC
- Jun 7, 2013 - 5 killed | Santa Monica, CA
- Dec 14, 2012 - 27 killed, 1 injured | Newtown, CT
- Oct 21, 2012 - 3 dead, 4 injured | Brookfield, WI
- Sep 28, 2012 - 6 killed, 2 injured | Minneapolis, MN
- Aug 5, 2012 - 6 killed, 3 injured | Oak Creek, WI
- Jul 20, 2012 - 12 killed, 58 injured | Aurora, CO
- Apr 2, 2012 - 7 killed, 3 injured | Oakland, CA
- Oct 12, 2011 - 8 killed, 1 injured | Seal Beach, CA
- Jan 8, 2011 - 6 killed, 11 injured | Tucson, AZ
- Aug 3, 2010 - 8 killed, 2 injured | Manchester, CT
- Feb 12, 2010 - 3 killed, 3 wounded | Huntsville, AL
- Nov 5, 2009 - 13 killed, 32 injured | Ft. Hood, TX
- Apr 3, 2009 - 13 killed, 4 injured | Binghamton, NY
- Feb 14, 2008 - 5 killed, 16 injured | Dekalb, IL
- Dec 5, 2007 - 8 killed, 4 injured | Omaha, NE
- April 16, 2007 - 32 killed, 17 injured | Blacksburg, VA
- Feb 12, 2007 - 5 killed, 4 injured | Salt Lake City, UT
- Oct 7, 2006 - 5 killed, 5 injured | Nickel Mines, PA
- Jan 30, 2006 - 6 dead | Goleta, CA
- Mar 21, 2005 - 9 killed, 7 injured | Red Lake Indian Res., MN
- Jul 8, 2003 - 5 killed, 9 injured | Meridian, MS
- Oct 28, 2002 - 3 killed | Tucson, AZ
- Mar 5, 2001 - 2 killed, 13 injured | Santee, CA
- Dec 26, 2000 - 7 killed | Wakefield, MA
- Nov 2, 1999 - 7 killed | Honolulu, HI
- Sep 15, 1999 - 7 killed, 7 injured | Fort Worth, TX
- Jul 29, 1999 - 9 killed, 12 injured | Atlanta, GA
- Apr 20, 1999 - 13 killed, 24 injured | Littleton, CO
- Mar 24, 1998 - 5 killed, 10 injured | Jonesboro, AR
- Dec 7, 1993 - 6 killed, 19 injured | Garden City, NY
- Jul 1, 1993 - 8 killed, 6 injured | San Francisco, CA
- May 1, 1992 - 4 killed, 10 wounded | Olivehurst, CA
- Nov 1, 1991 - 4 killed, 2 injured | Iowa City, IA
- Oct 16, 1991 - 22 killed, 20 wounded | Killeen, TX



2015: **53,030** gun violence incidents



2015: **53,030** gun violence incidents

A map of the United States with a grid overlay. Red dots of varying sizes are scattered across the map, representing mass shootings. Blue circles are also scattered across the map, representing other types of shootings. The text "331 were mass shootings" is overlaid on the map in a large, bold font. The number "331" is in red, and the rest of the text is in black.

331 were mass shootings



96 Bar/Club/Party Incidents

The Causes??



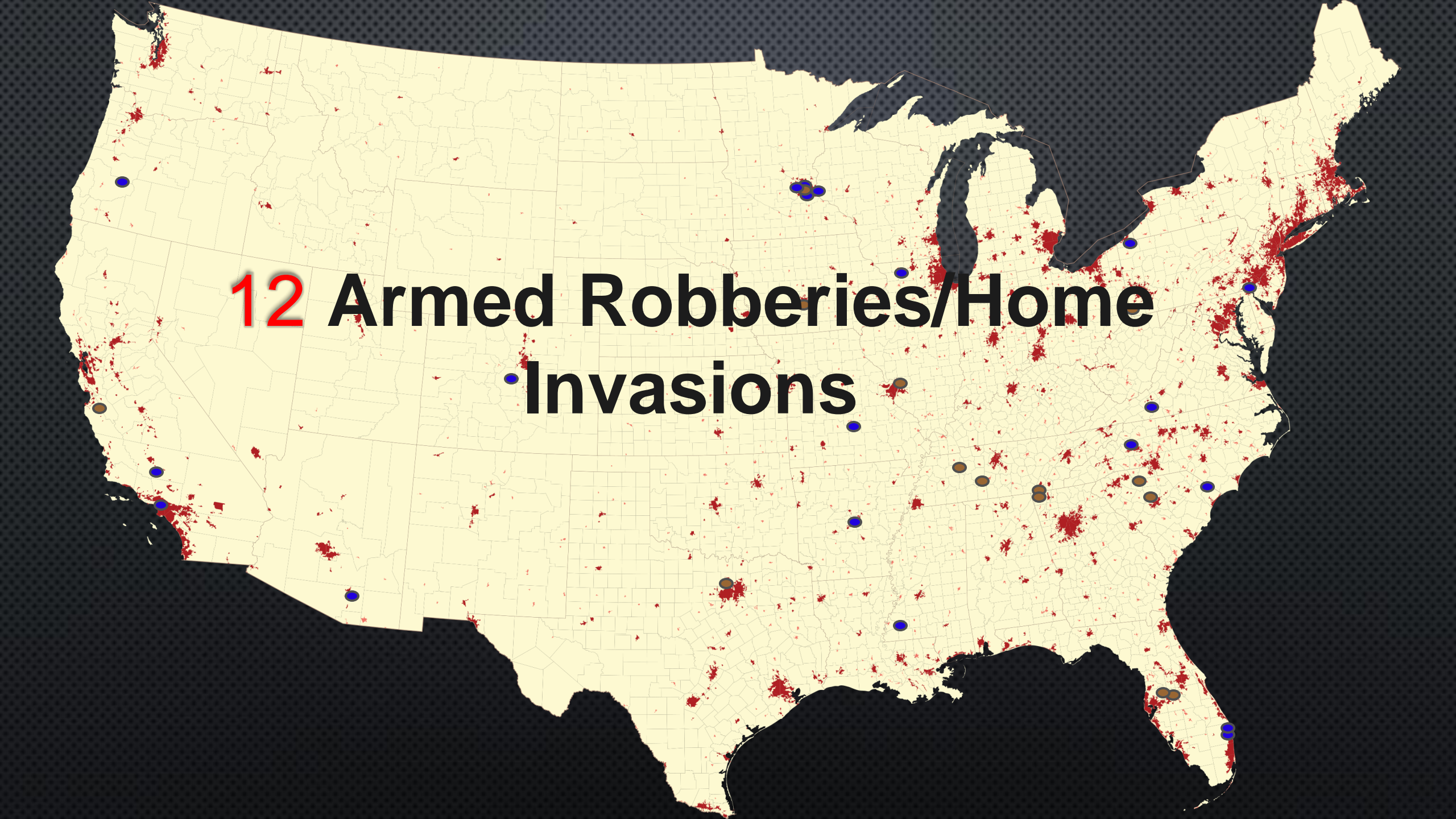
83 Gang/Drive-By shootings

A map of the United States with a grid overlay. The map is light yellow with a dark grey background. Numerous small red splatters are scattered across the map, representing domestic disputes. There are also several colored dots (blue, purple, and pink) placed on the map, likely representing specific locations of interest. The text "68 Domestic Disputes" is overlaid on the map in a large, bold, black font, with the number "68" in red.

68 Domestic Disputes

A map of the United States with a grid overlay. The map is filled with numerous small red dots scattered across the landmass. Larger blue and purple dots are also scattered across the map, representing specific data points. The text '54 Lone Wolf/Unknown Motive' is overlaid on the map.

54 Lone Wolf/Unknown Motive

A map of the United States with a grid overlay. The map is colored light yellow with red splatters scattered across it, representing crime locations. There are 12 blue dots and 12 grey dots placed on the map, corresponding to the 12 locations mentioned in the text. The text "12 Armed Robberies/Home Invasions" is overlaid in the center of the map.

12 Armed Robberies/Home
Invasions

A map of the United States with a grid overlay. The map is filled with numerous small red dots representing drug-related incidents. There are also several larger blue and purple dots scattered across the country. The text '11 Drug Related Incidents' is overlaid on the map in a large, bold font.

11 Drug Related Incidents

7 Terrorist Attacks/Hate Crimes



ANALYZING THE FINDINGS

Statistical Analysis conducted on subset of active shooter cases

n=324

- Statistical analysis includes only cases in the United States **n=160**
- Some degree of variation:
 - Sex of the attacker
 - Age of the attacker
 - Number of attackers
 - Planning Tactics
 - Attack resolution
 - Targets
 - Number of casualties
 - Location of the attack
 - Weapons used

ANALYZING THE FINDINGS

SNAPSHOT

2000-2013

ACTIVE SHOOTER INCIDENTS BY THE NUMBERS

ACTIVE SHOOTING INCIDENTS 2000-2013



1 IN 4
INCIDENTS
OCCUR ON
EDUCATION
PROPERTIES

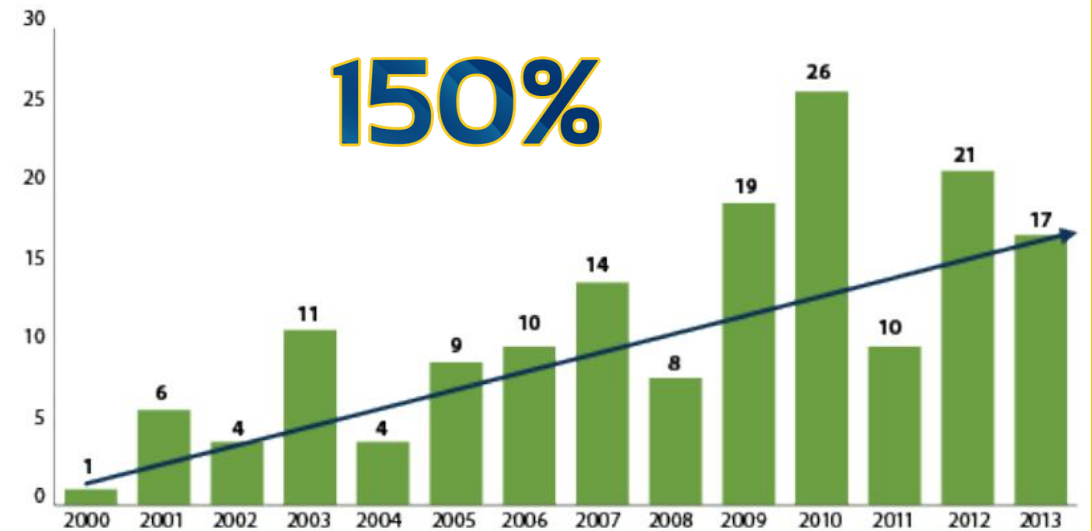


160
TOTAL
INCIDENTS
2000-2013

1043
CASUALTIES
KILLED/WOUNDED

SOURCE: FBI.GOV / GRAPHIC BY: JERICO ROSAS / THE DAILY TOREADOR

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013:
Incidents Annually

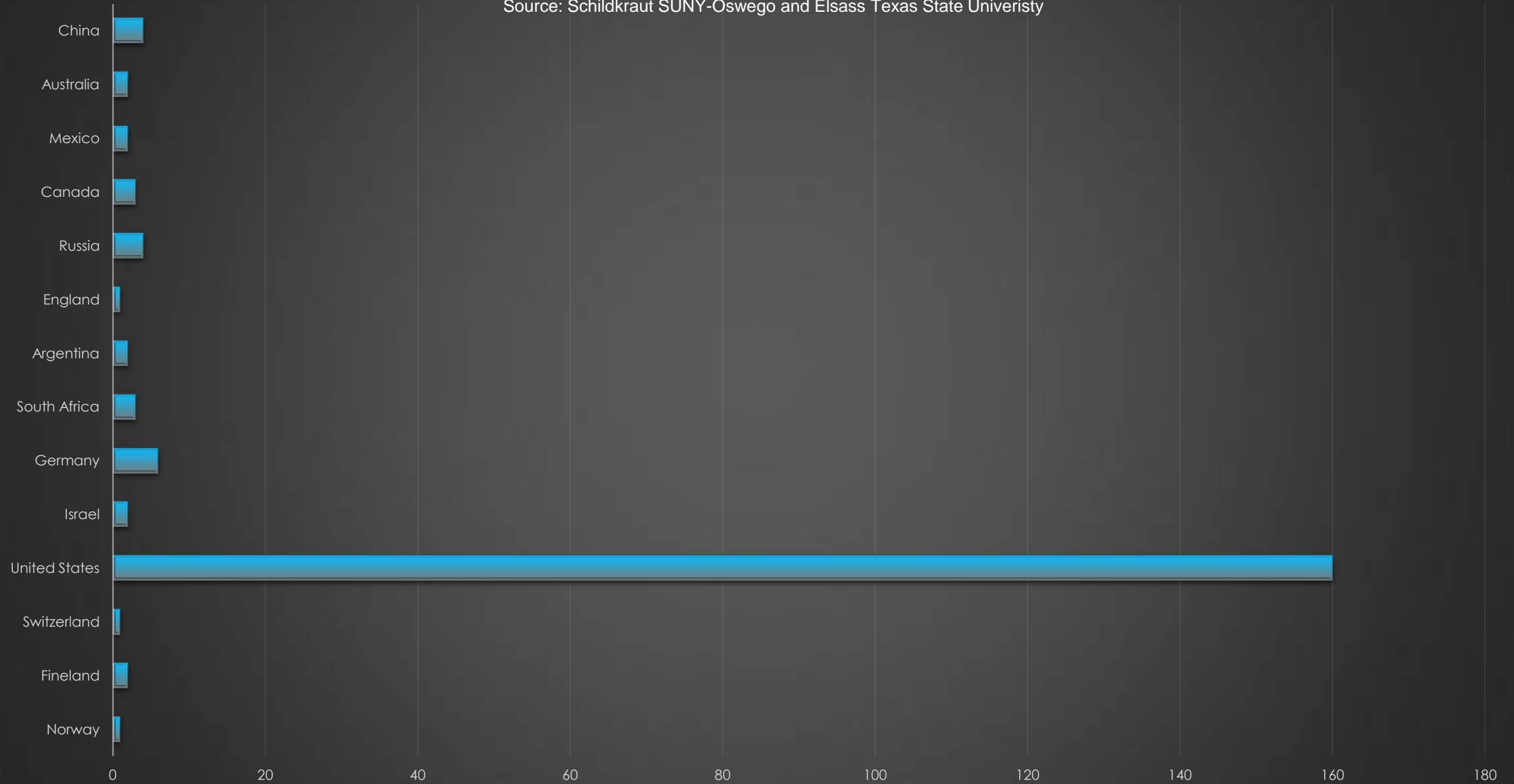


2000-2007 – 6.4 incidents per year
2008-2014 – 16.4 incidents per year

Using data from past 30 years
149 days between each event.

Mass Shootings in 14 Countries 2000-2014

Source: Schildkraut SUNY-Oswego and Elsass Texas State Univeristy



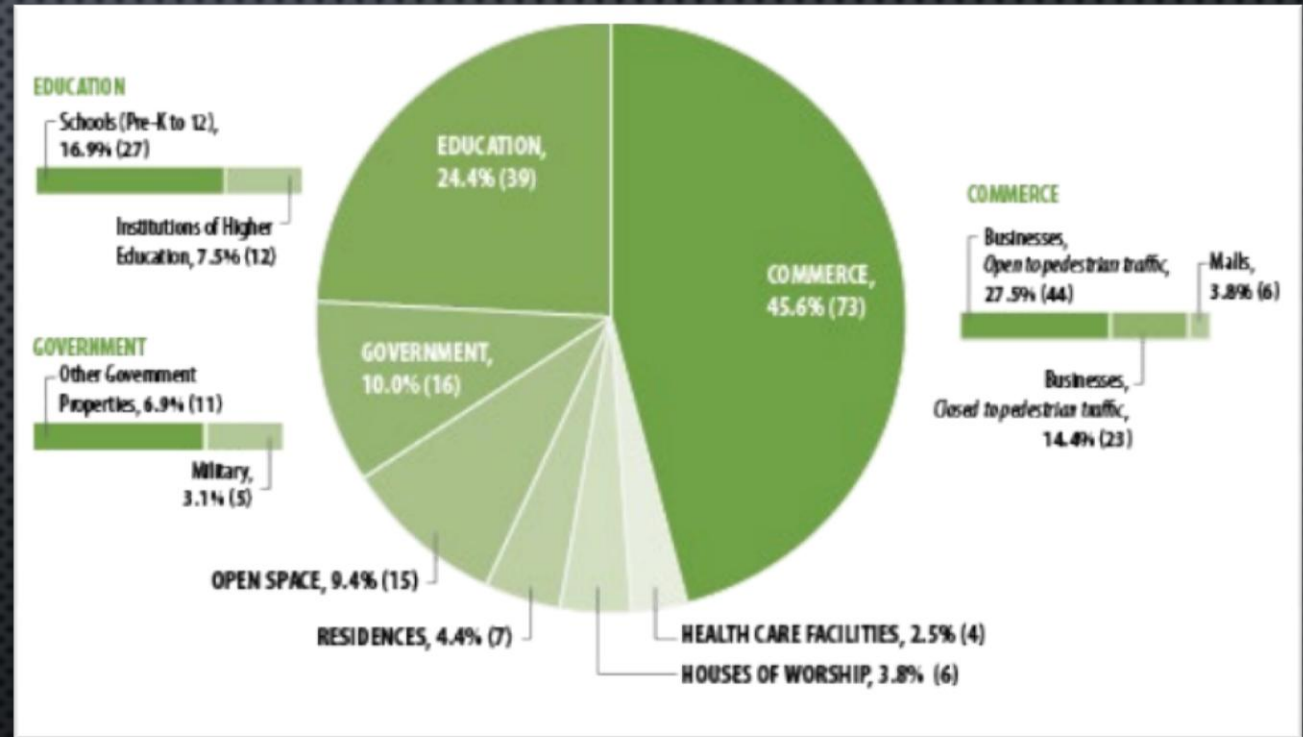
ANALYZING THE FINDINGS

INCIDENTS

- 166 mass murders take place at the workplace
- 39 mass murders took place in educational institutions
- 6 mass murders in houses of worship
- 15 mass murders took place in open spaces

- 38% of incidents are over within 5 minutes (avg. is 12 minutes nationally)
- Boston & metropolitan area (1.5 minutes)
- 90% are over before the police arrive

On average 1 shooting event has been disrupted per week since 2010 (69.3%)



- Businesses (pedestrian, non-pedestrian, and shopping malls)
- Educational Institutions (primary, secondary, & higher education)
- Government (Military and non-military)
- Residences
- Houses of worship
- Healthcare facilities

ANALYZING THE FINDINGS

INCIDENTS

The FBI identified 11 separate incidents location where the public is MOST at risk:

- Commercial areas
 - Malls
 - Businesses (open to pedestrians and closed to pedestrians)
- Educational Institutions
 - Pre-kindergarden – 12th grade
 - Institutions of higher learning
- Open spaces
- Government properties (Military and non-military)
- Residences
- Houses of worship
- Healthcare facilities

ANALYZING THE FINDINGS

SEX AND AGE OF ATTACKERS

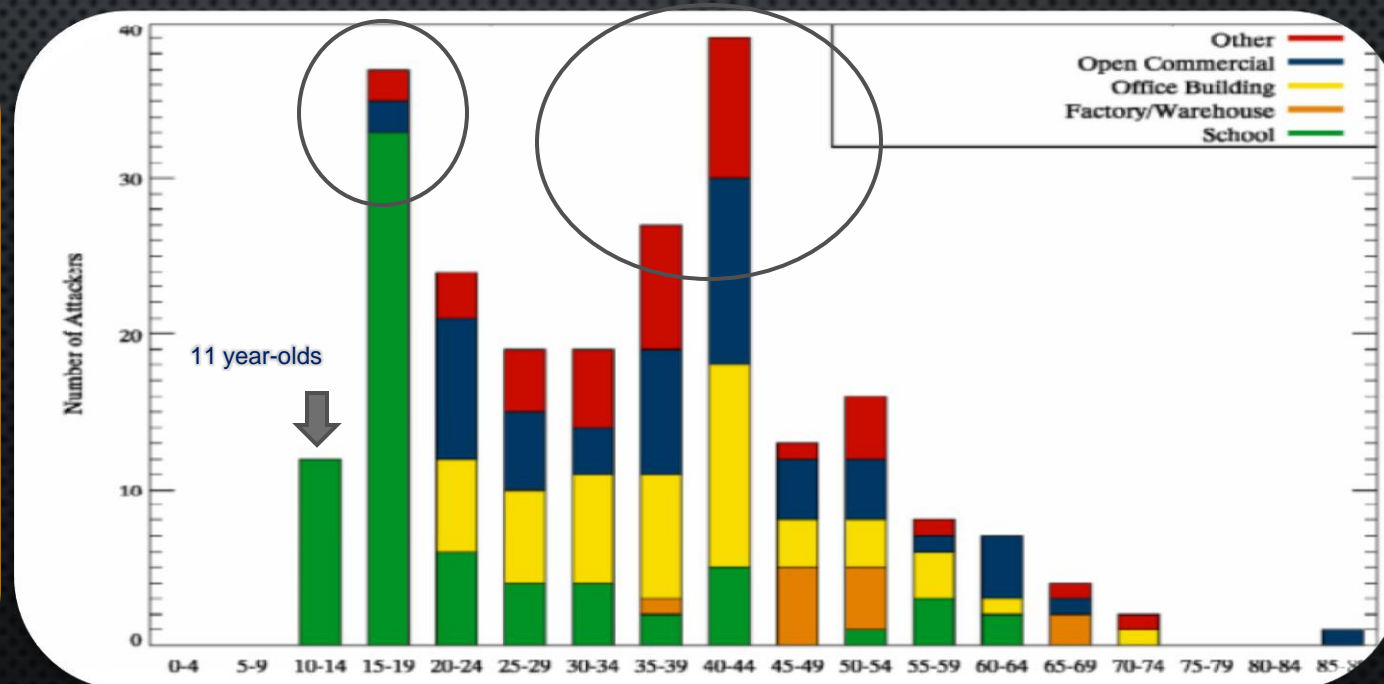
Male (92% of active shooter globally)
Female (8% of active shooter globally)
(3.8% of active shooters USA)



Average age 35

Bimodal distribution
by age

15-19 year-olds
35-44 year-olds



ANALYZING THE FINDINGS

WEAPONS USED IN THESE INCIDENTS

- 153 guns used – 81.8% legally obtained.
- Weapons varied → inconsistent and inaccurate data
- Knives are the latest weapon used in mass attacks
- Homemade explosives are rarely used but have been increasingly used in more and more mass shootings.
- 76.3% of the weapons used were purchased in the same state as the incident.



Source: Jefferson County Sheriffs Department



Source: Jefferson County Sheriffs Department

Source: gettyimages

ANALYZING THE FINDINGS

WEAPONS USED IN THESE INCIDENTS

GUNMAN'S WEAPONS

Affidavits for search warrants filed with the court presume Cho Seung-Hui had multiple firearms, including the two handguns found at the scene of Monday's Virginia Tech shootings.



Glock 19
 Caliber 9 mm
 Length 6.9 in. (17.5 cm)
 Height 5 in. (12.7 cm)
 Magazine 15 rounds standard; optionally 17, 19, or 33 rounds
 Origin Austria



Walther P22
 Caliber .22 Long Rifle
 Length 6.3 in. (16 cm)
 Height 4.5 in. (11.4 cm)
 Magazine 10 rounds
 Origin Germany

© 2007 MCT
 Source: Glock, Walther, U.S. Bureau of Engraving and Printing, McClatchy Washington Bureau
 Graphic: Angela Smith, Melina Yingling

2.61 in. (6.63 cm)
 6.14 in. (15.6 cm)

THE GUNS OF SANDY HOOK



BUSHMASTER XM15 E2S
 5.56MM/.223



SIG SAUER P226
 9MM



GLOCK 20
 10MM

Round	Type	Weight Grains	Muzzle Energy Foot/Pounds	Muzzle Velocity Feet/sec	Brand
9mm	FMJ	115	356	1180	Federal
10mm	FMJ	180	424	1030	Federal
5.56/223	FMJ	55	1282	3240	Federal
44 Magnum	JHP	240	806	1230	Federal

SHOOTER'S GEAR

Ballistic helmet
 Gas mask
 Tactical vest



Weapons in possession

James Eagan Holmes legally purchased all four firearms at local stores within 60 days of the shooting at the Century Aurora 16. The ammo for each weapon was legally purchased from online vendors.



REMINGTON 870 12-GAUGE SHOTGUN
 Holmes first shot into the crowd with a shotgun, aiming toward the back of the theater.
 Purchased at Bass Pro Shop
 Ammo: 2.75-inch, 12-gauge shells



SMITH & WESSON M&P15
 The rifle, a civilian version of the U.S. military's M-16, was strapped to the shooter's back and could hold 100 rounds.
 Purchased at Gander Mountain in Thornton
 Ammo: .223-caliber rounds

Virginia Tech Massacre

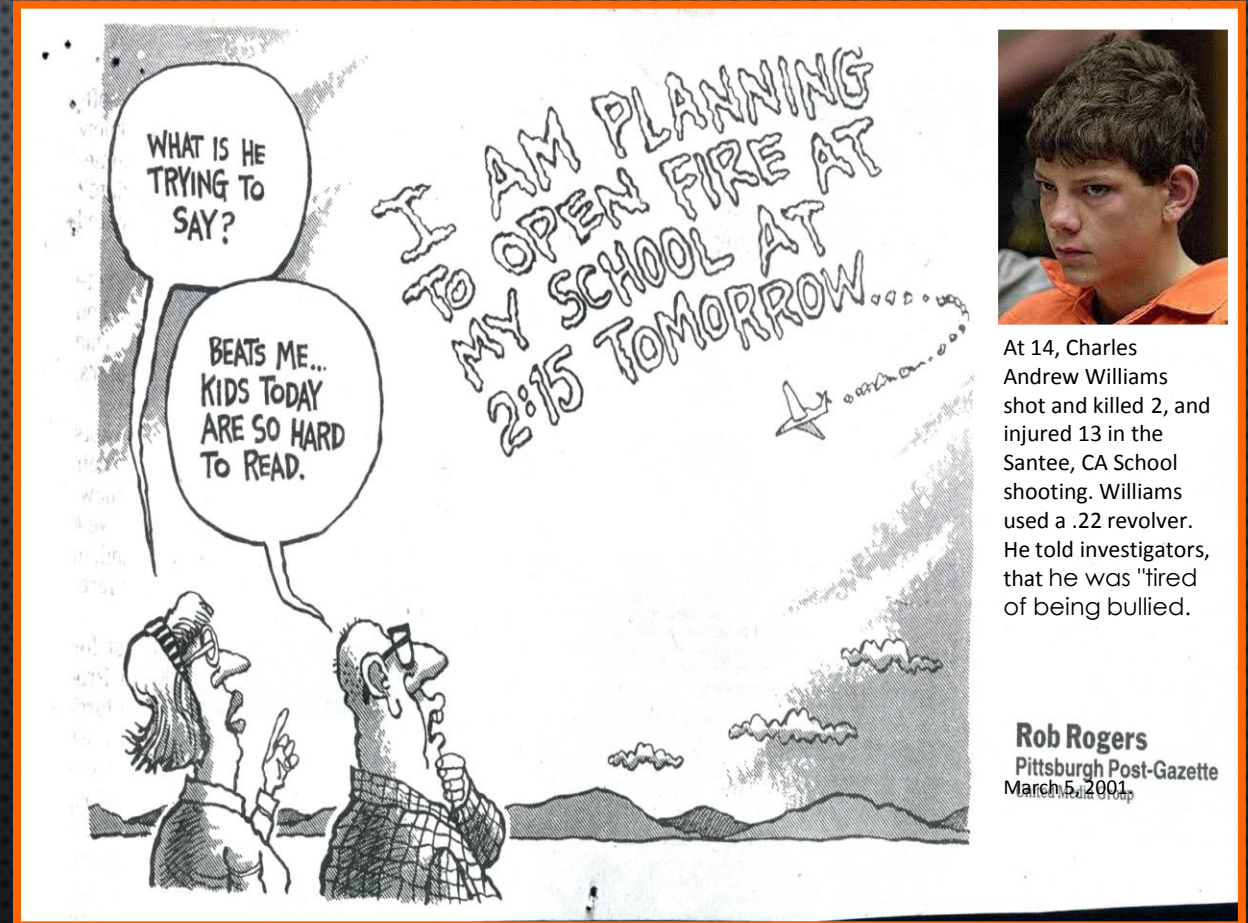
Sandy Hook Elementary Massacre

Aurora Movie Theater Massacre

ANALYZING THE FINDINGS

MENTALITY OF THE ACTIVE SHOOTER

- Nearly all individuals had a reported history of mental health issues.
- All but 3 incidents involved a single shooter.
- 40% of the shooters committed suicide.
- 5 shooters from 4 incidents remain at large.
- 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 the area until stopped by law enforcement, suicide, or other intervention.

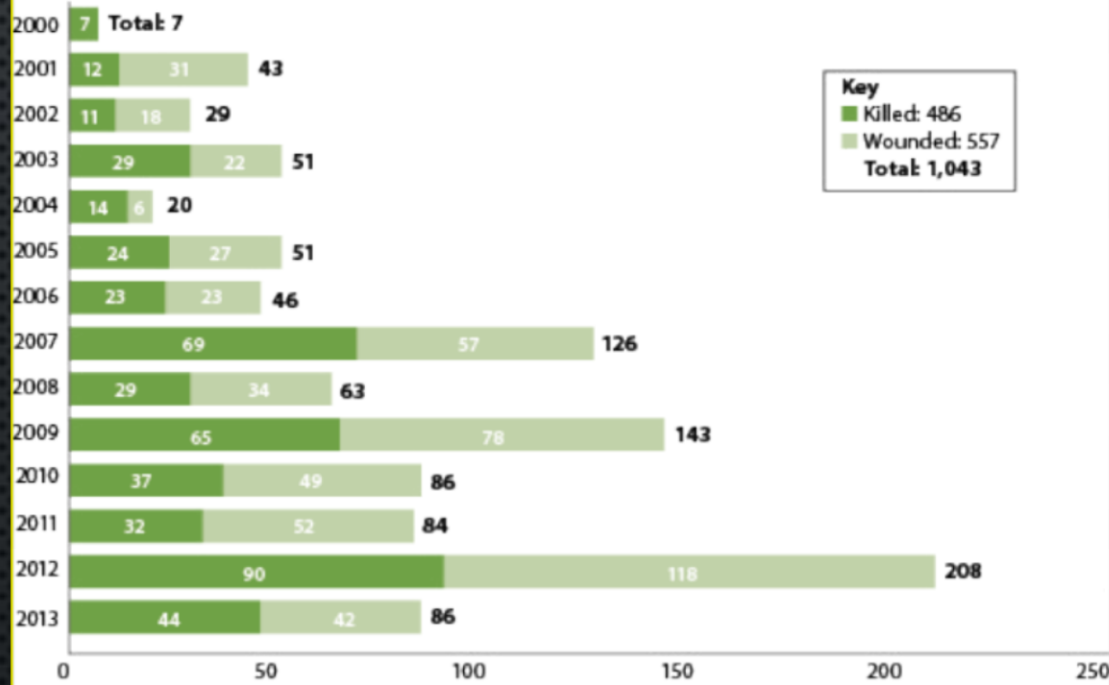


Nearly every case displayed warning signs and red flags!!

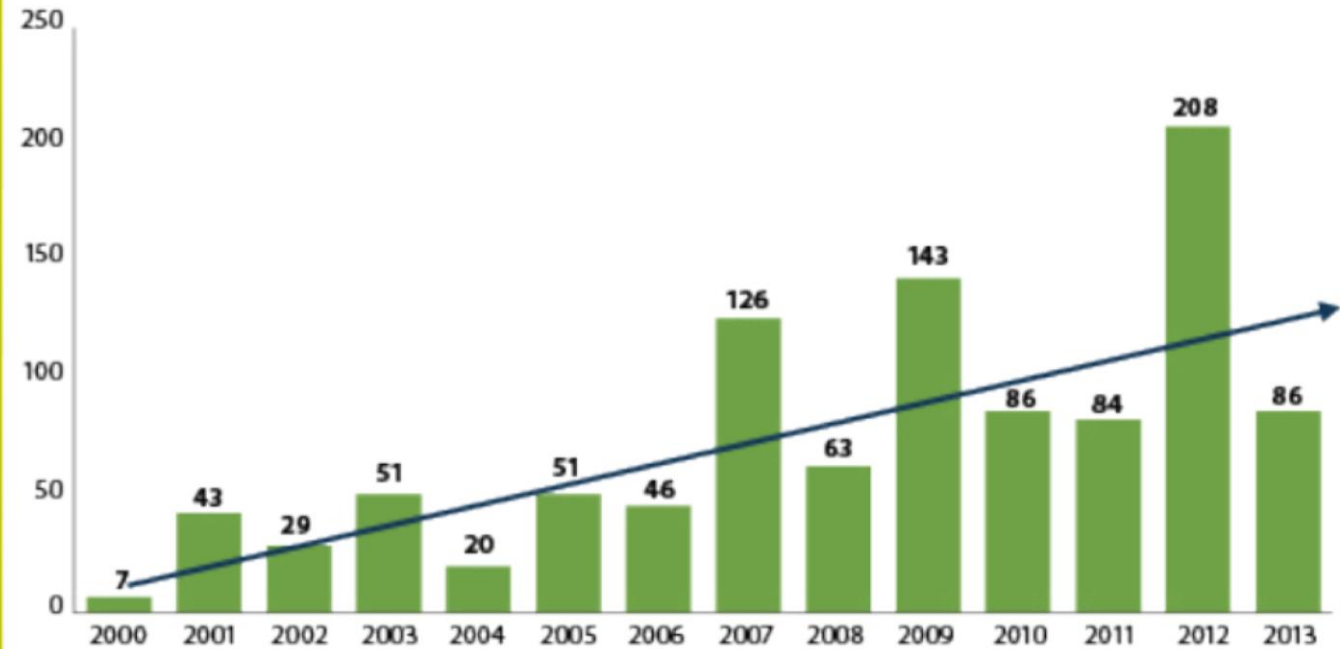
ANALYZING THE FINDINGS

CASUALTIES

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013:
Broken Down by Casualty Type; Killed or Wounded



A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013:
Annual Totals of 1,043 Casualties



- 206% increase of shooting victims since Columbine High School
- 194% increase in those killed
- Family members (15 incidents) and violence against women (16 incidents)
- Median number of deaths 2 with an average of 3.1

Median number of wounded is 2 with an average of 3.6

MANAGING CASUALTIES

Survival of an Active Shooter Incident:

- Hartford Consensus II
 - Neutralize the threat
 - Hemorrhage control
 - Rapid Extrication to safety
 - Rapid assessment by medical providers (EMS, RN, MD)
 - Transport to definitive care settings

Joint Committee to Create a National Policy to Enhance Survivability from Mass Casualty Shooting Events: Hartford Consensus II

Lenworth M Jacobs Jr, MD, MPH, FACS

PREAMBLE

The Joint Committee to Create a National Policy to Enhance Survivability from Mass Casualty Shooting Events was initiated by the American College of Surgeons in an effort to ensure that victims receive expeditious treatment of their injuries. The Committee included individuals from select public safety organizations including health, the Federal Bureau of Investigation, law enforcement, fire, prehospital care, trauma care, and the military. They met in Hartford, Connecticut on April 2, 2013 and on July 11, 2013. Attendance at the second meeting was broadened to include representatives from the Federal Emergency Management Agency and the National Security Staff of the Office of the President. These meetings became known as Hartford Consensus I and Hartford Consensus II. The concepts put forth and supported by both meetings are referred to as the Hartford Consensus. The Hartford Consensus II Statement is a call to action—no one should die from uncontrolled hemorrhage.

CONCEPT TO ACTION

On April 2, 2013, representatives from a select group of public safety organizations including law enforcement, fire, prehospital care, trauma care, and the military convened in Hartford, CT to develop consensus regarding strategies to increase survivability in mass casualty shootings. A concept document resulted and became known as the Hartford Consensus. It includes an acronym to describe the needed response to active shooter and intentional mass casualty events. The acronym is **THREAT**.

T - threat suppression.

H - hemorrhage control.

RE - rapid extrication to safety.

A - assessment by medical providers.

T - transport to definitive care.

Disclosure Information: Nothing to disclose.

Members of the Joint Committee to Create a National Policy to Enhance Survivability from Mass Casualty Shooting Events are listed in [Appendix 2](#), online.

Received October 1, 2013; Accepted November 5, 2013.

From the Department of Academic Affairs, Hartford Hospital, Hartford, CT. Correspondence address: Lenworth M Jacobs Jr, MD, MPH, FACS, Department of Academic Affairs, Hartford Hospital, 80 Seymour Street, Hartford, CT 06102. email: ljacob@hchcaldh.org

Within the framework of **THREAT**, there exists the opportunity to improve survival outcomes for the victims of active shooter and intentional mass casualty events through mutual collaboration and reinforcing responses. The Hartford Consensus stipulates that medical training for external hemorrhage control techniques is essential for all law enforcement officers. They should play a key role as the bridge between the law enforcement phase of the operation and the integrated rescue response. The interval from wounding to effective hemorrhage control can be minimized by law enforcement officers trained in hemorrhage control. This principle is central to the findings of the first Hartford Consensus. The purpose of the Hartford Consensus II held July 11, 2013, in Hartford, CT was to develop strategies for focused actions to achieve the objectives of the first Hartford Consensus.

FUNDAMENTAL CONCEPTS

To maximize survival from an active shooter or an intentional mass casualty event there must be a continuum of care from the initial response to definitive care. The essence of this continuum involves the seamless integration of a hemorrhage control intervention. This process starts with the actions of the uninjured public or minimally injured victims and extends to the first responding law enforcement officers, then to Emergency Medical Services (EMS)/Fire/Rescue personnel, and ultimately to definitive trauma care. These concepts must be scalable to facilitate implementation in communities of all sizes. The law enforcement response has evolved from the original concepts of surround and contain to a more modern and aggressive response. The EMS/Fire/Rescue teams must be involved earlier in the care of these victims. They should have direct contact with the law enforcement personnel on the scene.

THE CALL TO ACTION

No one should die from uncontrolled bleeding. Preventable death after an active shooter event or an intentional mass casualty event should be eliminated through the use of a seamless, integrated response system. Each group

CONDUCTING RISK ASSESSMENTS AND DRILLS

CONDUCTING A RISK ASSESSMENT

Hazard Vulnerability Analysis

- Forensic Admissions (Federal, state, local police agencies)
- Gang related violence
- Religious and political philosophies
- Employees or coworkers who are disgruntled at work
- Is there a feeling that something is just not right!

Hospital patient care areas

- Emergency departments
- Secured psychiatric units
- Intensive care units
- Human Resources
- Patient Accounting services

CONDUCTING A RISK ASSESSMENT

Community engagement:

- Joint training with public safety partners
- Problem-solving with the judicial system

Risk Assessments:

- Exterior perimeter security
- Visiting hours and logs
- Search of personal effects on psychiatric units
- Assess the environment in high risk departments
- **The “See Something, Say Something” campaign**

FACILITY POLICIES

Armed Intruder policy: Must be more inclusive of all weapons and not just firearms.

- Early warning system
 - Plain language
 - Code system
- Hearing disability
- Vision disability
- Impaired mobility issues
- Communication challenges
 - Language proficiency
 - Children
- Healthcare policies around active shooters should be conducted in consultation with local law enforcement agency



FACILITY INFRASTRUCTURE

- Identify multiple evacuation routes
- Shelter locations:
 - Thick walls
 - Solid doors with locks
 - Minimal interior windows
 - Communication devices
- Incorporate or volunteer in active shooter drills in your community.
- Limit access to building blue prints
- Know the emergency plan!



FACILITY POLICIES

- Zero tolerance policies
 - Human Resources must buy in to the policy and follow through with disciplinary action at all levels of the organization
 - Risk Management follow through of client/employee conduct
 - Behavior contracts
 - Transfer of patients care
 - Termination of care or services
 - Building visitor policies
- Understand your organizations capabilities
- “Go Bags”
 - Card access tags, building maps, and master keys



TRAINING, PREVENTION, AND RESPONSIVENESS

TRAINING OPTIONS

- Initial organization-wide orientation at New Employee Orientation
- Department specific plans
- Online training
 - Clinical setting:
Boston area hospital video
“Are You Ready?”
 - IAHS Training Video
- Business setting:
Houston video
“Run, Hide, Fight”







RUN > HIDE > FIGHT

>> SURVIVING AN ACTIVE SHOOTER EVENT

BENEFITS OF EXERCISE

Normalized Behavior in Stressful Situations

- Plan in place
- Persistence in the face of adversity
- Protection of self and others
- Proactive stance
- Post situation recovery
- Moral obligation met by organization

FINANCIAL ASSISTANCE

Grant programs:

- ASPR hospital grants
- Department of Justice
- Urban Area Security Initiative programs
- Homeland Security (statewide)

Measuring program success:

- Surveys
- Yearly refresher program
- Environmental Safety rounds

CONDUCTING AN EXERCISE

Advantages to conducting an exercise:

- Provide a venue to exercise law enforcement multiagency contact and rescue team operations
- Practice organization's armed threat procedures under optimal impact conditions
- Evaluate organization's preparedness for ongoing crisis response, business continuity, and employee recovery issues.

CONDUCTING AN EXERCISE

Exercise Time!

- Provide safety briefing
- Consider staging officers

Remember:

- Rubber guns look real
- Panic on telephones if 911 system participates
- Consider fire Alarm



CONDUCTING AN EXERCISE

Tactical medical expertise:

- Consider TEMS certified personnel
- Mass Casualty Incident Triage
- Unfamiliar department environments for internal response team
- Providing security of medical teams
- Provide treatment and transport internally or externally



















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EXIT
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C18
EXAM ROOM
12

FIRE
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EXIT



→ Primary Care Center

EXIT

EXIT

FIRE
FIGHT



EXIT

ABRIDGE
POLICE

EXIT

ePrescribe















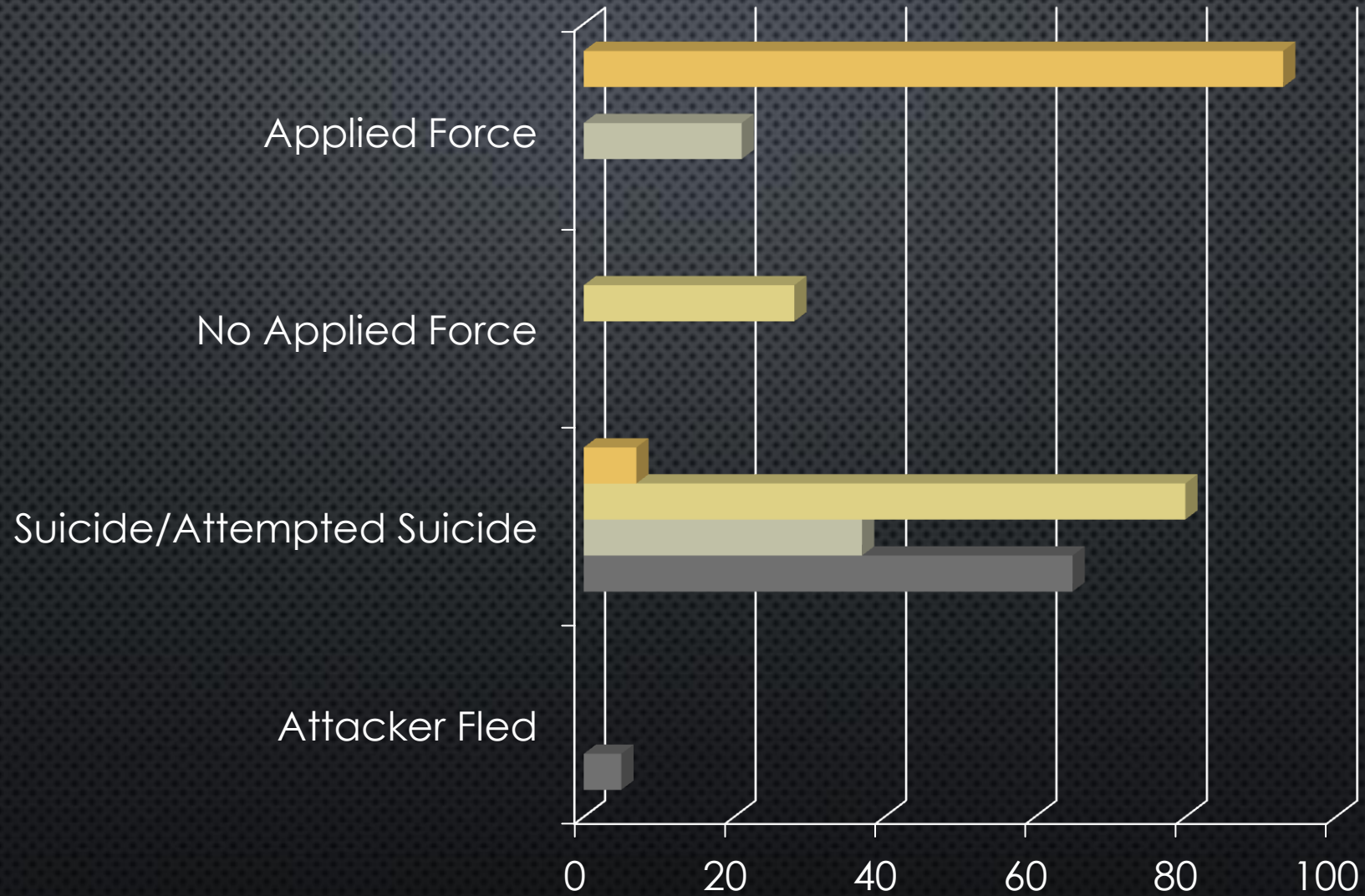








INCIDENT RESOLUTION



SUPPORT GUIDELINES

- Protocols and policies must be established requiring a specific response and must include coordination plans with jurisdictional law enforcement agency. Staff must be trained to the plan.
- Communication procedures should be established with a specific announcement (emergency code or plain language)
- Campus-wide notification system should exist in real-time alerting people to danger via overhead paging, texting, digital displays, intercoms, call boxes, pop-up messages, or mass notification systems.

- IAHS - Active Shooter Response Guidelines

SUPPORT GUIDELINES

- OSHA provides guidance to investigators on workplace violence incidents namely healthcare organizations.
 - OSHA guidelines
- Provide risk assessments of the facility
- Extra precautions to Emergency Departments, Human Resources, critical care areas, screening points, and locked psychiatric areas.
- Encourage staff to report incidents of violent activity or perceived violent events.
 - Joint Commission Sentinel Event

FUTURE RESEARCH

- Collaboration and partnership with medical community addressing increasing need for services for the mental health community.
- Encourage US Department of Homeland Security to re-implement Metropolitan Medical Response System grants
- Incorporate bystanders as part of the response and not see them as an impediment.
- Safety of responders and the public
- Decisions based on risk (sharing of information)



Get the latest news and photos of the shooting at sbsun.com

Thursday, December 3, 2015 \$1.00 FACEBOOK.COM/SBSUN TWITTER.COM/SBSUN

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SAN BERNARDINO MASS SHOOTING

'HORRIFIC'

14 dead, 17 wounded as attackers open fire at center for disabled
Manhunt ends in gunbattle; man and woman suspects killed



Emilia Gleisberg, left, hugs her mother, Dana Kimble, as family members reunite at The Rock Church after 14 people were killed at the Inland Regional Center in San Bernardino. PHOTOS BY STAFF PHOTOGRAPHERS

Assailants in assault-style clothing appeared 'as if on a mission' to kill

SAN BERNARDINO — At least 14 people were killed and 17 others injured by assailants who opened fire Wednesday morning on a training session of county employees at a facility that serves developmentally disabled people. The shooting at the Inland Regional Center, at 13th Street and Waterman Avenue, marks one of the largest mass shootings in the country in recent years and triggered lockdowns at schools, hospitals and entire neighborhoods across the city as federal and local law enforcement officials searched for the suspects. Finally, four hours after the 11 a.m. shooting, two suspects — a man and a woman — were killed in a gunbattle with police about two miles from the regional center, San Bernardino Police Chief Jarrod Burguan said. A third suspect seen fleeing that shootout was later detained. While it is not clear whether he or she was in-

EXPANDED COVERAGE INSIDE



Police respond to the scene of the mass shooting.

The scene: Loved ones wait to find out the fate of those who were at the center. **PHOTOS** **PHOTOS** **PHOTOS**

What is IRC? Inland Regional Center has 670 employees who work with the disabled. **PAGES 4**

Editorial: The mass shooting in San Bernardino is as senseless as 954 others in 2015. **PAGE 4**

FLORIDA'S BEST NEWS PAPER

tampabay.com

SATURDAY, DECEMBER 12, 2015 \$1

20 CHILDREN MURDERED

UNTHINKABLE

MAN ALSO KILLS 6 ADULTS AND HIMSELF AT CONN. SCHOOL
PRESIDENT OBAMA CALLS FOR ACTION TO STOP VIOLENCE



Connecticut state police help lead children from Sandy Hook Elementary School in Newtown, Conn., after the shooting on Friday. They were told to walk out with their eyes closed. Associated Press

One family's dread: What about Lenie?

NEW HAVEN, Conn. — In a New Haven suburb of 200 homes, Michael and Lenie were smiling with a neighbor on the porch last week. But the neighbor is a police officer who says he has seen the man and woman in the area. "They're not a violent couple," the neighbor said. "It's a family that lives in a quiet neighborhood. The last time I saw them was last week. They were talking to me about the shooting. They were talking to me about the shooting. They were talking to me about the shooting." **PHOTOGRAPH BY STAFF PHOTOGRAPHER**



The families of victims gather near Sandy Hook Elementary School, where a gunman opened fire on schoolchildren and staff in Newtown, Conn., on Friday morning.

Site of school shootings	2015	2014	2013	2012	2011
Elementary school	1	1	1	1	1
High school	1	1	1	1	1
College	1	1	1	1	1
Other	1	1	1	1	1

NEW HAVEN, Conn. — The walls outside the end of a terrifying mass shooting, a 20-year-old man carrying two handguns killed 20 children and six adults, including principal Dawn Hovsepian, before fleeing town. Police sent a light on the street for the attack on schoolchildren. The gunman, identified as Adam Lanza, was believed to suffer from a personality disorder and lived with his mother, Nancy, a law-enforcement official who was killed on the shooting. Lanza was killed at the scene. The police said he was a quiet, polite, polite student at the 20-year-old school for kindergarten through sixth grade. The rampage, which has been the deadliest before Christmas, was the deadliest school shooting in the United States since the 1999 shooting at Columbine. It was about 10 a.m. when the school bells rang down to the outside world, demanding identification from visitors. What happened next was a chaotic scene of chaos. The school was a normal school day. The school was a normal school day. The school was a normal school day. **PHOTOGRAPH BY STAFF PHOTOGRAPHER**

FOUNDED 1803 • WINNER OF THE 2015 PULITZER PRIZE FOR PUBLIC SERVICE

Friday, June 19, 2015 POSTANDCOURIER.COM Charleston, S.C. \$1.00



'The unspeakable happened in our city'



Phyllis Holmes of Charleston takes a moment to pray with her 3-year-old granddaughter after placing a candle at a memorial on the sidewalk in front of Emanuel AME Church on Thursday evening in Charleston. The city tried to come to grips with Thursday, a day after a mass shooting at the church left nine people dead. PHOTOS BY STAFF PHOTOGRAPHERS

Inside

- Profiles of the victims. **A4-5**
- Brian Hicks: A black and white issue — just pure evil. **A6**
- Obama news call for racial healing, gun control. **A6**
- Confederate flag flying at full height causes stir. **A6**
- Church a place of prayer steeped in history. **A6**
- Churches to ring bells in unity. **A10**

Online

For complete coverage of the shooting at Emanuel AME Church, including victim profiles, videos, photo galleries and more, go to postandcourier.com/church-shooting. Join the conversation on social media by using [#CharlestonShooting](https://twitter.com/CharlestonShooting).

To our readers

The placement of a sticky note ad on the front page of some newspapers.

Obama, Haley mourn with Holy City; fugitive captured in N.C.

BY ANDREW KNAPP andknapp@postandcourier.com
After a night of fear and grief in downtown Charleston, authorities in North Carolina arrested a young white man on charges that he gunned down nine people at Emanuel AME Church, a Methodist Episcopal Church, ending a hunt that spanned the city and the nation when racially motivated violence was more prevalent. U.S. Attorney General Loretta Lynch declared that such acts have "no place in a civilized society." The emotional weight of the ordeal also brought local activists, Charleston's police chief and South Carolina's governor to tears as they sought to find ways to comfort community members who fear further violence in a city where such acts have more often occurred. **PHOTOGRAPH BY STAFF PHOTOGRAPHERS**

Community's songs, tears, prayers flow

BY ADAM PARKER and **MELISSA BOUGHTON** aparker@postandcourier.com mboughton@postandcourier.com
Barnes of loud applause punctuated Thursday's midday prayer vigil honoring the nine victims of Charleston's first modern mass shooting. Heartfelt prayers and loud singing characterized the evening's vigil at Royal Missionary Baptist Church. And at Second Presbyterian Church, worshippers filled the sanctuary with their voices. **PHOTOGRAPH BY STAFF PHOTOGRAPHERS**

Hate crime may be S.C.'s deadliest

BY DEANNA PAN dp@postandcourier.com
The mass shooting at a historic Charleston Black church Wednesday night may mark the deadliest hate crime in South Carolina history, according to prominent local historian. A lone gunman shot and killed nine worshippers at a prayer meeting inside Emanuel AME Church, the first and oldest African Methodist Episcopal church in the city. **PHOTOGRAPH BY STAFF PHOTOGRAPHERS**



Jonathan Blunk, 26

Air Force Staff Sgt. Jesse Childress, 29

Matthew McQuinn, 27

Veronica Moser-Sullivan, 6

12.14.12
For Our
Sandy Hook Elementary
Students

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Columbine

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Aurora, CO
7-20-12

THANK YOU

“Violence is an admission that one's ideas and goals cannot prevail on their own merits.”

-Edward Kennedy