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?

RESPONDING TO AN ARMED INTRUDER

Christian Lamphere, Ph.D.

Objectives

- Case studies of active shooter scenarios
- Definition of an Active Shooter
- Mortality of an Active Shooter
- TIP - ICE - P2P
- Law enforcement role

Rationales

- History needs & exposed sadness
- Vulnerable worlds health populer, high risk
- Childhood trauma, family violence
- Novel environments, school shooting, etc...
- Uncertainty of events across the sector work on safety, etc...

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 may last only 4 to 11 minutes in duration.
- The psychological, social, and economic consequences of the incident may last decades, even generations.
- There may not be any obvious worst-case scenario, but the actions will be the same.

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, TO ITS REPUTATION AND BRAND.

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: 28
  - Since 1999: 71

FAMOUS ACTIVE SHOOTER INCIDENTS

- Columbine High School, Littleton, CO (13:21)
- Aurora Theater (13:28)
- Fort Hood (13:30)

FAMOUS ACTIVE SHOOTER INCIDENTS

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

Photo: Managing Threats of Violence in the Workplace, 2013
TYPES OF VIOLENCE

HEALTHCARE ACTIVE SHOOTER INCIDENTS
- Johns Hopkins Hospital (2 deceased)
- Erie County Medical Center (1 deceased)
- Akron General Hospital (1 deceased)

INTERESTING FACTS:
- 150 guns possessed (25 males = 11.2%)
- Almost 70% of guns were purchased at the same store on the weekend
- Assault weapons & handgun combined with 41.8% respective
- Police are the 2nd largest gun buyers in US
- 116 mass murders take place in the workplace or school
- 27 mass murders in public settings
- Average age 30 (29.3 years old)

A COUNTRY UNDER SIEGE

WORKPLACE VIOLENCE

INTERESTING FACTS:
- 50% were male
- 50% of the victims did not have a reported history of mental health issues
- 80% of the victims had no warning signs prior death
- 15% of the victims carried a gun in self-defense
- 30% of the victims were killed by a relative'sannonced event
- After 9/11, there was an increase in workplace violence

INTERESTING FACTS:
- 50% were white males
- 50% of the victims did not have a reported history of mental health issues
- 80% of the victims had no warning signs prior death
- 15% of the victims carried a gun in self-defense
- 30% of the victims were killed by a relative'sannonced event
- After 9/11, there was an increase in workplace violence

MASS VIOLENCE

21st Century

RED FLAG?
Within the span of 16 minutes, the gunman killed 13 people and wounded 21 others. A savage act of domestic terrorism, their crime was the deadliest school shooting in the history of the United States.

Sheriff John P. Stone
Jefferson Co. Colorado

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

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.

22
The toll from mass shootings in 2012 was nearly twice that of any other year.

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

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

PATH OF DESTRUCTION

Psychological
Verbal
Physical
Weapons

ACTIVE SHOOTER

PATHWAY TO VIOLENCE

Grievance
Violent Ideation
Pre-attack Preparation
Probing & Breaches
Attack

DEFINITION: ACTIVE SHOOTER

“An active shooter is an individual acting alone or in small groups on the basis of some form of personal grievance, to commit violence against people (and sometimes property) in a confined and populated area; in most cases, active shooters use firearms (S) and there is no pattern or method to their selection of victims.”


MENTALITY OF ACTIVE SHOOTER

• Comes in to kill and someone shows without concern for his safety or threat of capture.

• Generally has intention and plans well in advance of the incident.

• Accepts targets of opportunity when searching for an after factor, targeted victims.

• Will commit mass violence from a building or vehicle until stopped by law enforcement, contrôle, or other intervention.

DEMOGRAPHIC: AGE

Age distribution of mass murders
PHASES OF EMERGENCY MANAGEMENT

VIOLENCE POLICY STATEMENT

Dramatizes leadership’s concern and commitment to employees’ safety.
Cambridge Health Alliance zero-tolerance policy.

Human resources must buy into the policy and follow through with disciplinary actions.

"A danger foreseen is half avoided.”
—Cheyenne Proverb

HOW TO PREPARE

• Develop an Emergency Action Plan
• Conduct training
• 90% have plans
• 90% are exercised

• Recognition indicates sound workplace climate
• CTPVA

CONDUCTING TRAINING

Training manual includes:

• Identifying the sound of gunfire
• Reacting rapidly
• Calling 911
• Disposing of or arresting perpetrators
• Adopting a survival mindset during a crisis.

HOW TO RESPOND

Your ACTIONS will INFLUENCE OTHERS

MEET EVERYONE’S NEEDS

Ensure that plans assess and provide for functional needs:

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

ROAD TO RECOVERY

• Mandatory violence costs an estimated $21 billion annually.
• In 2008, the National Restaurant Association estimated that
  mandatory violence costs were $3 billion.
• In 2009, the National Restaurant Association estimated that
  mandatory violence costs were $5 billion.
• In 2010, the National Restaurant Association estimated that
  mandatory violence costs were $7 billion.
MANAGEMENT OF THE THREAT

- This consolidated change is trick by law enforcement.
- No larger self for IT/AT teams.
- If not clear, adjust as needed.
- ITAT: Simple effective techniques.
- New legislation.
- V75 will be issued.