COMPREHENSIVE
ACTIVE SHOOTER
INCIDENT MANAGEMENT

Maturing Prevention, Response & Recovery Strategies

BEHAVIORAL SCIENCE APPLICATIONS
Corporate | Campus | Community Crisis Intervention

About the Presenter

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- <u>Consultant/Trainer</u>: U.S. Dept. of Homeland Security; U.S. Dept. of Justice; National Criminal Justice Training Center; U.S. Health & Human Services Administration; OSHA; United Nations; NYPD; U.S. Military, others.

- <u>Diplomate</u>: National Center for Crisis Management.

- <u>Diplomate</u>, American Academy of Experts in Traumatic Stress.

- <u>Diplomate</u>, American Board for Certification in Homeland Security.

- <u>Board Certified Expert in Traumatic Stress (BCETS)</u>; <u>Certified Trauma Specialist (CTS)</u>.

- <u>Police Surgeon</u>, International Society of Police Surgeons; New Jersey Police Surgeons team.

- <u>Advisor</u>, Active Shooter Rescue Task Force (Morris County, NJ)

- <u>On-scene Responder/Supervisor</u>: '93 and 9/11World Trade Center attacks; NJ Anthrax Screening Center; Unabomber Case; Int'l kidnappings, hostage negotiation team member.

- <u>Qualified Expert</u>: to the courts and media on violence prevention and response issues.

- <u>Author</u>: Many published articles and book chapters addressing the behavioral sciences in violence prevention, disaster and terrorism response.

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Operational Psychology

The use of clinical, cognitive and social psychological concepts for their tactical value.

"…a unique set of applied psychology theories and techniques for consultation with security professionals."

Palarea, R. "Operational Psychology: An Emerging Discipline. AP-LS News. Fall 2007.

Anticipating Human Behavior:
Lewin's Equation

Behavior is a **F**unction
of **P**erson and **E**nvironment

$$B = f(P,E)$$

- Apply this concept to the behavior of the shooter(s), employees and others in the threat environment, as well as responding law enforcement and EMS personnel.

- It is critical to operate with **accurate behavioral assumptions** about everyone in a potential shooter scenario.

5 Areas for Maturity

1. Anticipate the full life cycle of the event. Plan and exercise all components.

2. Expand your definition of workplace violence and concept of active shooter incidents.

3. Expand your concept of the workplace.

4. Expand threat assessment models and employee training content.

5. Extend your definition of *"bystander intervention"* to reflect the realities of the *"response gap."*

This is not an "Active Shooter 101" program.

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Recommendation #1

Anticipate the Full Life Cycle of the Event; Plan and Exercise All Components.

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Comprehensive Active Shooter Incident Management (CASIM)™

Mitigation

- Executive Buy-In
- Policies, Plans, Procedures
- Risk Assessment

Recovery

- Psych First Aid/ Trauma Management
- Investigation
- Business Continuity

Preparedness

- Physical Security
- Training
- Team Development
- Exercises/Drills

Response

- Threat Assessment
- Threat Management
- Notification
- Emergency Actions

The CASIM™ approach is intended to address the full life cycle of the Active Shooter risk.

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Active Shooter as an Element of the Workplace Violence Continuum

- Active Shooter incidents are statistically rare, but devastating events (low probability-high consequence).

- They can be the end point of a long progression along the workplace violence continuum and should be integrated into the organization's overall violence prevention posture.

Discourtesy | Disrespect | Intimidation | Harassment or Bullying | Retaliation | Verbal Assault | Physical Aggression

Weapons-Involved → Active Shooter

Hot Zone:
Operational Assumptions

- High levels of noise from alarms, screaming, adding to stress/making communications difficult.

- The construction of a facility may deflect and amplify sound in a way making it difficult to determine the number or location of shooters.

- People moving in many directions; possibility of injuries from stampede of those seeking to escape, esp. at choke points, like stairs, escalators, and doors.

Human Factors:
Extreme Stress Response

Anticipate and understand Extreme Stress Reactions (ESR) in:

- Employees, guests and visitors
- In-house Security and Emergency responders
- Incoming LE and other responders

ESR reactions include:

- Frantic, unfocused behavior
- Difficulty following directions
- Fine motor skills deteriorates
- Problem solving diminished
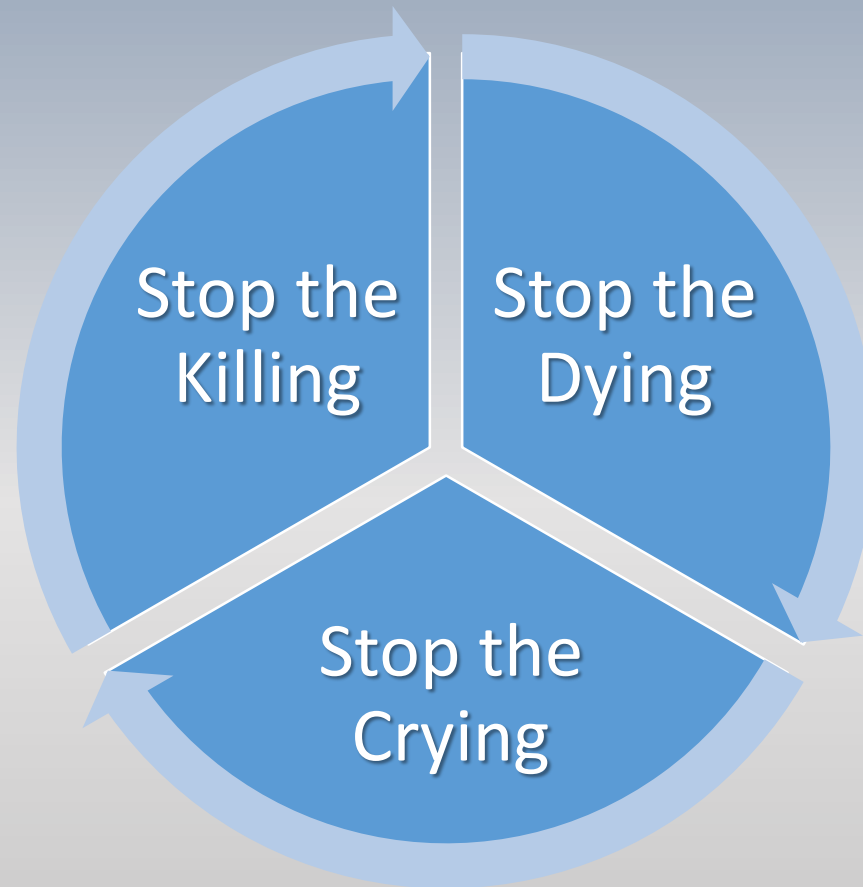- Irrational fighting or fleeing; freezing
- "Autopilot" behaviors

Human Factors:
Extreme Behavioral Consequences

Anticipate the behavioral response in various phases:

- <u>Immediate</u>: Minutes to hours.
- <u>Short-term</u>: Hours to days.
- <u>Mid-term</u>: Days to weeks/months.
- <u>Long-term</u>: One year anniversary and beyond.

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Active Shooter 2.0

Stop the Killing

Stop the Dying

Stop the Crying

Moving Beyond Run>Hide>Fight

Recommendation #2

Expanding the Definition of Workplace Violence and Active Shooter Incidents.

Traditional Sources of Workplace Violence

- Type I: Criminal Intent

  - Type II: Customer/Patient

- Type III: Worker-to-Worker

  - Type IV: Intimate Partner

Type V:
Ideological Violence

- Violence directed at an organization, its people, and/or property for ideological, religious or political reasons.

- Perpetrated by <u>extremists</u> (e.g., environmental, animal rights, and other value-driven groups).

- Target selection is based on rage against what the targeted organization does or represents.

The November 2015 shooting incident at a Planned Parenthood facility in Colorado Springs is an example of Type V workplace violence.

The shootings at the recruiting center in Chattanooga and Fort Hood also blur the lines between workplace violence and terrorism.

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When Terror Comes to the Workplace

- 14 people were killed and 22 were seriously injured in an attack at the Inland Regional Center in San Bernardino, California, which consisted of a mass shooting and an attempted bombing during an off-site meeting and holiday party.
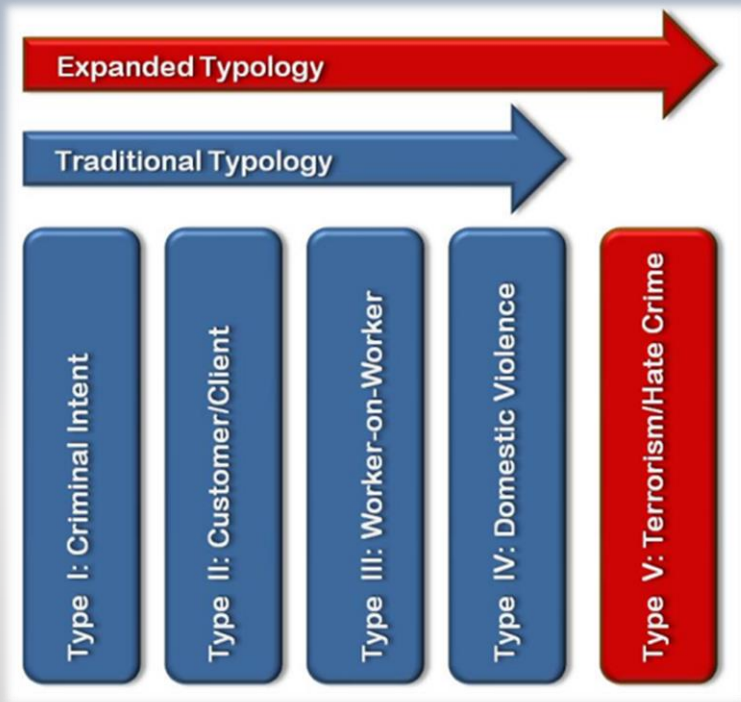

- During a morning editorial meeting, two attackers forced their way into the offices of the French satirical newspaper Charlie Hebdo in Paris. 12 people were killed and 11 others were injured. The gunmen identified themselves as belonging to Al-Qaeda's branch in Yemen, which took responsibility for the attack.

Benefits of an Expanded Typology

Expanded Typology

Traditional Typology

Type I: Criminal Intent

Type II: Customer/Client

Type III: Worker-on-Worker

Type IV: Domestic Violence

Type V: Terrorism/Hate Crime

More representative of our current situation.

- Creates understanding that some extremist-driven violence may be directed at the workplace.

- Allows for more inclusive training:

  - Warning signs of workplace violence;
  - "Warning Behaviors" associated with mass shooters;
  - "Eight Signs of Terrorism."

- Promotes "force-multiplier" effect with more eyes and ears.

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Changing Tactics:
Hybrid Targeted Violence (HTV)

- HTV is defined as the use of violence, targeting a specific population, using multiple and multifaceted conventional and unconventional weapons and tactics.

- The HTV attackers often target several locations simultaneously.

Frazzano, Tracy L., and G. Matthew Snyder. "Hybrid Targeted Violence: Challenging Conventional "Active Shooter" Response Strategies." Homeland Security Affairs 10, Article 3 (February 2014). https://www.hsaj.org/articles/253

Examples of HTV Incidents

Examples include:

- Beslan School Siege
- Mumbai Siege
- Westgate Mall
- Paris Attacks
- Boston Marathon
- San Bernardino

ATTAQUES EN SÉRIE DANS PARIS
BREAKING NEWS
BFM: AT LEAST 60 DEAD IN PARIS TERROR ATTACKS

While HTV attacks are not exactly new, or unheard of in the U.S., intelligence estimates show that international extremist groups are interested in initiating, supporting and inciting this kind of attack on American soil.

Elements of HTV

HTV attacks differ from the more common Active Shooter incidents:

- Well-trained, tactically competent, and willing-to-die perpetrators.

- Multiple operators (attackers) working in small tactical units.

The San Bernardino attacks utilized elements of HTV.

- Effective internal and external communications/coordination.

- Purposeful luring of first responders to inflict even more carnage.

- Use of fire to complicate first-responder operations and cause further damage.

- Potential use of CBRN agents.

- Use of high-powered military-type weapons and explosives, including suicide bomb vests.

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Recommendation #3

Expanding the Concept of the Workplace.

Occupational Safety and Health Act

"All **employers** have a general duty to provide employees with a **workplace** free from recognized hazards likely to cause **death** or serious **physical harm**."
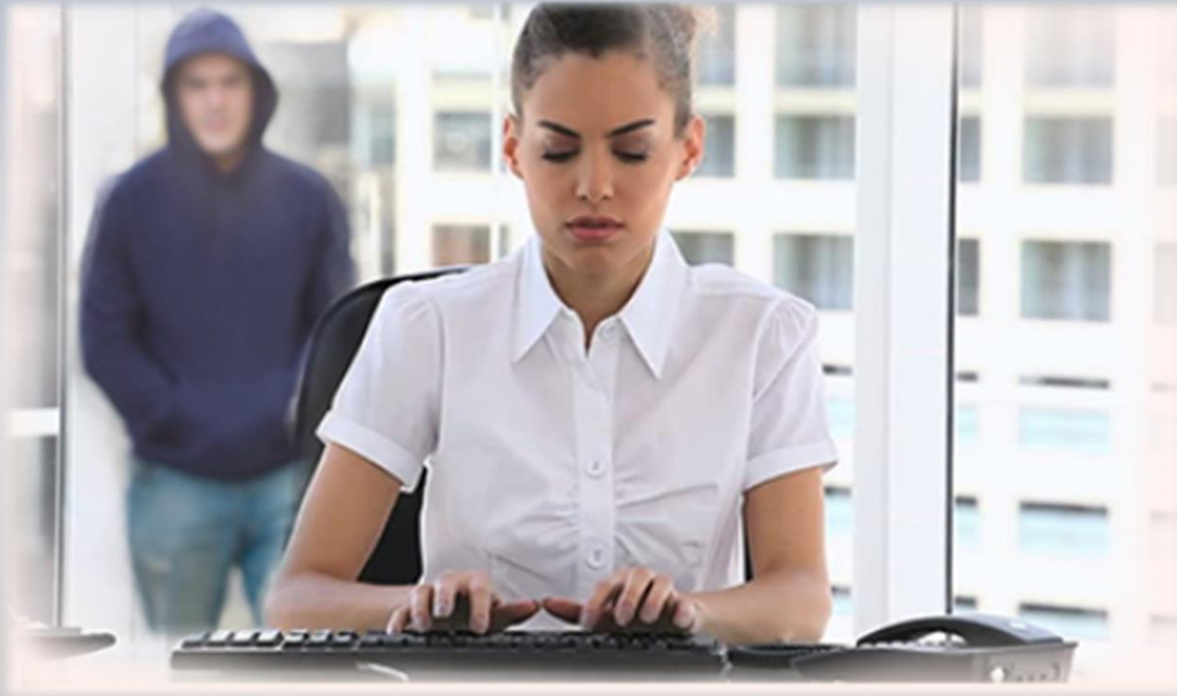
Mandate of OSH Act of 1970 Section 5(a)(1)

Understand OSHA's
"General Duty Clause"

Consider a business traveler caught up in an Active Shooter incident outside of the workplace.

- For OSHA the term *"workplace"* is synonymous with *"on the job"* and *"at work."*

- A workplace may be any location, either permanent or temporary, where an employee performs any work-related duty.

SKY 10 LIVE

BREAKING NEWS

Multiple Shooting Victims At Fort Laud.-Hollywood Int'l Airport

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Violence Risks for Mobile Workers

- Employers must consider opening the umbrella of their violence prevention programs wide enough to cover mobile workers wherever they are on the job, even home-based offices.

- Employers have a Duty of Care for providing a safe work environment for mobile workers as for employees who work on company property.

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The Mobile Workforce:
A Growing Trend

- Today's technology enables employees to work from anywhere in the world while staying connected 24/7.

- For example, a 2015 Gallup poll shows that 37% of American workers telecommute at least occasionally.

- The average worker now telecommutes two days per month and 46% of telecommuters do so during the workday.

- It's no secret that the workplace is changing

…are you keeping up?

The Mobile Workforce: *A Growing Trend*

- Mobile work has become an integral part of conducting business and as such need to be considered in the Duty of Care with health, safety and security policies.

- The number of mobile workers in the U.S. will rise from 96.2 million to 105.4 million over the next five years. By 2020 mobile workers will account for nearly three-quarters (72.3 percent) of the U.S. workforce, according to 2016 report from IDC.

- Omitting mobile workers from the organization's violence prevention program creates a double standard and undermines both the employer's and employee's position.

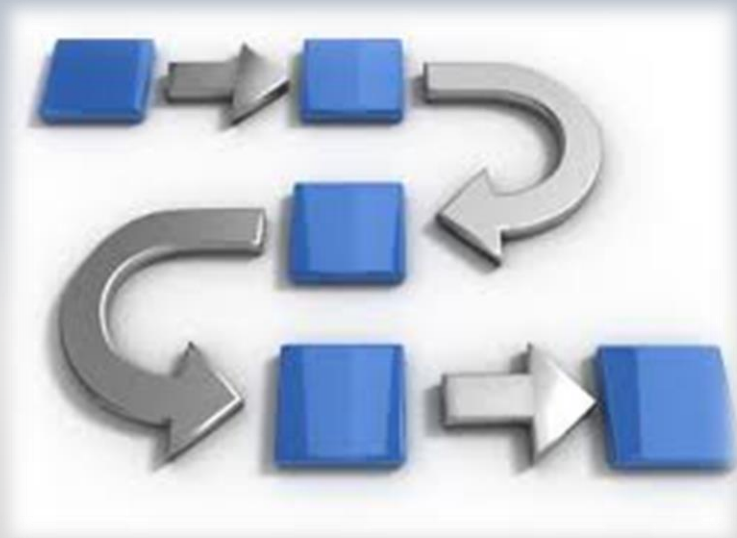- Violence prevention for mobile workers cannot seen to be a secondary concern.

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Recommendation #3

Expanding Threat Assessment Models and Employee Training Content.

Violence is a Process, Not an Event

- Do not consider concerns or threats as events.

- Instances of workplace violence most often arise from "smoldering" crises, not "sudden" crises.

- Act in the early stages; They escalates over time.

- Control interactive factors; the process is dynamic.

- People do not just *"snap."*

- Look for *"Warning Behaviors"* not just "Warning Signs."

The Role of Warning Behaviors

- Research is increasingly pointing away from individual personality traits as useful indicators of risk, and towards patterns of behavior and communication referred to as "Warning Behaviors."

- Warning Behaviors are acute and dynamic correlates of risk:

  - They are *accelerants*—focus on accelerating change.

  - Patterns of behavior rather than individual risk factors.

Meloy, J. R., Hoffmann, J., Guldimann, A., & James, D. (2012). The role of warning behaviors in threat assessment: An exploration and suggested typology. Behavioral Sciences & the Law, 30, 256–279.

Established Warning Behaviors

- Pathway
- Fixation
- **Identification**
- Novel aggression
- Energy burst
- **Leakage**
- Directly communicated threat
- Last resort behavior

Remember: The more important question is if a Subject has made a threat; it is if the Subject poses a threat.

Case Study

Identification

On July 22, 2001, Anders Breivik dressed in a homemade police uniform and showing false identification gained access to the Utøya island and subsequently opened fire at the participants, killing 69 of them, and injuring at least 110.

- Any behavior that indicates a psychological desire to be a "pseudo-commando." (Dietz, 1986; Knoll, 2010)

- A "warrior mentality," (Hempel et al., 1999), closely associate with weapons or other military or law enforcement paraphernalia, identify with previous attackers or assassins, or identify oneself as an agent to advance a particular cause or belief system.

Meloy, J.R., Mohandie, K., Knoll, J.L. & Hoffmann, J. The Concept of Identification in Threat Assessment, *Behavioral Sciences & the Law*, 2015, 33, 2-3, 213.

Leakage

- The communication to a third party of an intent to do harm to a target through an attack (Meloy & O'Toole, 2011).

- In adult mass murders*, 67% had leaked intent to third parties before an attack.

- In adolescent mass murders, 58% leaked information prior to attacks.

- In an FBI study of school shooters ALL (100%) engaged in some sort of pre-attack leakage.

Using the FBI definition, "mass murder" indicates three or more people killed in a single incident. Adult here means a subject >18 y.o.

Meloy, J. R. and O'Toole, M. E. (2011), The Concept of Leakage in Threat Assessment. Behav. Sci. Law, 29: 513–527. doi:10.1002/bsl.986.

Methods & Themes of Leakage

Methods of Leakage

- Threats: overt, veiled, innuendos, etc.
- Diary/Journal entries
- Social media/web postings
- Doodling/Artwork
- Video/Audio recordings

Themes of Leakage

- Violence/Suicide
- Hopelessness/Despair
- Hatred/ Vengeance
- Isolation/Loneliness
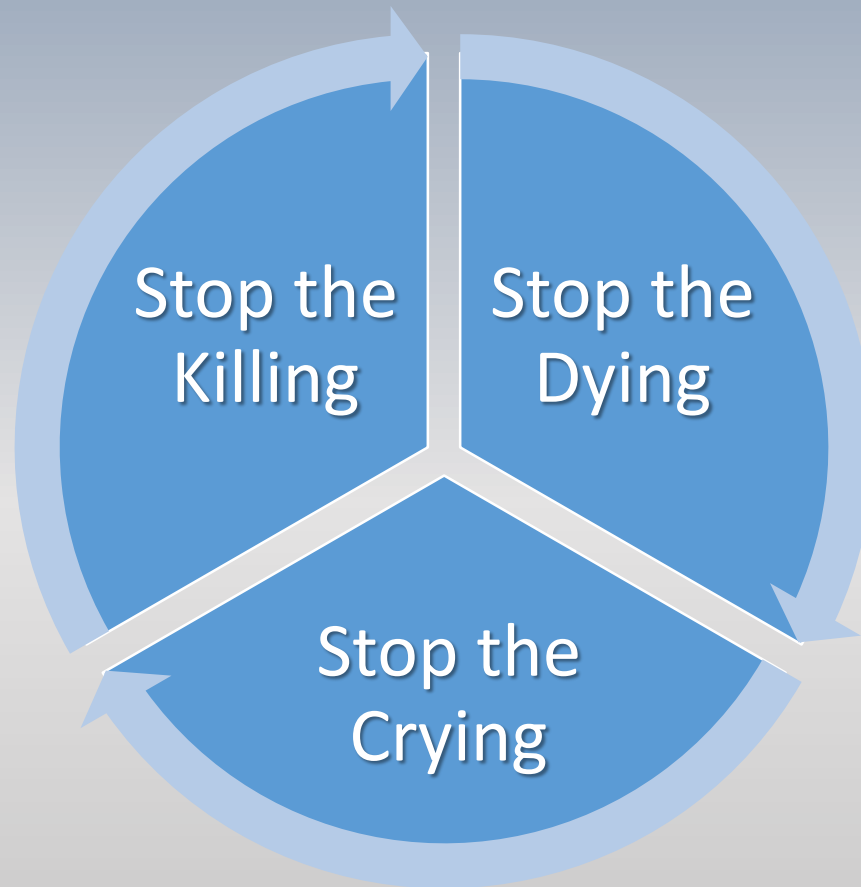- Nihilism/"End of the World"

Recommendation #5

Extend the Definition of *"Bystander Intervention"* to reflect the realities of the *"response gap."*
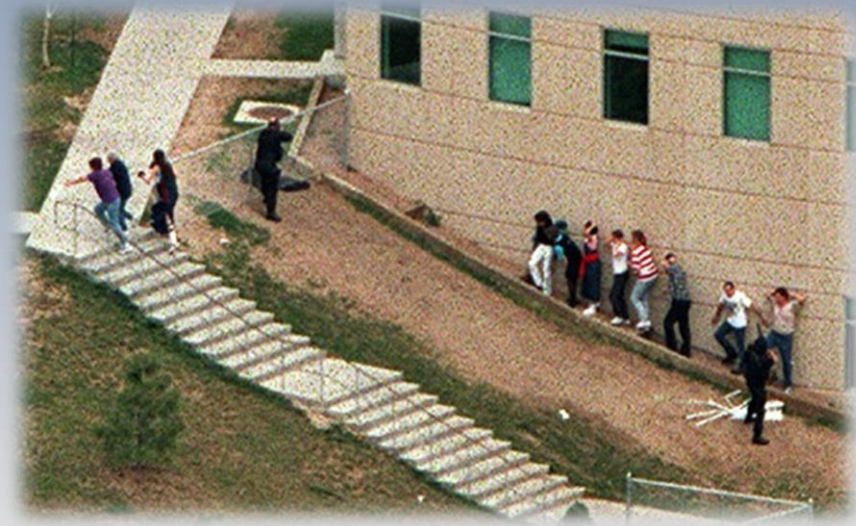
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Organizational Response

Active Shooter 2.0
Moving Beyond Run>Hide>Fight

Evolving Police & EMS Response Procedures

1ˢᵗ Generation: *"Contain and Wait"*

- Pre-Columbine.

- Establish perimeter.

- Request/Await specialize teams.

- Prevent entry or evacuation from location.

- Officers outside the school were not aware that the killers had killed themselves. It would be several more hours before the buildings were secure and the victims inside the school could be treated.

- One teacher bled out from a survivable wound during that delay.

2nd Generation: *Teams/Formations*

- Wait for next arriving officers.
- Form into small hunter cell/entry team.
- Don't wait for arrival of specialized teams.
- Move past injured.
- Move toward threat (shots).

3ʳᵈ Generation: *Solo Entry*

- First officers arriving make either solo or two-officer entries at their discretion.

- Additional arriving officers enter, contact and "link up" with first officers to for team/cell.

- Multiple ingress points are employed, converging quickly on the suspect.

- As the number of officers from outlying allied agencies increases, the security of the perimeter improves.

- **FBI report states 1/3 of officers entering alone will be shot.**
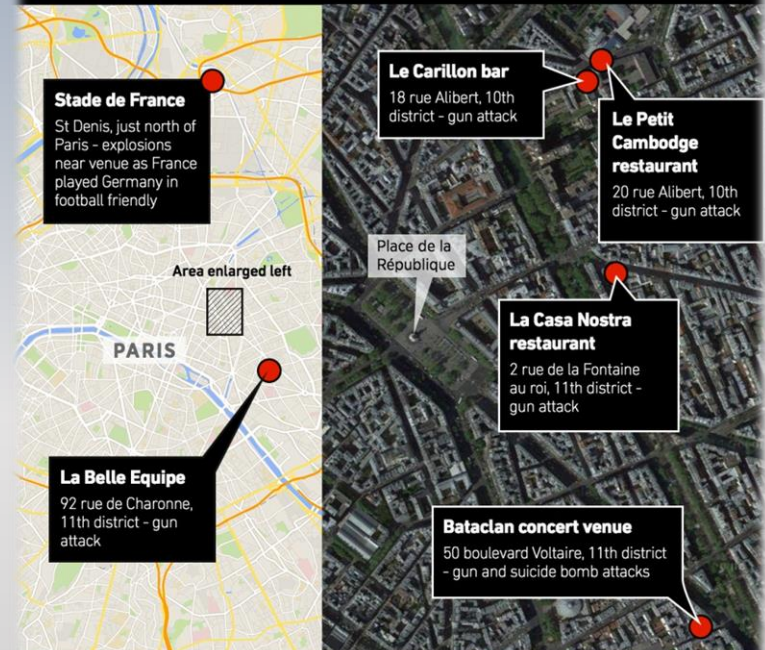
4ᵗʰ Generation: *MACTAC*

- MACTAC (Multi-Assault Counter-Terrorism Action Capabilities).

- Coordinated violent attacks by terrorists and anti-government extremists are on the rise. Terrorist events cause high numbers of casualties or involve the use of victims as tools to gain notoriety or media attention.

- LEO plan and train for engaging assailants who are actively killing in multiple locations.

MAPPING THE PARIS ATTACKS
More than 150 people were killed in multiple shootings, a 100-person hostage crisis, and explosions rocking the French capital

Stade de France
St Denis, just north of Paris - explosions near venue as France played Germany in football friendly

Area enlarged left

PARIS

La Belle Equipe
92 rue de Charonne, 11th district - gun attack

Le Carillon bar
18 rue Alibert, 10th district - gun attack

Le Petit Cambodge restaurant
20 rue Alibert, 10th district - gun attack

Place de la République

La Casa Nostra restaurant
2 rue de la Fontaine au roi, 11th district - gun attack

Bataclan concert venue
50 boulevard Voltaire, 11th district - gun and suicide bomb attacks

Source: Reuters and AFP | Design: Twelve Column
Al Arabiya News is the English-language service of the Al Arabiya News Channel, the leading 24-hour news station in the Arab world. http://www.alarabiya.net/English

The Paris attacks were an example of a multiple-attacker, multiple-location incident.

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The Changing Role of EMS and Fire

EMS operating in Hot Zone environments under cover of tactical officers.

- Lessons learned from military and civilian events (Hartford Consensus).

- Interagency planning and cooperation.

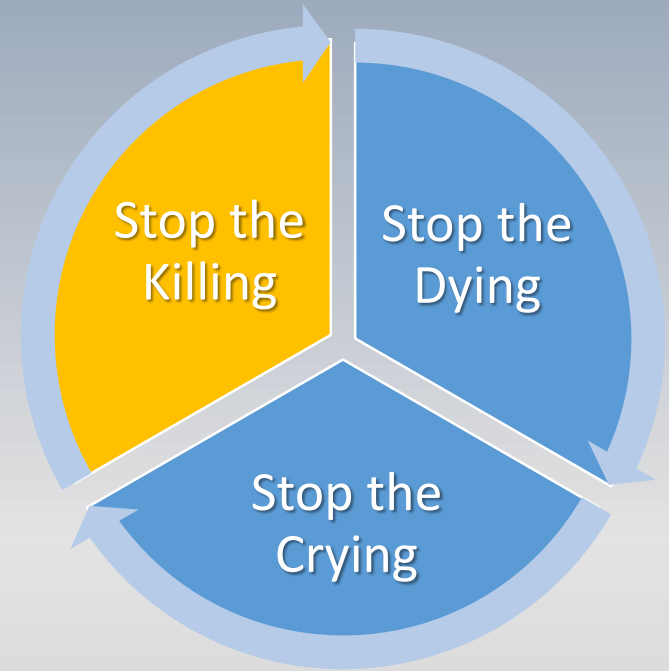- Coordination by law enforcement.

- Preparation is paramount.

EMS and Fire no longer stand by the sidelines, but rather save lives at the direction of, and in partnership with, law enforcement.

Bystander Intervention: _Stop the Killing_

- Unlike other violent crimes, the **active** aspect of an Active Shooter incident inherently implies that both **law enforcement personnel and citizens** have the potential to affect the outcome of the event based upon their responses. (FBI, 2015)

- Are employees ready to serve as the first on-scene responders?
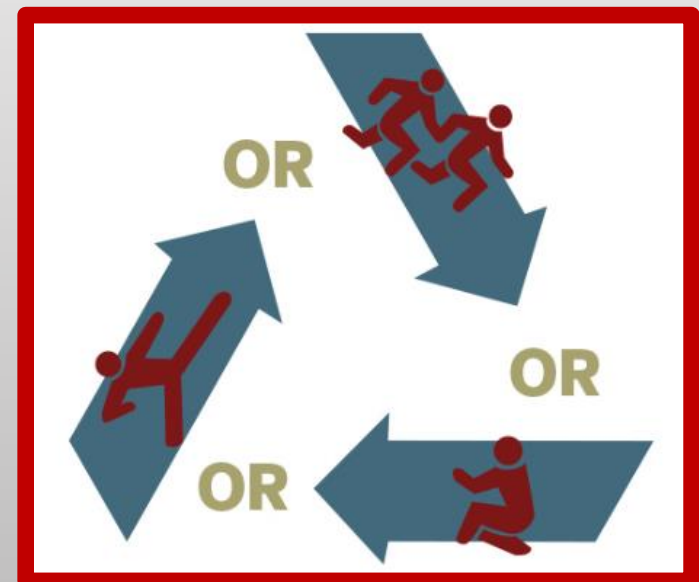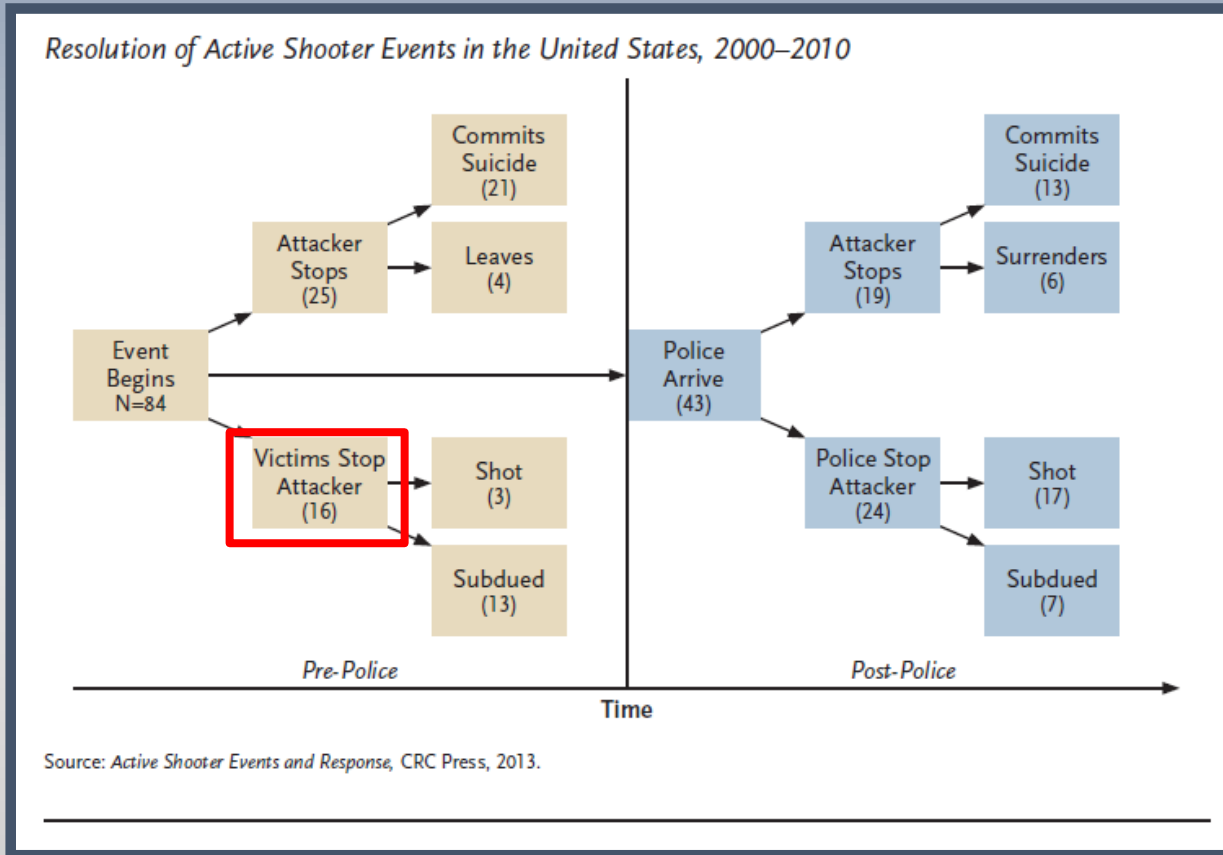 - **are they mentally prepared and trained FOR THIS?**

Stop the Killing

Stop the Dying

Stop the Crying

New Thinking in Response

vs.

This is a decision your organization has to make now...

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Bystander Intervention

Resolution of Active Shooter Events in the United States, 2000–2010

Source: *Active Shooter Events and Response*, CRC Press, 2013.

Bystanders are your initial First Responders positioned to Stop the Killing.

Even when law enforcement was present or able to respond within minutes, civilians often had to make life and death decisions, and, therefore, should be engaged in training and discussions on decisions they may face.

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Training to Fight

Fight means:

- **Distract:** Interrupt the Shooter's focus.

- **Disrupt:** Interrupt the Shooter's momentum/rhythm.

- **Disarm:** Interrupt the Shooter's access to weapons.

Many of those you train will have no prior experience being near or touching a firearm. Teach them to push the weapon:

DATTS: Down, And to The Side

Not up or Straight Down

-Use Teams
-Use Improvised Weapons
-Use Surprise

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Bystander Intervention:
Stop the Dying

- **National Average**: It takes approximately 7 to 15 minutes for EMS responders to reach the scene and often longer for them to safely enter and start treating patients.
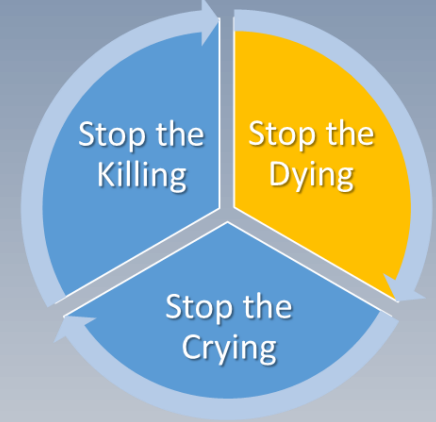

- Victims who experience massive trauma don't have that much time and can often bleed to death in as little as three minutes.

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Bystander Intervention:
Stop the Dying

OLD SCHOOL

- Stage-and-Wait (No EMS or fire response until scene is completely secure).

    - **How long will it take to completely clear and secure a scene?**
    - **What happens to the victims?**

- Access by EMS, in some cases, could take up to 30 minutes before initial patient contact – likely longer.

- Mortality rates are high as patients "bleed out" prior to medical contact while our resources are waiting in staging.

- "One size fits all" mentality regarding response and treatment could result in a mass fatality instead of mass casualty.

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Home > Get Involved > **Stop the Bleed**

Share / Email

Stop the Bleed

Efforts to Support "Stop the Bleed "

Stop the Bleed

No matter how rapid the arrival of professional emergency responders, bystanders will always be first on the scene. A person who is bleeding can die from blood loss within five minutes, therefore it is important to quickly stop the blood loss.

"Stop the Bleed" is a nationwide campaign to empower individuals to act quickly and save lives.

Remember to be aware of your surroundings and move yourself and the injured person to safety, if necessary.

Call 911.

Bystanders can take simple steps to keep the injured person alive until appropriate medical care is available. Here are three actions you can take to help save a life:
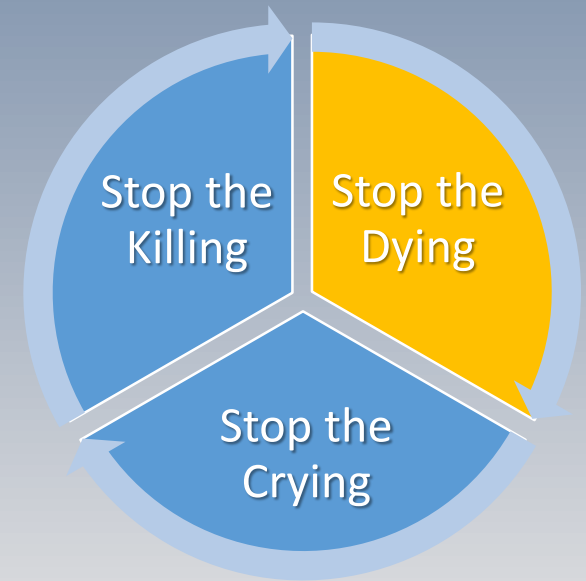
Compress

NEW SCHOOL

The Case for B-CON
(*Bleeding Control*)

Stop the Killing | Stop the Dying

Stop the Crying

- The incident doesn't end with "Shooter Down."

- Depending upon the magnitude of the event, law enforcement may need to search, clear and secure every part of the facility.

- Envision the immediate post shooting environment and the response gap.

- Casualty **throw kits** and **wall mounted kits** within potential critical target facilities (similar to AED allocation).

- **Shift from <u>Stopping the Shooting</u> to <u>Stopping the Dying</u>.**

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Pre-positioned Civilian B-CON Kits

Wall Kit

Audio Prompts

With Pepper Gel

- Designed to provide bystanders and initial first responders with quick and easy access to essential medical equipment for stopping life-threatening bleeding.

- Kits contains illustrated or audio instructions that take the user through step-by-step procedures to ensure proper care and device application based on what injuries they observe.
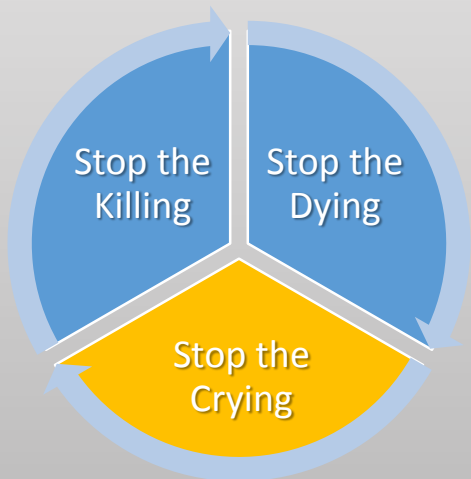
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Rapid Psychological Support

- It is also important to manage psychological trauma as early as possible.

- Emotional reactions can make someone <u>part of the problem, instead of the solution</u> and put themselves and others at risk.

- <u>Psychological First Aid is intended for the 0-48 hours</u> of an incident. It is ideal for active crisis scenarios.

From "Run > Hide > Fight"

"Psychological first aid (PFA) refers to a set of skills identified to **limit the distress and negative behaviors** that can increase fear and arousal." (National Academy of Sciences, 2003)

Stop the Killing

Stop the Dying

Stop the Crying

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A Distinction:
Psychological First Aid vs. Mental Health First Aid

- PFA is intended for anyone experiencing an overwhelming emotional response to a disaster or emergency, with or without a pre-existing mental health condition.

Both are "every person" skills sets. Just as you don't have to be a doctor, nurse or EMT to use basic medical first aid, you don't have to be a mental health professional to use PFA.

- MHFA is intended primarily for individuals with a pre-existing psychiatric conditions experiencing a psychiatric emergency.

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Rapidly Deployable Emergency Notifications

- **<u>There's no better way to foil a shooter than to take away their targets</u>.**

- Incidents evolve quickly; Time is of the essence.

- Valuable moments are lost if people are milling around in confusion and panic, leaving them vulnerable and exposed.

- Communication that is clear and actionable can help avoid a dangerous event unfolding.

- Not everyone will understand a code system, and so plain language warnings and clear instructions should be given to make sure everyone in danger understands the need to act.

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The Message

- Verbal Active Shooter alerts should provided by a voice of authority. People judge the messenger before the message.

- Keep alerts short and simple:

  - What is happening.
  - Where it is happening.
  - What to do.
  - How new information will be shared.

- Authorities (i.e., DHS, FBI, others) suggest **Plain Language** and not code words for Active Shooter incident notification.

- Ensure that emergency messages are the same across all notification channels. SMS texts, voice broadcasts, digital signage displays, social media updates, and email notifications should all be consistent.

Ongoing Communications

- Communication does not end with "Shooter Down."

- Important instructions must continue to flow:
  - All clear
  - Employee/family reunification
  - Witness information
  - Business Continuity/Resumption Plans
  - Support Services (EAP); Community/Faith-based resources
  - Others

- Unified communications may need to continue for weeks post-incident.

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For More Information

BEHAVIORAL SCIENCE APPLICATIONS
Corporate | Campus | Community Crisis Intervention

Toll Free
888-404-6177

New York Metro Area
917-289-1186

Email: info@behavioralscienceapps.com

Web: www.behavioralscienceapps.com

About BSA   +1.888.404.6177

- Behavioral Science Applications (BSA) is a privately held research, training and consulting firm dedicated to facilitating evidence-informed decision making in the areas of homeland and private security, crisis intervention, violence prevention, and emergency management. BSA integrates the methods and doctrines of the behavioral sciences into planning, testing, response, and recovery from crisis situations of all types. BSA serves numerous multinational corporations, governmental and non-governmental organizations (NGOs).

- Accurate behavioral assumptions integrated with structured crisis intervention practices are essential to developing effective and defensible emergency-related policies, plans, procedures, and exercises. Combining decades of experience from the Board Room to the frontlines in disaster response, BSA helps organizations align their violence prevention and emergency management posture with the realities of human behavior to ensure the success of an organization's safety, security and emergency management programs.

- BSA brings together seasoned mental health, law enforcement, legal and medical professionals to help client organizations understand, prepare for, and respond to all types of violence, whether perpetrated by an angry employee, an enraged spouse or partner, or a terrorist targeting the organization and its people. BSA helps clients effectively integrate workplace violence prevention and response programs into the organization's broader risk management strategy.

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