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ASSOCIATES

Active Shooter: Recommendations and Analysis for Risk Mitigation

March 10th, 2015

Today's Discussion:



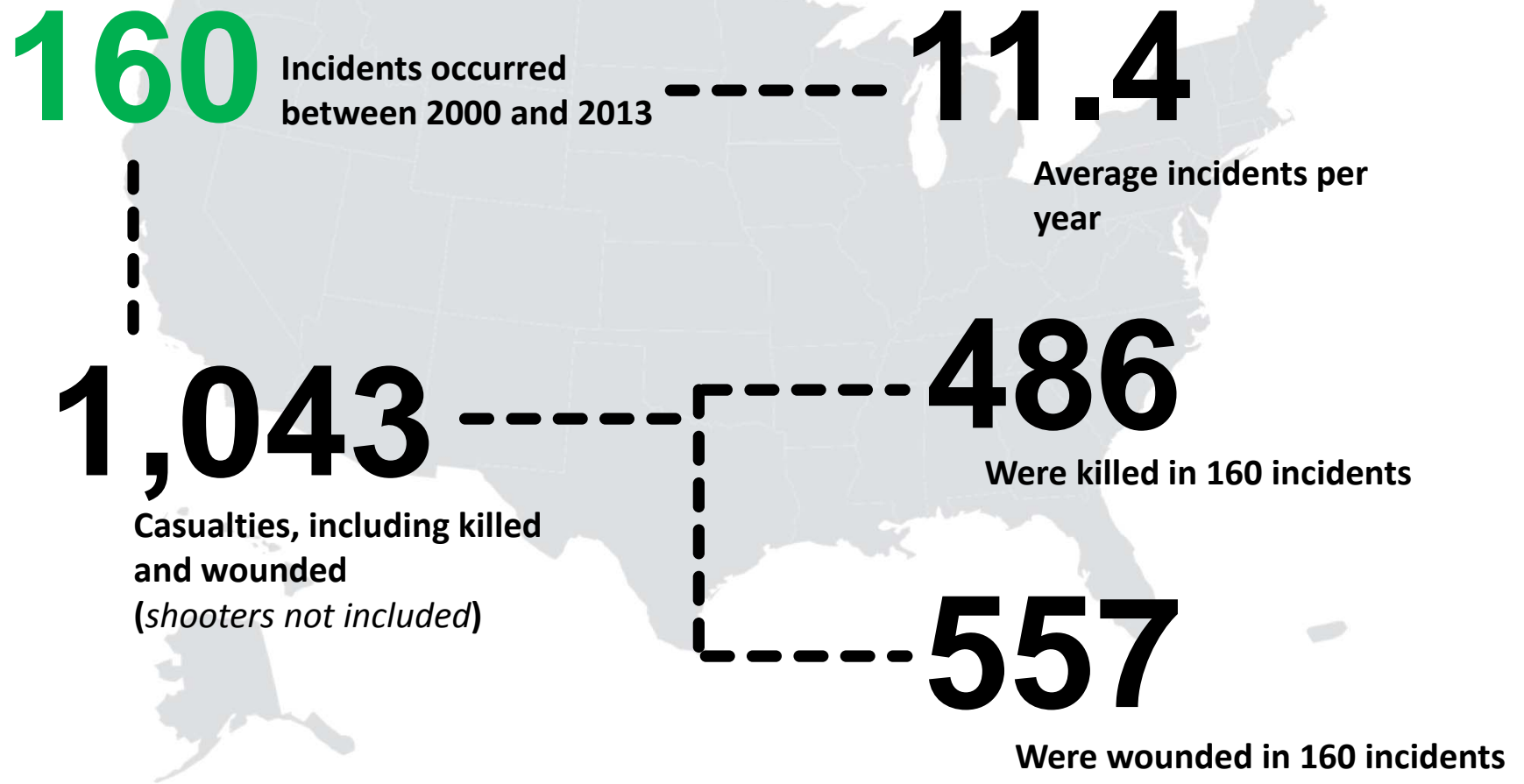
- Active Shooter Overview
- Changes in Response
- Planning & Mitigation
- Key Take Aways

Definition of Active Shooter:



"an individual(s) actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, **active shooters** use firearm[s] and there is no pattern or method to their selection of victims."

U.S. Active Shooter Characteristics (2006-2013)



Source: A Study of Active Shooter Incidents in the United States Between 2000 and 2013

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Defy risk.

U.S. Active Shooter Events (2006-2013)



Out of 160 incidents:

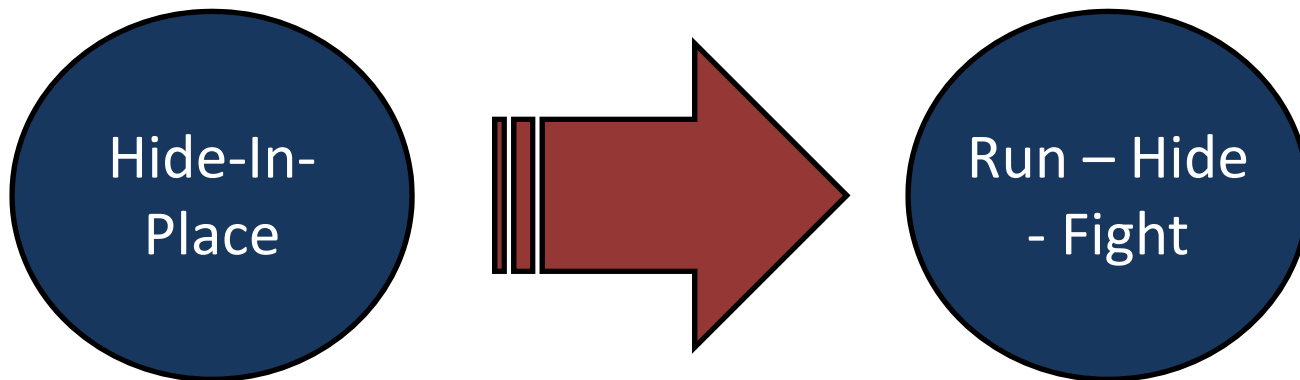
- 44 ended in under 5 minutes
- 23 ended in under 2 minutes
- 64 were considered “mass shootings”
- 107 ended before police arrived on scene
- 90 were ended by the shooter
- Majority have happened in education or commerce settings.

Changes in Response:



Police and civilian responses have adapted and changed based on previous incidents

Civilian Response



Hide-In-Place vs. Run-Hide-Fight



- Hide-in-Place was predominant planning response for active shooter events.
- Run-Hide-Fight has evolved based on outcomes and data of previous events



Police/Tactical Response



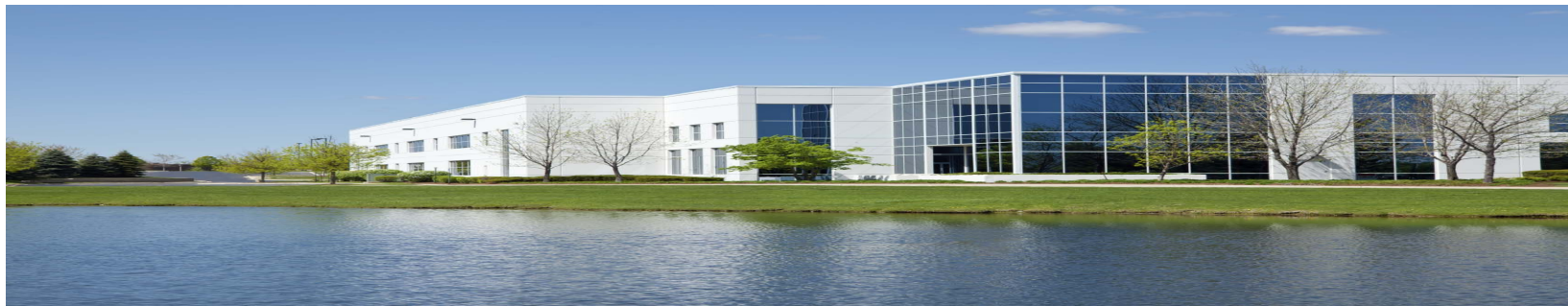
- Original focus of police training at that time was: **contain, secure the perimeter and wait for SWAT.**
- Police focus now on two primary goals:
 - Stop the killing
 - Stop the dying
- Police will actively engage shooter as a response.

Challenges Facing Organizations

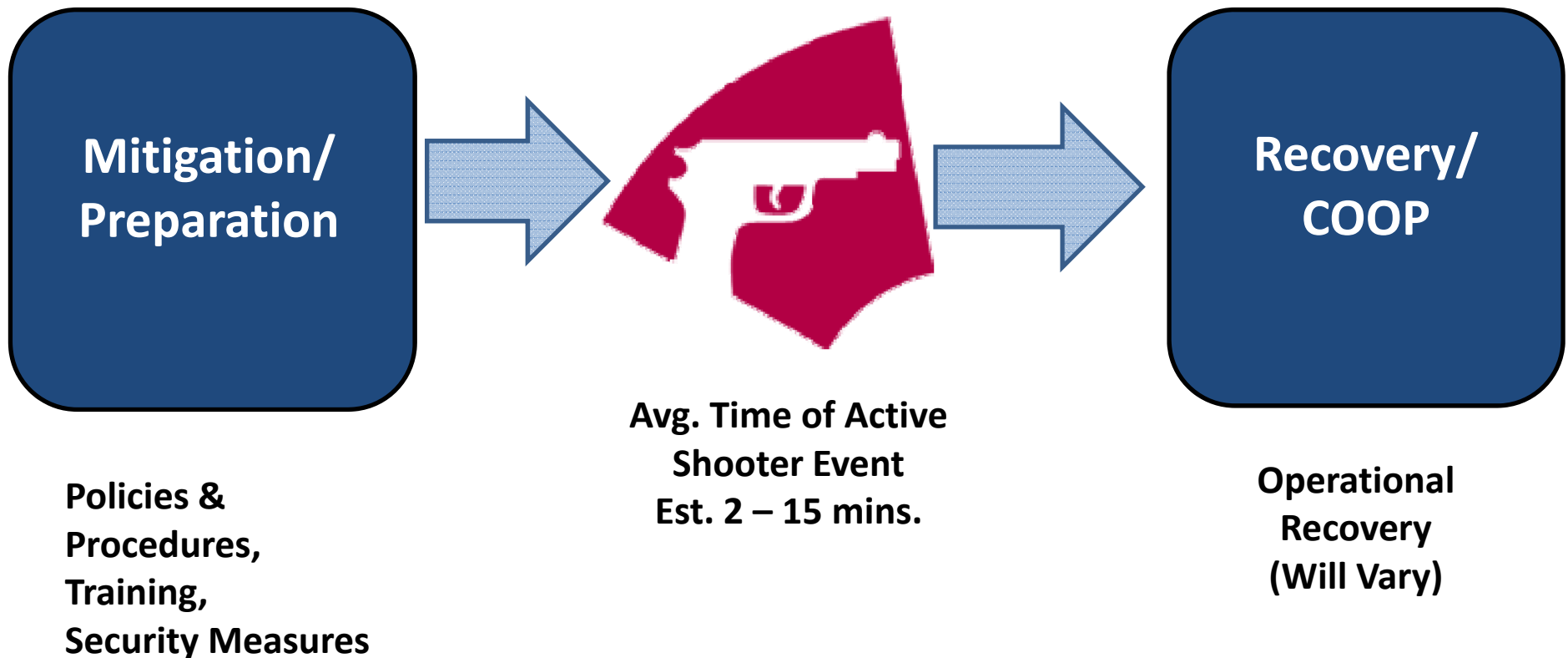


Live Example:

- Large employee size 1700 – 2000 persons on premises
- Personnel include employees, vendors, contractors, students, visitors, researchers/scientists
- Multiple locations within region with employees travelling back and forth, and on-site daycare
- Sensitive equipment/information/systems/materials
- Armed guard force
- Unsecured access to facility grounds



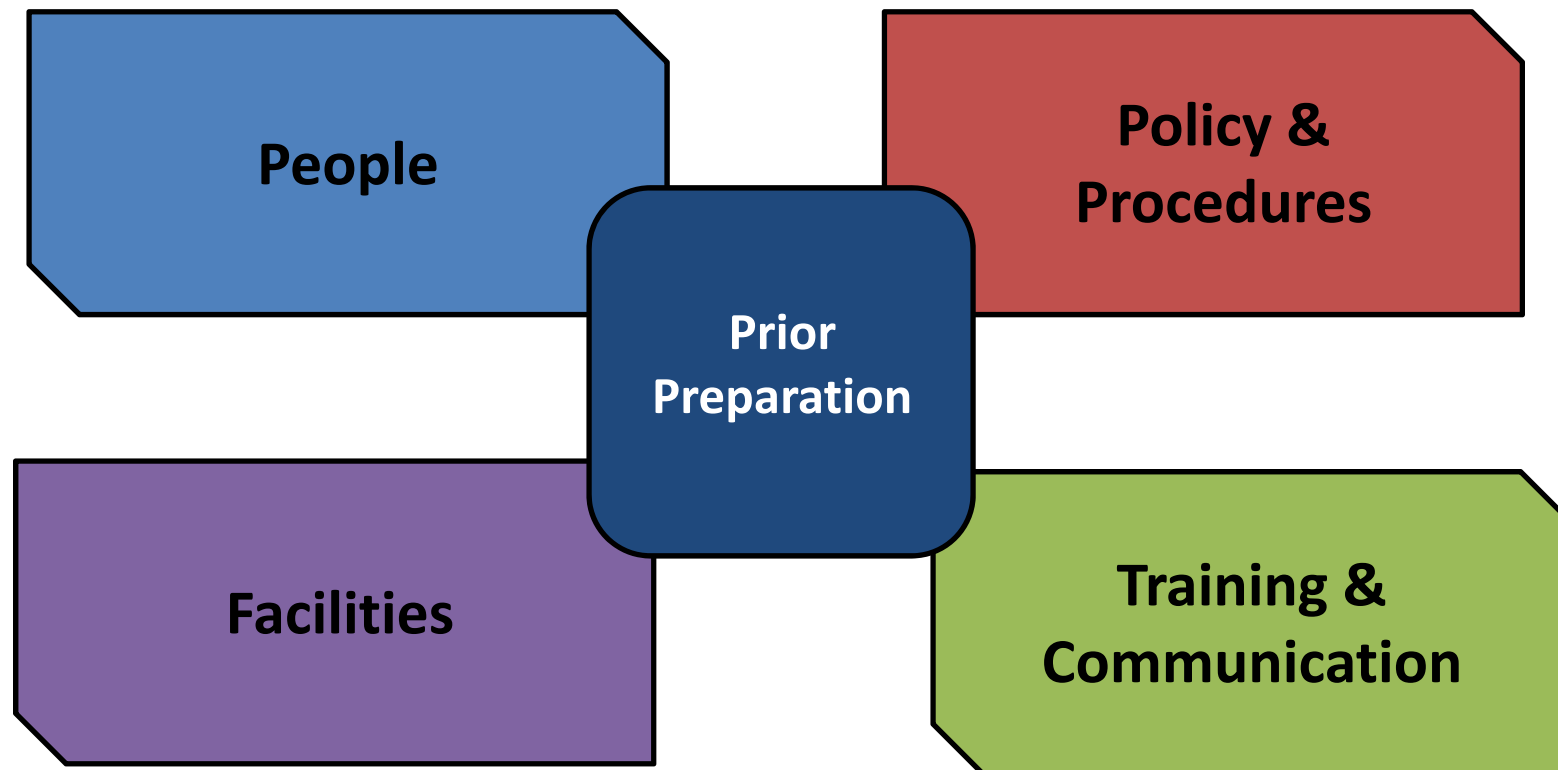
Management / Organizational Response



Prior Preparation – Diagnostic Approach



Taking a diagnostic approach to assessing organizational readiness and resilience.



People



- Background checks on employees, vendors and contractors
- Organizational support for employees identifying potential risks: *aberrant behavior, suspicious activities*
- Knowing your people
- Are there clear roles and responsibilities for supporting evacuations
- Use of outside resources (i.e. police, health experts)

Policy & Procedures



- Has an active shooter incident response been integrated into existing emergency operation plans?
- Zero-tolerance policy for workplace violence. Fair and consistent disciplinary procedures.
- Does the organization have an appropriate threat notification system(s) for alerting, directing, and communicating with personnel?
- Are there lockdown procedures for buildings, offices, etc.
- Is workplace violence insurance required?

Facilities



- Has a facility assessment been conducted from an active shooter perspective.
 - Does the facility have the ability to provide shelter or safe areas if employees cannot evacuate?
 - What are existing security measures (*panic alarms, guard force, CCTV, emergency lighting*)
 - Guard forces armed or unarmed, response posture.

Training & Communication



- Are there proactive measures in place for employees to identify individuals who may pose a potential threat (Pre-incident indicators)?
- Do staff understand evacuation and contingency plans? Are plans exercised?
- Do staff understand how to behave/react to first responders?
- Clear communication is CRUCIAL!

Recovery & COOP Activities



After an event your facility will become a crime scene and affect operations;

- Established back-up facilities. Incident area will be a crime scene for an extended period of time.
- HR capability to address employee loss, new recruitment, and loss in productivity
- Employee/Family assistance
- Crisis communications

Pre-Incident Behavioral Indicators



- Changes in normal behavior
- Anger problems
- Change in appearance / Personal hygiene
- Personal problems (financial, marital, health)
- Talking about violence
- Suicide or Homicidal ideation
- Stalking / Infatuation / Harassment
- Non-compliance and disciplinary problems

Pre-Incident Behavioral Indicators (cont'd)



- Strange and aberrant behavior (Bully-like)
- Paranoia
- Violence and cruelty
- Acting out / Inappropriate responses
- Police contact
- Mental health history related to being dangerous
- Expressionless face
- Interest in police/military/terrorism activities and materials
- Use of alcohol/drugs

Key Take-Aways



- Active shooter events are sudden, violent, and can occur anytime, anyplace.
- Assess your environment
- Adopting a survival mindset (If/then vs. when/then)
- Have a plan (develop, implement, train)
- Have clear policies and procedures
- Communicate, Communicate, Communicate

Thank-you



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