

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 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
- 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

- 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: 28
 - Since 1999: 71



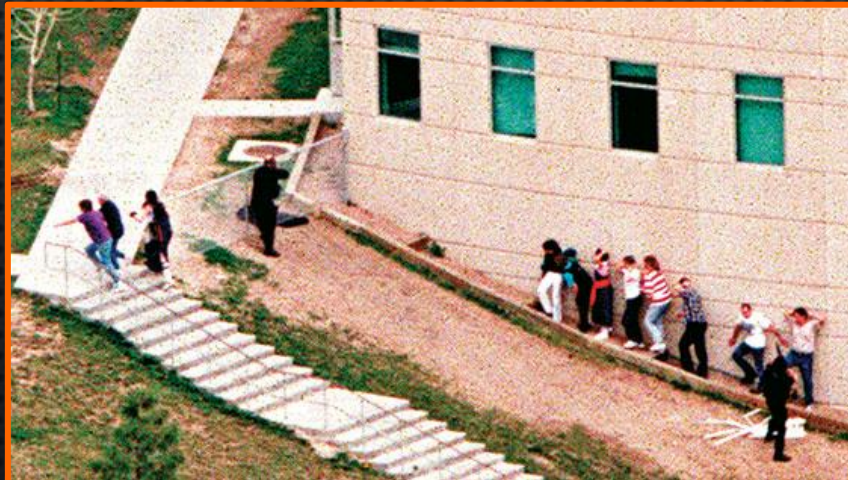
Bath Consolidated School



Virginia Polytechnic Institute & State University

FAMOUS ACTIVE SHOOTER INCIDENTS

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



Columbine High School



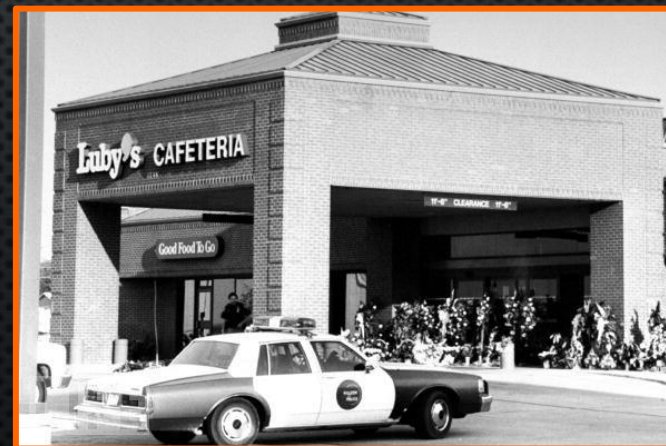
Fort Hood Military Base

FAMOUS ACTIVE SHOOTER INCIDENTS

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



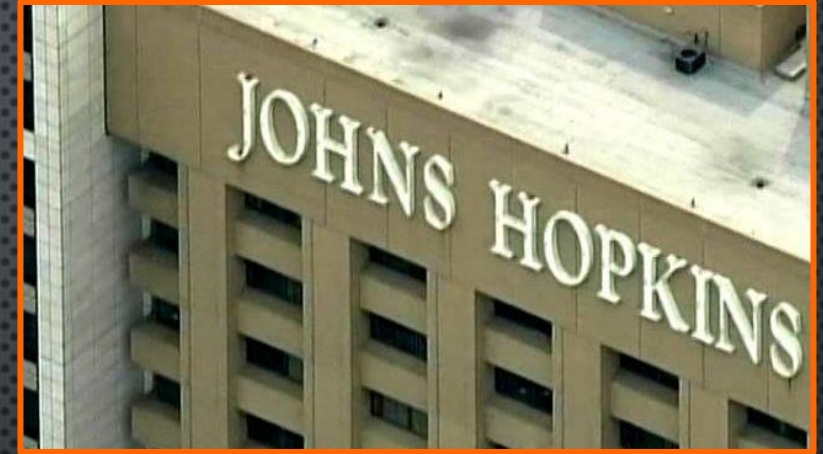
McDonald's Massacre



Luby's Cafeteria

HEALTHCARE ACTIVE SHOOTER INCIDENTS

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



Workplace violence



Domestic Violence



Mercy killing

A COUNTRY UNDER SIEGE



MASS VIOLENCE



21ST CENTURY

Workplace Violence

588

21ST CENTURY

INTERESTING FACTS:

- 143 guns possessed (3/4 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 in soft targets
- Average age 35 (11 youngest)

Source: FBI crime classification report



At 14, Charles Andrew Williams shot and killed 2, and injured 13 in the Santee, CA School shooting. Williams used a .22 revolver. He told investigators, that he was "tired of being bullied."

Rob Rogers
Pittsburgh Post-Gazette
United Media Group
March 5, 2001.

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, 149 days between each event

“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**

L. 11:57:20-63 AM 04/20/99

ACTIVE SHOOTER STAKEHOLDERS HEARING

WASHINGTON, D.C. (2014)

- 150% increase in mass shootings in 40 years
- 2000-2008 – 3 per year
- 2009-2013 – 16 per year
- 206% 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%)**



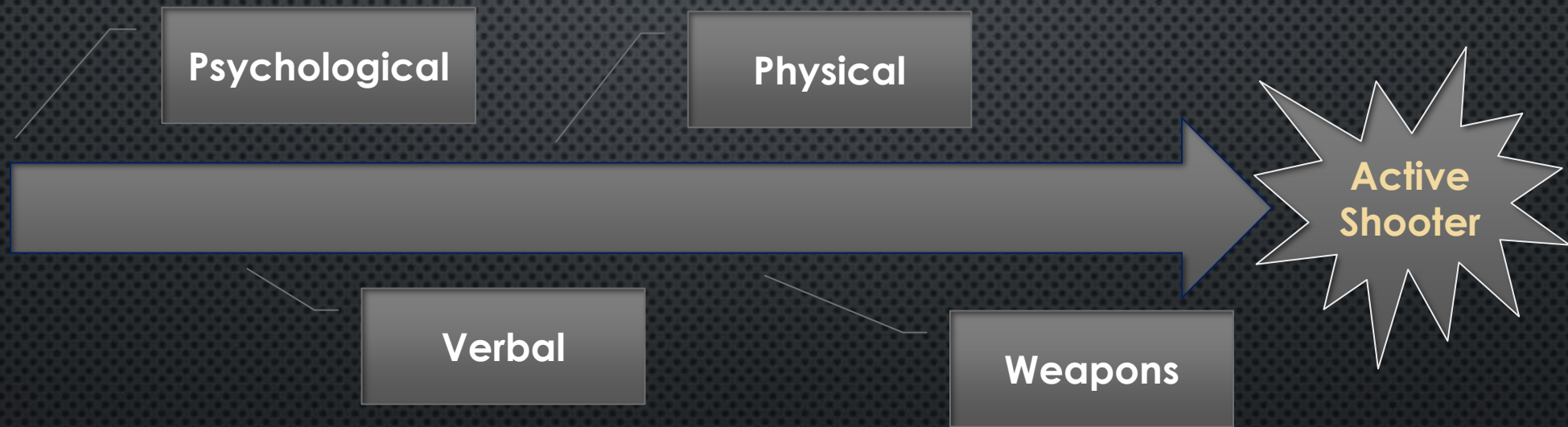
2012 was one of the worst years for mass shootings in modern U.S. history.

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

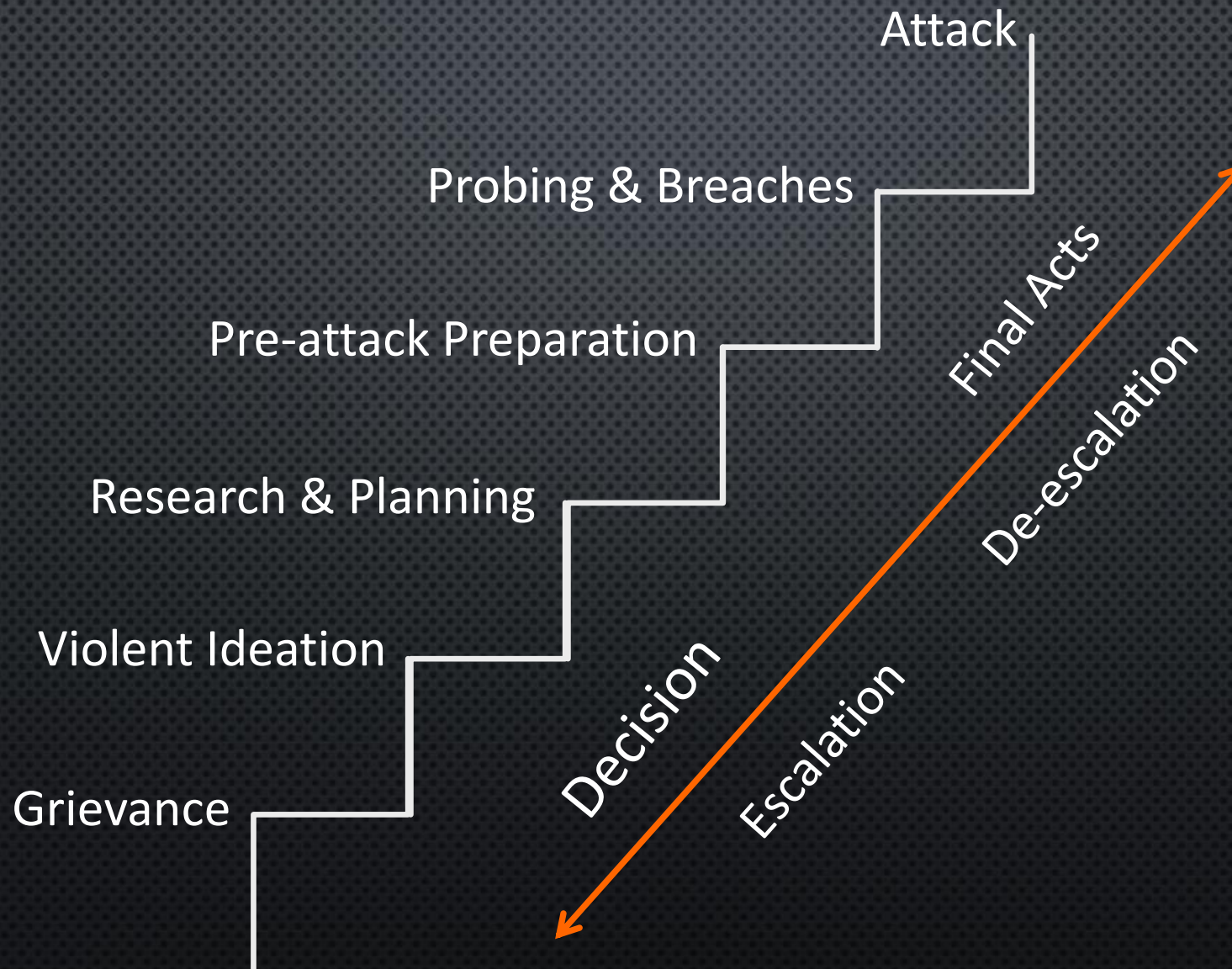
There is much we can learn from these shooters and from these events...

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

PATH OF DESTRUCTION



PATHWAY TO VIOLENCE



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 PATTERN OR 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.

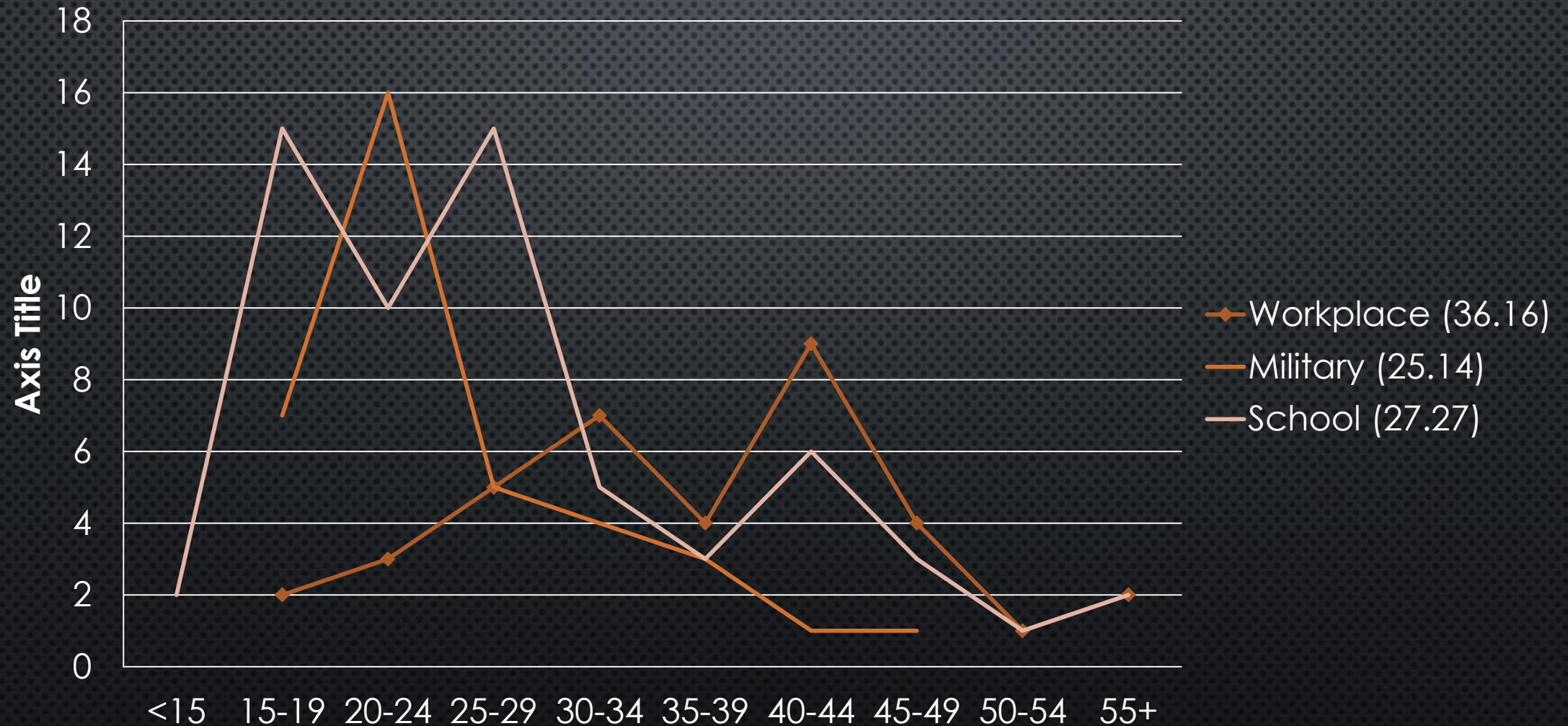


MENTALITY OF ACTIVE SHOOTER

- 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.

DEMOGRAPHICS: AGE

Age distribution of mass murderers



PHASES OF EMERGENCY MANAGEMENT



VIOLENCE POLICY STATEMENT- PREVENTION

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."
-- *Cheyenne Proverb*



HOW TO PREPARE



Preparedness

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

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



Respond

YOUR **ACTIONS** WILL
INFLUENCE OTHERS

ROAD TO RECOVERY



Recovery

- Workplace violence costs an estimated \$121 billion dollars each year nationwide.
- Non-fatal assaults alone result in more than 876,000 lost workdays and \$16 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

















WASH
STATION

C-17









C18
EXAM ROOM
12

FIRE

EXIT



→ Primary Care Center

EXIT

EXIT

OFFICIAL
MICHIGAN



EXIT

↓
EXIT

ABRIDGE
POLICE

ePrescribe

MOVA



C-38
EXAM ROOM
18

Identification badge with text and a photo area.

















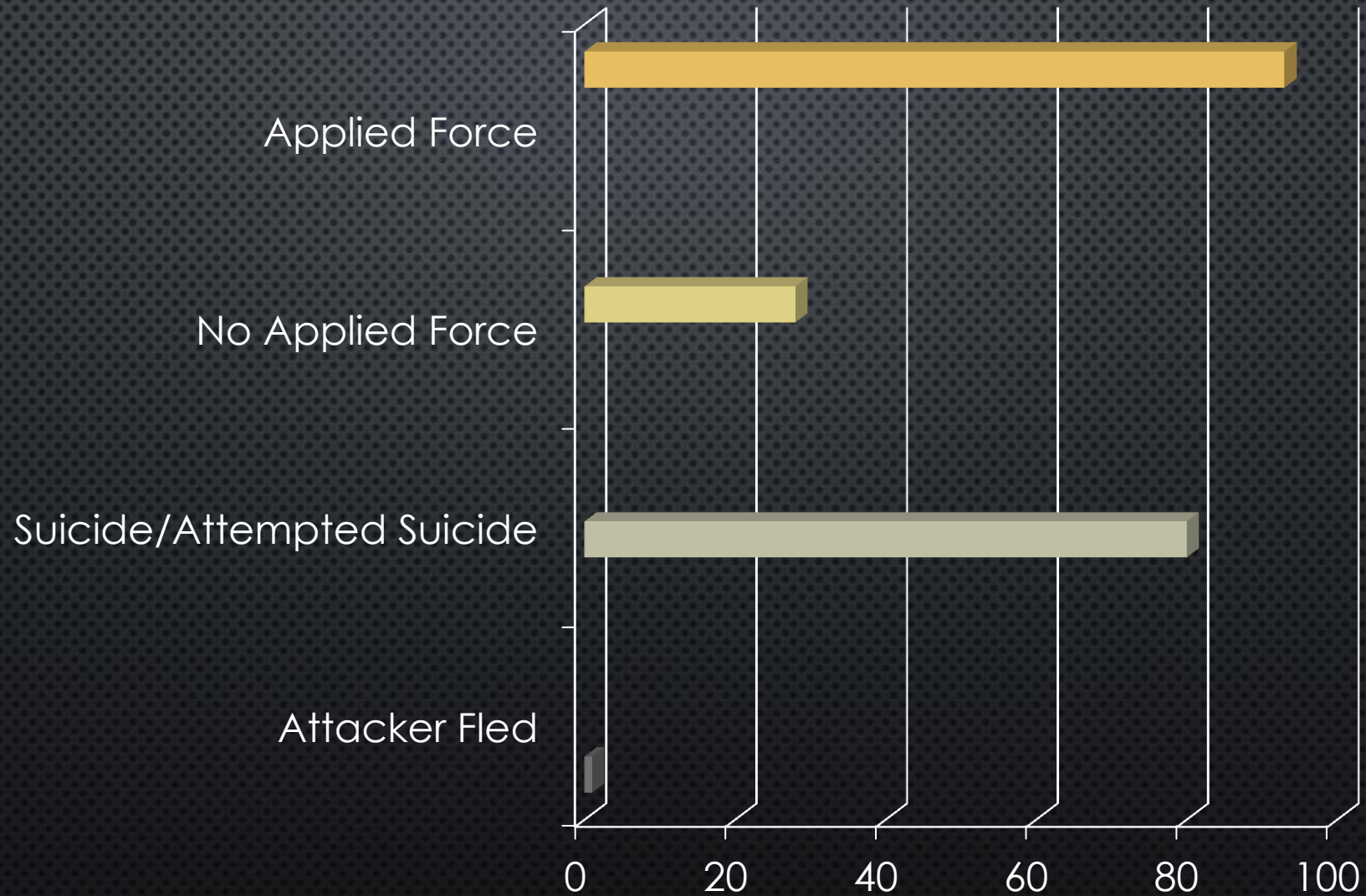








INCIDENT RESOLUTION



PREPARING FOR THE FUTURE

- Hartford Consensus
- Texas State University
- After Action Reviews
- Shooters out perform each other
- Mental Illness and partnering with medical community
- Re-implement MMRS
- Incorporate bystanders as part of the response and not an impediment.

PREPARING FOR THE FUTURE

- Priorities moving forward
 - Safety of responders and the public
 - Decisions based on risk (sharing of information)
 - Realizing no such thing as a safe scene
- Community education on tourniquet use
- TENSION regarding topic

SUMMARY

- Active Shooter – Run, Hide, Fight
- Take a leadership and active role.
- Seek secure areas
- Calm, reassure, and quiet others
- Report the incident
- Treat injured
- Law enforcement response
 - Objective is to neutralize threat

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

-Edward Kennedy