

ACTIVE SHOOTER RESPONSE: Training for the DHS Protocol



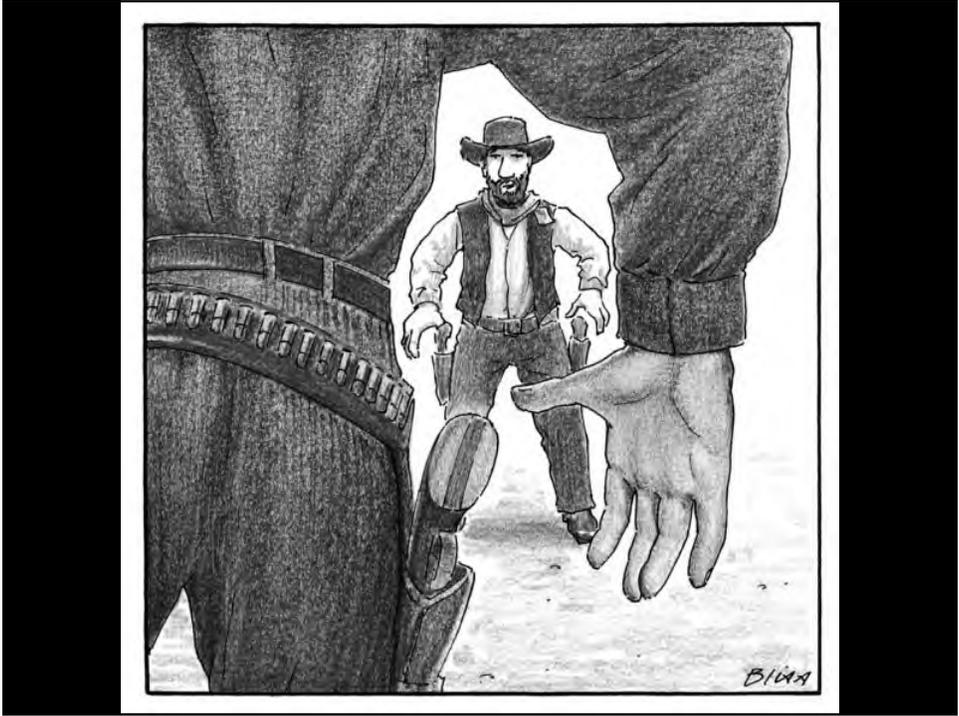
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Presented for Heffernan Consulting

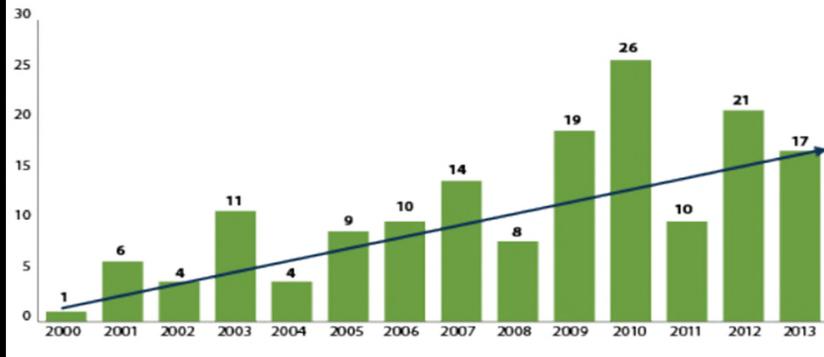
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2000 - 2013 U.S. Annual Incidents

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



FBI "A Study Of Active Shooter Incidents in the United States 2000 – 2013"
Unclassified - [9-16-13](#)

2000 - 2013 U.S. Annual Casualties (Killed or Wounded)

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



18 According to the 2007 National Crime Victimization Survey, 53.4% of the time, law enforcement was able to respond to a reported violent crime in less than 10 minutes. Bureau of Justice, National Crime Victimization Survey, Criminal Victimization in the United States, 2007 Statistical Tables, February 2010.
19 Investigative Assistance for Violent Crimes Act of 2012, 28 USC 530C(b)(1)(M)(i).

FBI "A Study Of Active Shooter Incidents in the United States 2000 – 2013"
Unclassified - [9-16-13](#)

PERPETRATORS OF WORKPLACE VIOLENCE PER OSHA

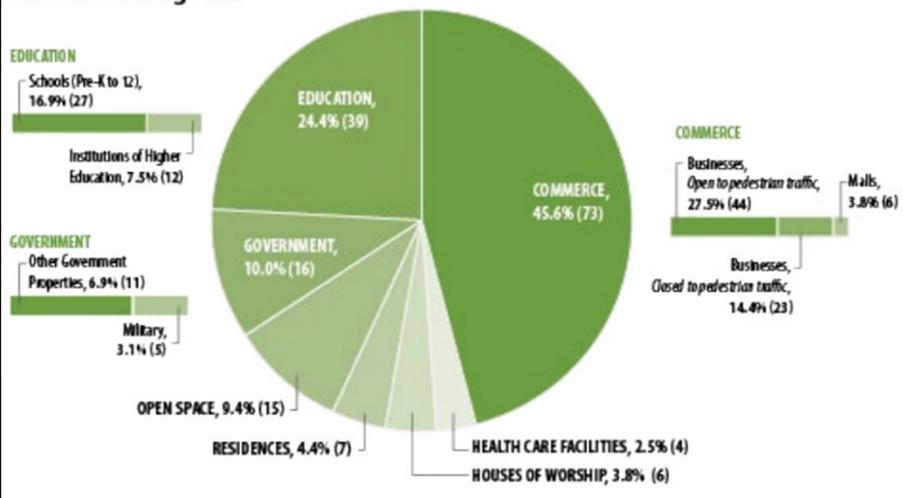
Type 1: Criminals or strangers.

Type 2: Taxpayers, customers, students, patients, passengers, vendors, etc.

Type 3: Current or former employees.

Type 4: Current or former spouse/partner of an employee.

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



FBI "A Study Of Active Shooter Incidents in the United States 2000 - 2013"
Unclassified 9-16-13

WHAT I'VE LEARNED SINCE 1992 . . .

Hunters versus Howlers: Silence versus Leakage

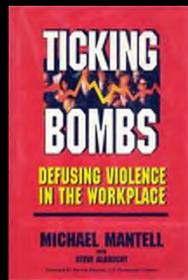
Run – Hide – Fight works: Show the video!

The media coverage creates copycats.

Terrorism on our shores is now a reality.

Threat Assessment Teams work.

Offer empathic, creative solutions: Create soft landings



HUNTERS vs. HOWLERS

Hunters work in stealth. They show evidence of planning and move along a path from ideas to actions. Their goal is to attack with lethal violence.

Howlers show visible anger. They use direct intimidation, verbal and written threats to create fear, stress, and anxiety in their targets. Their goal is control of their victims' emotional states.

Hunters do not howl. Howlers do not hunt.

When Howlers begin to hunt, they are no longer Howlers.

(Source: Calhoun & Weston)

**Found in Clovis
West High School
girls' bathroom**

"I will kill everyone in this
school tomorrow at noon.
I hate you all.
Better find me before its
to late.



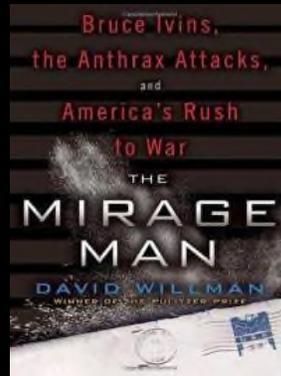
*In opening this letter you have
exposed yourself to the Anthrax virus.
Seek medical attention immediately.*

Signed,

*A. Friend
(see you real soon).*

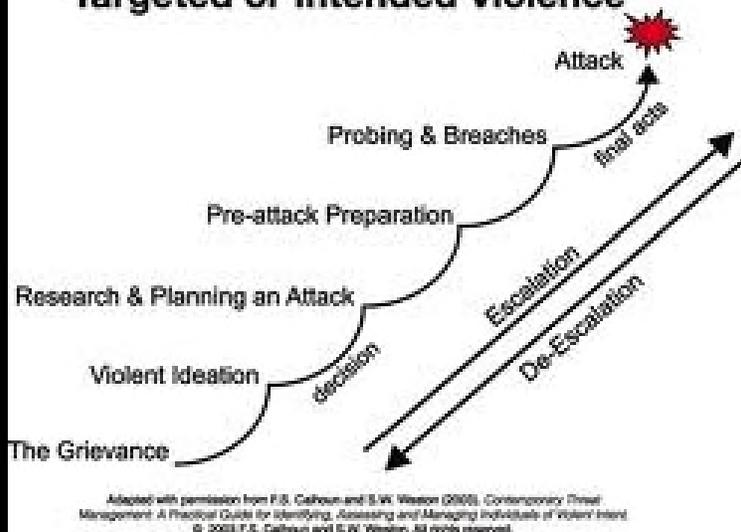


MSNBC.com
03/20/11

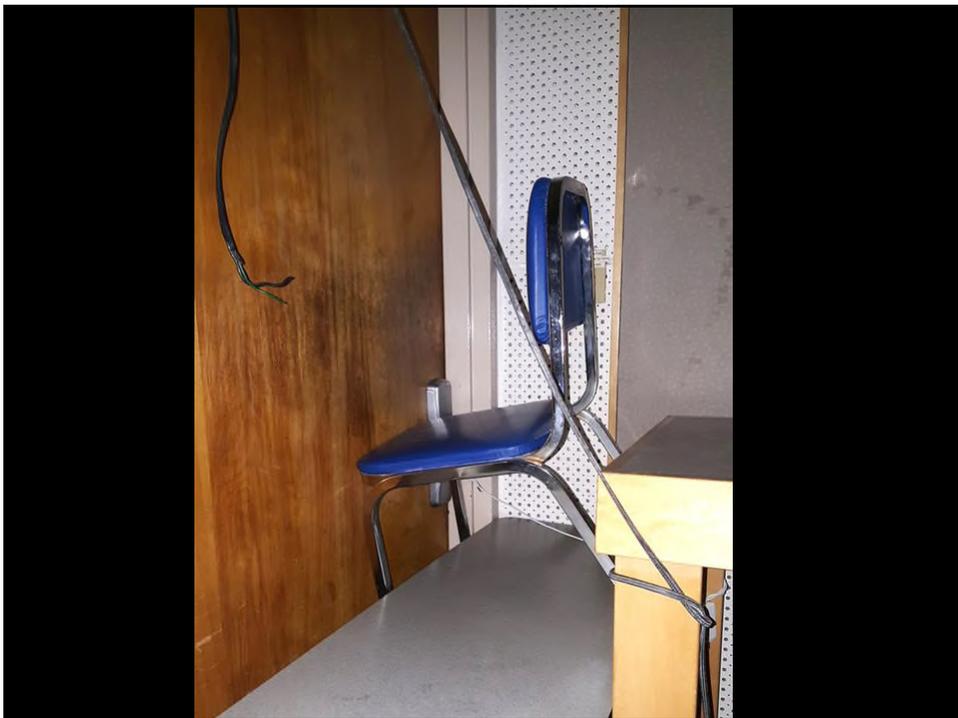
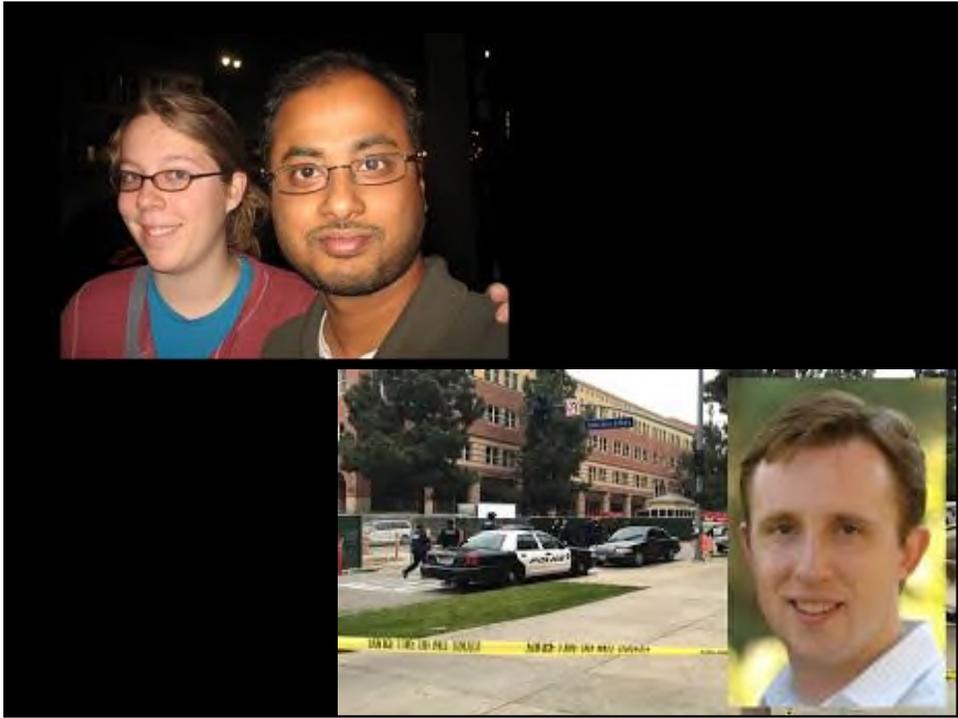


Letters containing powdered anthrax were sent to news organizations and two US senators in late 2001, infecting 22 people, five of whom died. Dr. Bruce Ivins, a civilian researcher at the US Army's Medical Research Institute of Infectious Diseases in Maryland, committed suicide in July 2008 as the FBI was preparing to arrest him.

Pathway to Workplace Targeted or Intended Violence











**Disconnected, disaffected, depressed, driven to act,
desire for revenge, desperate, dangerous**

**Early Psychopathy, Narcissistic Entitlement, Depression,
No Empathy or Regard for Self or Others**

"I want to outdo my idols. I want international attention. I want to be infamous. You can only kill me once. My actions will live on."

"I have lived a depressed, disconnected, disaffected life, with no real job, girlfriend, supportive family structure, or goals. Because of this, I hate people and they seem to dislike me. I have collected the many injustices directed at me my whole life. Now, I will kill as many people as I can for my revenge. I will dress like a commando and I will mimic my 'idols' who have killed before me – so that people will remember me and talk about my actions for decades. I will post my words, photos, or videos of my discontent online, to provide proof of either my irrational life views, religious zealotry, racial hatred, my active and untreated mental illness, and my rage against the world. I know the US and international press and instant social media will expose me around the globe minutes after I am dead or in jail because that is what they do."

IS THERE A COPYCAT FACTOR?

A recent study of workplace and school shootings from two psychology professors from Western New Mexico University:

“If the mainstream media and social media make a pact to no longer share, reproduce, or retweet the names, faces, detailed histories, or long-winded statements from these killers, we could see a dramatic reduction in mass shootings.”

People who commit mass shootings in America tend to share three traits: depression, social isolation, and pathological narcissism. We call on the media to deny these shooters the fame they seek.”

RUN – HIDE – FIGHT UPDATE

Training Purpose: To educate, remind, and empower all employees on this critical emergency concept.

Discussion Points: Workplace shootings or mass attacks are impossible to predict, and will require urgent thinking and an outside-the-box response from you.

Need to Know Issues: If you can't evacuate safely, where would you go to lock down? Where is the next best place to go if that room is unavailable? What would you use to defend yourself and others from an attacker? Don't freeze or panic; think and act.

Facility Policy: Review our Workplace Violence, Emergency Evacuation, or “Active Shooter” policies.

Filmed July 2012,
just two weeks
before the Aurora,
CO movie theater
shootings that left
12 dead.



A joint
project with
DHS and the
City of
Houston, TX.

RUN > HIDE > FIGHT
SURVIVING AN ACTIVE SHOOTER EVENT



Nearly 31 million views
on YouTube.

THE "ACTIVE SHOOTER OR ARMED ATTACKER" RESPONSE



Knowing the Outs:
Where?

Run (Get Out, Evacuate)

Hide (Lock Out, Barricade)

Keep Out

Spread Out

Fight (Take Out, Protect)

Cover vs. Concealment?

A 15-minute Drill



"I can't believe this is happening."

RUN – HIDE – FIGHT UPDATE

Restrictions: Safe rooms are not perfect or the only solution to an active shooter situation. You may need to evacuate or barricade for a few minutes to hours.

Code Words and Paging Notifications: Look, listen, and react to what is happening. Fire alarm response?

Law Enforcement Arrival: The police response to an active shooter will be immediate and aggressive. They will not always know who is who; they usually won't stop to provide first-aid or help you evacuate. Get out of their way as you avoid the attacker.

EFFECTIVE RESPONSES TO A NATIONAL PROBLEM

If evacuation is not possible, safe rooms offer the best chance to survive an active shooter event. We've seen no cases where the shooter shot through a locked door to get inside and kill. (It's actually not easy to do that, like in the movies.)

Law enforcement agencies are fully armed and trained in the **Run-Hide-Fight** response, which can increase survival rates when they arrive quickly and isolate and stop the shooter.

Fighting back, especially as a group, can keep you alive. One attacker cannot stop a committed group with a plan and the will to survive.

EFFECTIVE RESPONSES TO A NATIONAL PROBLEM

If the shooter is a current or former employee, vendor, or frequent visitor, he or she may know the locations of any "designated safe rooms," which is why we don't assign specific rooms or set up outside "staging areas."

Some attackers engage in "targeted violence," aiming for specific employees, bosses, or former domestic partners.

Know the difference between **Cover and Concealment** and try to get behind something that gives you both.

You may have to make some **very hard decisions** about letting others into your safe room during an event.

BEST AND NOT-THE-BEST SAFE ROOMS

Lockable door
Windowless
One entry/exit door
Sturdy door frame
Accessible light switch
Off the main hallway
Barricade objects inside
Phone line installed
Defense items available
Perfect world: first-aid
supplies, blankets, water

Unlockable door
Windows with no blinds
No door, half door, glass door
Too many entry/exit points
Uncovered natural light
On the main traffic path
Nothing to hide behind
No phone, flashlight, supplies
Nothing to use in defense
Imperfect world: lights out, get
on the floor, be quiet

SUSPICIOUS ACTIVITIES: See Something? Say Something!

Look for people:

loitering in unauthorized or restricted areas;
not wearing ID, uniforms, or safety gear;
who act like they are lost;
who seem too interested in our employees;
who scare others with threatening or irrational behavior;
who leave quickly after abandoning a package;
taking photos or videos;
who seem too interested in our activities;
who seem like "vendors," but are in the wrong place;
who leave cars in odd locations, or overloaded cars.

NOT PROFILES OR LABELS: Behaviors

Troubled or troubling?

Angry? Depressed?

Religious zealotry; connection to terror groups?

"Injustice Collector"? Hypersensitive? Brittle personality?

Substance abuser?

Bully or bullied?

Significant on or off-the-job problems with no support?

Acquired or practiced with a firearm?

Talks of using violence or workplace or school violence cases?

Other people are concerned? Third-party threats?

Hunter or Howler?

Moving from ideas to actions?

THE VALUE OF EAP PROGRAMS

- Marital or relationship problems
- Grief from a death or loss
- Blended families
- Substance abuse
- Financial problems
- Legal problems
- Gambling addictions
- Medical problems
- Elder care support
- Depression or mental health concerns
- Suicidal thoughts
- Pet care or loss
- Personal stressors
- Work stressors
- Smoking cessation

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