

# The Office of Infrastructure Protection

National Protection and Programs Directorate  
Department of Homeland Security

Active Shooter & Workplace Violence: Preparedness and Response

- X O \ , 2016



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# Agenda

- Overview of the DHS Protective Security Advisor Program
- Overview and Characteristics of an Active Shooter Incident
- Suspicious Activity Reporting
- Preparation
- Recovery
- Employee Response
- Law Enforcement Response
- “Active Shooter – How to Respond” Materials

# Overview of the DHS Protective Security Advisor Program



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# Protective Security Advisors

- PSAs are field-deployed personnel who serve as critical infrastructure security specialists
  - Regional Directors (RDs) oversee and manage the PSA program in their respective region
- State, local, tribal, and territorial (SLTT) and private sector link to DHS infrastructure protection resources
  - Coordinate vulnerability assessments, training, and other DHS products and services
  - Provide a vital link for information sharing in steady state and incident response
  - Assist facility owners and operators with obtaining security clearances
- During contingency events, PSAs support the response, recovery, and reconstitution efforts of the States by serving as pre-designated Infrastructure Liaisons (IL) and Deputy ILs at the Joint Field Offices



# Overview and Characteristics of an Active Shooter Incident



# Active Shooter Situation Overview

- Active shooters can attack workplaces, schools, hospitals, etc.
- Although many perpetrators have a history of negative—sometimes violent—behavior, there is still no single, one-size-fits-all profile of an active shooter



# What is an Active Shooter?

- Most active shooter situations are unpredictable and evolve quickly
- An individual actively engaged in killing or attempting to kill people in a confined and populated area
- In most cases, there is no pattern or method to the selection of victims
- Preparedness and awareness are key to helping protect our employees, our customers, and ourselves



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# 2012 Joint Intelligence Bulletin

- The Federal Bureau of Investigation analyzed 154 active shooter events in the United States between 2002 and 2012 that included 3 or more individuals being shot.
- Some of the facts about the shooters:
  - Deceased after the event, 51%
  - Committed suicide, 43%
  - Shot and killed by responders, 8%
  - Arrested, 45%
  - Unidentified, 4%
  - Male, 96%
  - Acted alone, 96%
- The most common identified motivations:
  - Workplace retaliation, 21%
  - Domestic disputes, 14%
  - Academic retaliation by a current or former student, 7%
  - No clear motivation revealed, 40%





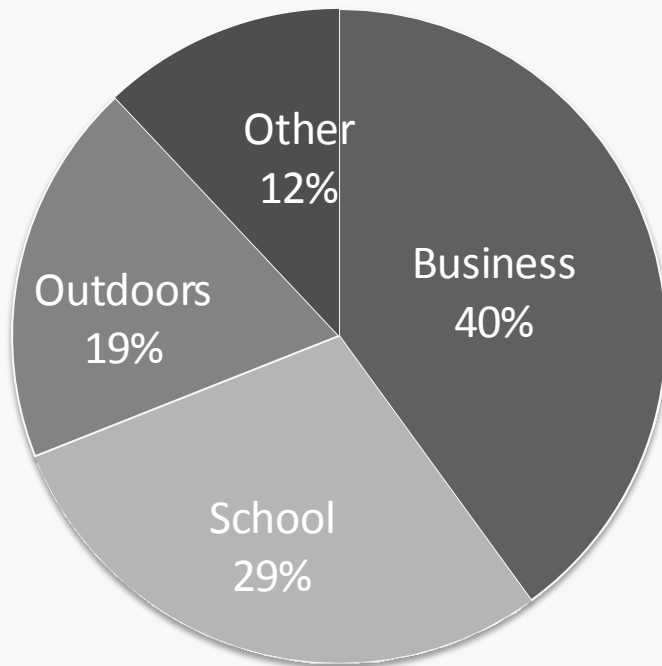
# Active Shooter Incidents

- **September 16, 2013:** 13 people killed inside the Washington Navy Yard in Southeast Washington, D.C.
- **December 14, 2012:** 27 people killed at Sandy Hook Elementary School
- **August 5, 2012:** 7 people killed in a Sikh temple in Oak Creek, WI
- **July 20, 2012:** 12 people killed and 58 injured in a movie theater in Aurora, CO
- **January 8, 2011:** 6 people killed and 13 injured in a supermarket parking lot in Tucson, AZ
- **November 5, 2009:** 13 people killed and 29 were injured at a military base in Ft. Hood, TX
- **April 16, 2007:** 32 people killed and 17 injured at Virginia Tech, Blacksburg, VA



# 2012 Joint Intelligence Bulletin – FBI research

Location of attacks



- The **average incident** lasts 12 minutes
- Average **police response** time is 3 minutes
- **Common catalysts or triggers** observed include:
  - Loss of significant relationships
  - Changes in financial status
  - Loss of a job
  - Changes in living arrangements
  - Major adverse changes to life circumstances
  - And/or feelings of humiliation or rejection on the part of the shooter



# Lone Wolf Video

- (duration 2:32)

# Identifying and Reporting Criminal Planning and Preparatory Acts

- Suspicious activity is observed behavior reasonably indicative of pre-operational planning related to terrorism or other criminal activity.
  - Breach/Attempted Intrusion
  - Misrepresentation
  - Theft/Loss/Diversion
  - Sabotage/Tampering/Vandalism
  - Cyber Attack
  - Expressed or Implied Threat
  - Aviation Activity
  - Eliciting Information
  - Testing or Probing of Security
  - Recruiting
  - Photography
  - Observation/Surveillance
  - Materials Acquisition/Storage
  - Acquisition of Expertise
  - Weapons Discovery
  - Sector-Specific Incident

# Identifying People in Need of Support



# Workplace Violence Video

- (duration 4:20)

# Individual Violence Process



# Potential Indicators

If others recognize and report these behaviors, the employee may be assisted, supported, and treated. It is important for employers to establish communication procedures for reporting these concerns. Depending on company policy, employees should alert the Human Resources Department or Safety/Security Department.

- Thoughts:
  - Talk of previous violent incidents.
  - Unsolicited focus on dangerous weapons
  - Expressions of paranoia or depression.
  - Overreaction to workplace changes.
- Feelings:
  - Depression or withdrawal.
  - Unstable, emotional responses.
  - Feeling either arrogant and supreme, or powerless.
  - Intense anger or hostility.
- Behaviors:
  - Increased use of alcohol or drugs.
  - Violations of company policies.
  - Increased absenteeism.
  - Exploiting or blaming others.



# Summary

- “Profiles” are not helpful and may be dangerous, since active shootings do not fall within one clearly identifiable category or classification (workplace, community, finances, health/wellness, home/family, or social network/religion)
- Knowledge of an individual’s thinking—feeling—behavioral patterns and potential reactions to negative events are critical to prevention
- Effective active shooter and violence prevention requires a coordinated effort by family and friends, stakeholders, community, and law enforcement through planning, open communication, and working together as a unified responsive front prior to any event

# Preparation



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# Workplace Protective Measures

- Create a system for reporting signs of potentially violent behavior
- Make counseling services available to employees
- Ensure employees are familiar with and train to current active shooter and other emergency response plans
- Establish safe areas within the facility for assembly and refuge during crises
- Establish communication protocols and means to instruct personnel on immediate personal protective actions (e.g. evacuation, shelter-in-place)



# Workplace Protective Measures

- Report missing or stolen equipment, identification badges, including weapons, to proper authorities
- Be familiar with the “See Something, Say Something” campaign and appropriately report all odd or suspicious activity to agency security officers, Federal Protective Service, or local law enforcement
- Increase visibility of armed security and law enforcement personnel in areas adjacent to and in front of security checkpoints to deter unwanted activity
  - Security through Customer Service



# Preparation and Management-Facility Manager

- Institute access controls (i.e., keys, security system pass codes)
- Distribute critical items to appropriate managers/employees including: floor plans, keys, facility personnel lists, and telephone numbers
- Coordinate with the security department to ensure location security
- Assemble crisis kits containing: radios, floor plans, staff roster/emergency contact numbers, first aid kits, flashlights
- Place removable floor plans near entrances/exits for first responders
- Activate emergency notification system during an emergency situation



# Preparing for Incident Recovery- Communicating with Victims and Families

- Who is the designated official for responding to media inquiries?
- Has the facility established a family hotline?
- Who is responsible for gathering information related to victim identities, extent of injuries, and what hospitals are being utilized?
- Will facility personnel provide counselors for employees and families?
- How will concerns about returning to work be handled?

# Recovery

- After an incident occurs, it is important to manage the consequences and analyze the lessons learned.
- Post-event activities includes accounting for missing persons, determining a method for notifying families of victims, and referring individuals at the scene for follow-up care, including grief counseling.
- To facilitate effective planning for future emergencies, analyze the recent active shooter situation for lessons learned, create an after action report, refine the emergency action plan, and conduct training.

# Employee Response



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# Options for Consideration Video

- (duration 4:20)

# Response to an Active Shooter Situation

- In an active shooter situation, you should quickly determine the most reasonable way to protect your own life. You should:
  1. **Run:** If there is an accessible escape path, attempt to evacuate the premises.
  2. **Hide:** If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
  3. **Fight:** As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter.
- It is important to train employees they can react if they are confronted with an active shooter situation.
- These situations evolve quickly, therefore, quick decisions could mean the difference between life and death.
- If you are in harm's way, you will need to quickly decide on the safest course of action based on the scenario unfolding before you.

# Assisting Emergency Responders

- When possible, provide the following information to law enforcement officers or 911 operators:
  - Location of the active shooter.
  - Number of shooters, if more than one.
  - Physical description of the shooter(s).
  - Number and type of weapons held by the shooter(s).
  - Number of potential victims at the location.
- Law enforcement's primary goal is to stop the shooter as soon as possible.
  - Primary responsibility is to eliminate the threat; they will not be able to stop to help injured persons until the environment is safe.
  - Officers may arrive in teams with tactical equipment such as vests, helmets, and rifles.
  - Officers will need to take command of the situation; expect officers to shout orders or push individuals to the ground for their safety.



# Reactions of Managers

- Employees and customers are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with their Emergency Action Plan, and be prepared to:
  - Remain calm
  - Take immediate action
  - Lock and barricade doors if appropriate
  - Evacuate staff and customers to a safe area via preplanned evacuation route

# Law Enforcement Response

## ▪ Initial LE Actions

- Gather immediate and accurate information Immediately prepare contact teams
- Two+ man teams
- Multiple teams
- Develop rescue teams
- Request Fire & EMS Establish a staging area



## ▪ Directions from First Responders

- Leave your belongings behind Help others escape
- Keep your hands visible
- Follow the instructions of any police officers  
Remain Calm and Follow instructions



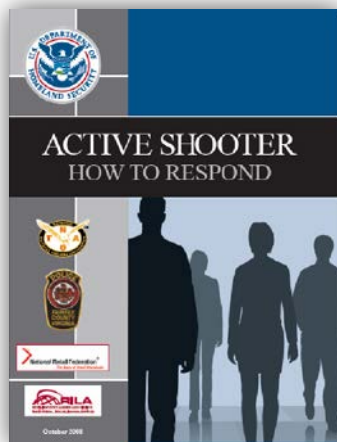
# Active Shooter “How to Respond” Program Materials



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# Training and Outreach Materials

- DHS materials consist of three products:
  - Basic Guide Book.
  - Pocket Emergency Measures Guide.
  - Break Room Poster.
- To download these materials visit:
  - [www.dhs.gov/activeshooter](http://www.dhs.gov/activeshooter)



# Online Training

- DHS released “Active Shooter, What You Can Do” (IS-907), an online training course available through the Federal Emergency Management Agency Emergency Management Institute:
  - <http://training.fema.gov/EMIWeb/IS/IS907.asp>
- The self-paced course takes approximately 45 minutes to complete.
- Upon completion, participants can take a short online "final exam" that is instantly scored. A certificate is provided to participants who finish the course and pass the final exam.



# Custom “See Something, Say Something” Materials

- Customized messages and images tailored for each partnership
- Posters, trifold brochures, paystub inserts, table tent cards, business cards
- Digital materials such as Ribbon Boards/Score Boards/website and email buttons
- Public Service Announcement (PSA)
  - DHS can help write/edit the script
- “Back-of-house” materials that help instruct staff/volunteers on what to look for and how to proceed if they see something suspicious



*Courtesy of DHS*



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For more information visit:  
[www.dhs.gov/activeshooter](http://www.dhs.gov/activeshooter)

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