Active incidents -- including shootings, bombings, and weaponized vehicles – are seemingly on the rise in public entities across the nation. Emergency preparedness for these incidents is something every public entity addresses at one time or another, and a common service area for pools. In this session, learn the basics of helping your members build a comprehensive emergency preparedness program, identify barriers your members are likely to face when building their plans, and explore ways to help them overcome what could be “fatal” flaws in their preparedness.
1. Basics of helping your members build a comprehensive, emergency preparedness program.

2. Identify barriers your members are likely to face when building their plans.

3. Explore ways to help them overcome what could be “Fatal Flaws” in their preparedness.
### Types of Emergency Plans

- Emergency Water Supply
- Emergency Electrical Power
- Workplace Violence
- Active Shooter
- Bomb Threat
- Riot & Civil Disturbance
- Explosions – Intended
- Explosions - Industrial
- Earthquake Response
- Snow and Ice Removal
- Severe Weather / Tornado
- Severe Weather / Hurricane
- Severe Weather / Flooding
- Toxic External Atmosphere
- Chemical Spills
- Radiological Accidents
## Types of Emergency Plans

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Not So Long Ago
Recent Events

Las Vegas, NV

October 01, 2017 - A lone gunman opened fire from the 32nd floor of a Las Vegas hotel, killing at least 59 people and injuring at least 527 others attending a country music festival.

The shooter had been at the hotel for three days prior to the event and had in excess of 20 guns, two (2) platforms set up to shoot from & cameras set up to see police arriving.
Alexandria, VA

June 14, 2017 - A lone gunman opened fire on members of the Republican congressional baseball team at a practice field in this Washington suburb on Wednesday, using a rifle to shower the field with bullets that struck four people.

“Had they not been there it probably would have been a turkey shoot,” he said.
“There were, I don’t know, 40, 50 congressmen and senators out there on an open field - very few places to hide.”
UC Berkeley

February 02, 2017 - Hundreds of protesters at the University of California at Berkeley smashed windows, set fires and clashed with police as they forced a guest speaker to cancel his appearance at the institution.

Police ordered protesters to disperse as the school put the campus on lockdown. Protesters also tossed bricks and fireworks at police in riot gear who fired rubber pellets back at the crowd.
Recent Events

Charlottesville, VA

February 02, 2017 - One person was killed and 19 others were injured after a car plowed into a crowd of counter-protesters marching against rally.

Traveled approximately 40 miles an hour, hit between 15-20 people, crashed into the two cars in front of it, and then backed up and sped away while police officers were standing on the side of the road.
Recent Events – Charlottesville (Video)
Smaller Events – Off The Radar
The attack began on the officer who was manning a routine game-day (portable) blockade. Around 8:15 p.m., a man driving a white Chevrolet Malibu crashed into the barricade, hitting the officer. The attacker exited the vehicle and stabbed the officer.

A high-speed chase ensued. The suspect “deliberately tried to hit pedestrians in crosswalks and alleys” at two areas along the route. Four (4) pedestrians were struck and were subsequently transported to hospital.
The FBI is investigating an explosion that injured at least one person Wednesday night, at an Indiana post office. Special Agent Bob Ramsey said the victim, a woman, was taken to a hospital after the explosion.

An FBI statement to the Chicago Sun Times said it is "yet to be determined if this is an act of domestic or international terrorism, but at this time there is no ongoing public safety concern."
February 26, 2017

• A pickup truck driven by a suspected drunk driver plowed into a crowd of spectators at a parade in New Orleans, injuring 28 people.

• Of those 28 parade-goers, 21 were transported by ambulance to seven area hospitals.

• The victims range in age from as young as 3 or 4 years-old.
Vehicle drives into parade crowd, 28 injured
Profiling
Profiling

• Come from a variety of racial and ethnic backgrounds
• 63% came from two-parent families
• Academic performance ranged from excellent to failing
• Friendship patterns from very popular to socially isolated
Profiling

• Behavior histories varied from no observed behavioral problems to multiple behaviors warranting reprimand and/or discipline.

• Few attackers showed any marked change in academic performance, friendship status, interest in school or disciplinary problems prior to attack.
Profiling

- Most attackers had no history of prior violent or criminal behavior.
- Many attackers felt bullied, persecuted, or injured by others prior to the attack.
Mentality of Assailant

- Incidents of targeted violence rarely are sudden, impulsive acts.
- The assailants intent is to kill and injure
Mentality of Assailant

• Normally has intended victims and will search them out

• Desire is to kill and seriously injure without concern for his safety or threat of capture
Mentality of Assailant

- Accepts targets of opportunity while searching for or after finding intended victims.

- Will continue to move throughout the building, or area until stopped by law enforcement, suicide, or other intervention.
There is no accurate or useful profile of individuals who engaged in targeted violence.
The motive behind the deadliest mass shooting in modern U.S. history remained a mystery Monday as police sought to learn more about the apparent "lone wolf" gunman who opened fire on thousands of concertgoers from the 32nd floor of a Las Vegas hotel.
Emergency Preparedness Planning
Facts vs. Myth
Myths about Active Assailants

- Out of the blue...
- If left alone, the situation will resolve itself...
- I can’t do anything to stop it...
- It could never happen here...
- They just snapped...
Triggering Events

- A reprimand, termination, or layoff.
- Financial troubles, a separation, a divorce, or a death.
- A loss, whether real or perceived, in someone’s personal or professional life.
- ‘Injustice collectors’--will not forget or forgive wrongs or the people [believed] to be responsible.
Question #1

Violence is the leading cause of death on the job.

True  False
• The leading cause of death is vehicle accidents.

• Violence is the **SECOND** leading cause...
Homicide is the leading cause of death for women in the workplace?

True

False
• This is True. Homicide is the #1 cause of death for women in the workplace.
How many people are victims of non-fatal assaults on the job each year?
How many people are victims of non-fatal assaults on the job each year?

2,000,000 workers are victims each year in the U.S.
How Can Violence Be Prevented on the Job?
Prevention Strategies (Internal)

Clear and documented expectation from Employer that

1. Employees treat each other with “Respect”.
2. Everyone works together “Teamwork”.
3. **Zero tolerance policy** is conveyed and enforced.
4. If someone does not follow the three golden rules above, disciplinary process is used.
   a) Must be consistent.
   b) Must be fair.
Prevention Strategies (External)

1. Have someone escort employees to their vehicle if working late.
2. Redesign workspace to prevent entrapment.
3. Train staff in ways to diffuse violence.
4. Maintain good lighting indoors and outdoors.
5. Prepare plan for non-employees who “act out”.
6. Control access to employee work areas.
If in-house expertise exists, the pool can help its membership by drafting sample policies that can be adopted, and offer subject related training.

Knowledge • Techniques
Active Shooter Preparedness

Respond

Prepare

Follow Up
Active Shooter Preparedness

- Recognize indicators of potential workplace violence, (separate plan).
- Develop a Site Specific Emergency Action Plan.
- Conduct training.
If in-house expertise exists, the pool can help its membership by drafting **site specific plans** that can be adopted, and offer subject related training.
Components of an Effective Plan

Specific Procedures for the first Four (4) to Eight (8) Minutes

- What to do when you see, or someone reports, a suspicious person on your premises.
- Who calls 911? What do you say and do including staying on the line with the dispatcher?
- How to alert all faculty, staff and employees to the threat.
- How your people respond to protect employees, visitors, students if applicable and themselves.
Components of an Effective Plan

Document:

• An evacuation policy and procedure.
• Emergency escape procedures and route options.
• Contact information for individuals to be contacted under the Emergency Action Plan.
Ensure that plans assess and provide for functional needs:

- Mobility challenged.
- Hearing or sight impaired.
- Limited or no English proficiency.
Table top exercises (training) should assess:

- Roles and responsibilities are clearly understood so critical time is not squandered; muscle memory.
- Affirm the parts of your response that are solid.
- Uncover elements of your response that have holes.
- Update your Active Shooter Response and re-train your people.
If in-house expertise exists, the pool can help its membership by drafting site specific plans that can be adopted, offer subject related training and conduct table-top-exercises.
What Is A Hostile Vehicle?

- A hostile vehicle is generally one whose driver is determined to access a restricted or unauthorized area or location in order to cause damage to buildings and structures, cause injury/death to people, disrupt business or effect publicity for a cause.
Hostile Vehicle : Definition

• A hostile vehicle may be used to carry an explosive device or the vehicle itself, travelling at speed, may present the primary danger.

• Drivers of hostile vehicles could include the mentally ill, disgruntled customers or employees, political activists, terrorists and criminals.

• However, it is important to remember that the definition of a hostile vehicle also includes vehicles that are out of control.
Most Likely Targets

• Spaces occupied by a critical mass of people at a particular time, where the aim of an attack is to cause injury and death to large numbers of people.

Local community street fair.

• Infrastructure that is of high significance for social, political or economic reasons, and which may be structurally affected or destroyed by an attack.
• A vehicle being used as a weapon will not necessarily obey traffic/road rules. There is an inherent danger in not taking this into account when conducting a site assessment.

• All too often, security measures have been installed under the assumption that a vehicle will not travel the wrong way down a one-way street.
HOW TO SEPARATE HOSTILE TRAFFIC FROM PEDESTRIANS AND BUILDINGS

- A “one size fits all” approach is not effective: mitigation solutions must be tailored to the physical and practical context of each location.
Since threat levels and terrorist methods evolve over time (often in response to security methods), both current and future security needs must be taken into account and measures reviewed periodically for effectiveness.

Evolution of Terrorism & Response Tactics
Hostile Vehicle Mitigation
• The term ‘standoff’, in the context of this presentation, refers to the maximum possible distance that can be kept between an asset and a hostile vehicle.
Achieving standoff is the single most important factor in reducing the damage caused by a hostile vehicle, regardless of whether the damage results from the blast wave of an explosion or from an out-of-control vehicle. Every meter (yard) of standoff counts.
• Where possible, barring vehicular access entirely – thus automatically removing threats to the site - is preferable to more elaborate traffic management designs. This option can also have added operational benefits such as less need for manned guarding and reduced risk of accidents or misuse.
• However, consideration should be given to the exclusion of traffic from a wide. This may increase traffic volumes and congestion in the surrounding local transport network, thus creating a need for wider traffic management plans.
**VEHICLE SECURITY – PASSIVE BARRIERS**

**Urban elements that can be used include:**

- Landscape features (e.g. sculpted or clad earthworks)
- Shrouded bollards (i.e. designed to match local architecture)
- Decorative, structural or energy absorbing planters.
- Large immovable landmarks (e.g. walls)
- Water features (e.g. fountain)
- Strengthened ‘light’ structures
- Integrated street furniture
- Level changes (e.g. steps, curbs)
Hostile Vehicle - New York (Video)
Use of an active barrier is required for control of vehicle access. The term “active” refers to the system’s ability to operate from closed (secure) to open, and could take a number of forms, such as:

- Retractable bollard
- Retractable blocker
- Folding, sliding, swinging, rising-arm gate
Re-deployable devices that are kept in storage and only put in place once the National Alert Level has increased or a direct threat to a specific target has been identified (this could be a single asset or a chain company such as a shopping center or hotel). These devices are designed solely as protection measures and are generally not customizable.
There are two significant drawbacks associated with re-deployable devices.

- The primary disadvantage is the fact that they are *intelligence-driven*, meaning that they are only effective if the site owner is aware of the threat: they cannot mitigate against a ‘no notice’ attack.
A second disadvantage is their utilitarian appearance and consequent inability to respond to the aesthetic requirements of the surrounding environment, although their appearance is less of a concern if they are only operational for short periods of time, as is usually the case.
Methods of how to get this critical information out to membership could be accomplished through your newsletters, or other written resources you generate.
First Hurdle
Funding Sources & Technical Expertise

• There are a large number of excellent consultants available in the marketplace.
• Ten percent (10%) of these folks are truly the best of the best.
• Some of these amazing professionals, may be sitting in the audience right now.

The first and sometimes the hardest hurdle for a client is -- the ability to pay for these services.
FEMA’s vision is to serve as a catalyst that drives increased understanding and proactive action to help people in communities reduce their losses from natural hazards.

Not applicable...
Funding Sources & Technical Expertise

DOJ and FBI: Grant Programs

• COPS Hiring Program (CHP)
• COPS Anti-Heroin Task Force (AHTF) Program
• COPS Anti-Methamphetamine Program (CAMP)
• Community Policing Development (CPD) Program
• Preparing for Active Shooter Situations (PASS) Program
• Coordinated Tribal Assistance Solicitation (CTAS)

Excellent Programs! Not What We Are Looking For
• Government Based Risk Pools will have to work with membership and leadership to gain buy-in that these programs are critically important.

• Develop a plan, develop a budget and through a cost-sharing measure, seek to fund the initiative.
Fatal Flaws
Fatal Flaw #1

- Assessments are conducted by individuals who are well meaning but do not have the knowledge or expertise to properly conduct an assessment.

- This flaw, rated #1, often contributes to the remaining flaws we will be discussing.
Fatal Flaw #1.5

- Assessments were not conducted prior to the development of the plan (or) the annual review of the plan.
  - Operational conditions change
  - Physical conditions change
  - Memory fails
Fatal Flaw #2

- The organization literally has no documented plan.
- A few plans exist, others are nonexistent.
- Plan is cookie cutter / plagiarized. Not site specific.
- The plan is out of date
Misread (or) Refused to see the signs

• In the vast majority of incidents across the spectrum, there were conditions that should have raised red flags.

• Leadership made decisions believing they did not want to further add, increase or incite the situation.

• In each of these cases, it positioned the organization to be slow, unresponsive or incapable of handling the conditions on the ground.
Fatal Flaw #4

You can run. But there is no place to hide...

- Locations are not specifically identified where fleeing individuals may find refuge.
- Doors have keyed locks on outside.
- No mechanism to lock doors from the inside.
- No mechanism to lock the doors at all.
Fatal Flaw #4 - Real Life Example

Headline: UCLA Students on Active Shooter Lockdown Doors Without Locks. - June 1, 2016
Twitter user Daph, explains that they’re barricaded in another room in Bunche Hall. “Doors open outward, no locks. Lots of helicopters and yelling outside,” the person continues.
Fatal Flaw #5

• The plan does not take into consideration, individuals who have special needs.
  – Physical challenges addressed within the American with Disabilities Act (ADA)
  – Injured or recovering from surgery, (on crutches, slow moving)
  – Final trimester of pregnancy, etc.

• These individuals may not be employees. The plan must account for customers, visitors, etc...
Fatal Flaw #6

• The plan focuses on employees and emergency responders, ignoring:
  – Onsite Contractors
  – Visitors
  – Customers
Fatal Flaw #7

- **Headcount**
  - The plan does not have a *procedure* in place to track who is on premises and therefore the ability to take a headcount
  - The organization does not have a *system* in place to track who is on premises and therefore the ability to take a headcount
• Training

– Organizations may have the best written plans. In fact, the plans might be “world-class”.

– However, if there has been no training as to what the plans are – they are of no value.
THANK YOU!

OPEN FOR
DISCUSSION