SECONDS COUNT!
ACTIVE THREAT RESPONSE

PROTECTING OUR COMMUNITIES
IN UNCERTAIN TIMES!

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ACTIVE SHOOTER & INTRUDER RESPONSE SOLUTIONS

- Strategos founded in 2002 as primarily L.E./MIL Tactical Training Company

- 2007 Recognized need to train civilians as they are “true first responders” & success vs. failure is most likely dependent on their proper response

- Trained over 125,000 school, healthcare, faith-based, workplace, L.E., military and government professionals in 15 countries

- Countries include U.S., Canada, Mexico, El Salvador, Nicaragua, Honduras, Colombia, Singapore, Japan, United Kingdom, France, Portugal, Germany, Italy, and Spain.
Training & consulting solutions Strategos provides fall into 3 categories that organizations should address:

- PREVENTION
- RESPONSE
- AFTER ACTION
COMMUNITY RESPONSE PHILOSOPHY

Based on experience in we determined in late 2009 that solutions presented should be a “community response” approach.

Defining “Community”

a group of people, and a feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals.
COMMUNITY RESPONSE PHILOSOPHY

These tragic events are community based events

- Attacker is from the community
- Victims are from the community
- Responders are from community
- SOLUTIONS must be community based!
Community Response should include:

“Professional First Responder” as well as the “TRUE FIRST RESPONDER”

Defining Traditional “First Responder”
A person, such as a police officer, firefighter, or EMT, trained in emergency response procedures and prepared to move quickly to the scene of an emergency in progress.
“Community Response” should include: “Professional First Responder” as well as the “TRUE FIRST RESPONDER”

DEFINING THE “TRUE FIRST RESPONDER”
Those persons already **ON SCENE** when the incident begins that have proper training, mindset and DESIRE to do WHAT is needed WHEN it is needed to de-escalate the event to those that they are responsible for
COMMUNITY RESPONSE PHILOSOPHY (CONTINUED)

“Community Response” should include:

- Organization “TRUE FIRST RESPONDER” Personnel
- “Professional First Responder” Personnel (L.E., Fire, EMS, etc.)
- Community Groups (parents, employees, members)
  - What is a threat
  - When to report
  - How to report
  - Awareness/Indicators
  - Roles & Obligations in Reporting & Response
WHAT IS THE VALUE OF TIME?

SUCCESS vs. FAILURE is most likely going to be up to the people on scene; NOT professional first responders
VT CELL PHONE FOOTAGE
ACTIVE SHOOTER STATISTICS  (2012 NYPD AS Study)

- 230 Active Shooter Incidents from 1996-2012
  (14-15 per year avg.)
- 97% Male – 8 of the incidents were female attackers
- Attacker Median Age 35
  - School Attackers 15-19
  - Non School Attackers 35-44
- Attack Locations
  - School – 24% - 68 of 230 attacks
  - Workplace – 57% - 131 of 230 attacks
ACTIVE SHOOTER STATS (Other Findings)

- Attack Timeframes
  - 12 min. avg. w/ 37% lasting less than 5 minutes
  - Post Columbine 39% occur in months of March & April
- Single shooter 98% of incidents
- 40% of time attacker commits suicide
- 43% of time attack is over prior to police arrival
- 40% of attacks could not be linked to clear motivation
  - 21% motivated by workplace retaliation
  - 14% motivated by domestic abuse
  - 7% motivated by academic retaliation
Risk – Statistics, Risks & Realities

Statistics

• Homicide is 2nd leading cause of violence in workplace
• Healthcare & social workers have the HIGHEST incidence of assault injuries
• Healthcare & social workers have 2nd HIGHEST incidence of homicide in workplace (taxicab drivers are #1)
• 2/3rds of ALL non-fatal assaults occurred in hospitals, nursing homes & other types healthcare facilities
• 8.3 assaults per 10,000 in healthcare industry vs. 2 per 10,000 in private industry
AS YOU KNOW . . .

LIABILITY SIMPLIFIED

• Questions we should ask and what priority we ask them in
  • What are the costs of **DOING SOMETHING**?
  • What are the costs of **DOING NOTHING**?

• “**Liability**” can be broken down to a 2 step process
  • Can the need be “reasonably anticipated”
  • “Responsible preparation” in advance based on this *reasonably anticipated* need

• **Due Diligence Preparedness**— What reasonable effort of preventing harm to others has your organization done
OSHA GENERAL DUTY CLAUSE

Section 5 (a)(1) - Act of 1970

- Sept. 8, 2011 – OSHA Issued Compliance Directive Specifically to Address Workplace Violence (Active Shooter)

- Requires employers to maintain workplaces “free from recognized hazards that are causing or are likely to cause death or serious physical harm”.

- Not only could OSHA make a finding of a OSH Act violation but recent court rulings relative to liability have shown active shooter incidents are now considered a “recognizable hazard” to employees

- July 2, 2013 – Hennepin County, Minneapolis, MN – Judge allowed two negligence counts to proceed against the company, Accent Signage. The civil case was brought before the courts by the victims’ family members in response to an active shooter incident at a place of business. This incident occurred as the gunman, walked into his place of employment on September 27, 2012 with a pistol. Once inside, gunman shot and killed numerous individuals before taking his own life.

- Liability on employers to train their employees to recognize behavioral indicators as well as how to properly respond to an active shooter incident.
The cost of negligence lawsuit has increased from approximately $800,000 per case in 1995 to almost $2 million. 66% of Fortune 1000 senior executives say, “Financial performance of the company would benefit from addressing violence experienced by employees”.

**Direct Costs**
- Hospital Bills
- Workers’ Comp
- Legal Fees
- Lawsuits
- Liability Fees

**Indirect Costs**
- Negative Publicity
- Loss in Productivity
- Turnover
- Drop in Morale
- Fearful Atmosphere

Indirect costs can be up to two times the direct costs of medical treatment, wage-replacement and disability pensions.
NORMALCY BIAS - OVERCOMING THE “BIG D!”

• Mental state of denial in which individuals enter into when facing a disaster or pending danger. Normalcy Bias leads people to underestimate, minimize or rationalize the crisis away.

• Often results in situations where people fail to prepare or respond for a likely or currently in progress crisis.

• The Normalcy Bias leads people believe that since something has never happened before, that it never will happen.

• Cannot RESPOND to the crisis until we ACCEPT the crisis
The Phenomenon of “NORMALCY BIAS”

Shooting at Wedgewood Baptist Church in Fort Worth, TX.

On September 16, 1999 a male staff member in hallway observed attacker shoot 2 youth in the foyer area of the building. He then advised two females in the hallway he was in that a drama was taking place and that the “actor” was coming down the hallway. He was then shot and when he looked down and observed his own blood he advised the females that the “actor” in the drama was using paintball and to step out of the way. Additionally, many of the youth in the sanctuary ran towards the gunman telling stating “shoot me, shoot me” as they thought it was a drama and wanted to be part of it.
The Phenomenon of “NORMALCY BIAS”

Shooting at First Baptist Church in Dangerfield, TX.

On June 22, 1980 a male wearing camouflage enters church on Sunday and begins to shoot congregation with rifles. Many in the congregation thought it was a skit because a few weeks prior the youth group did a skit in church wearing camouflage illustrating what would happen if communism came to America.
The Phenomenon of “NORMALCY BIAS”


Many persons within the building when the shooting started stated that they thought when they heard the gunshots it was construction noises or firecrackers which delayed a proper response by on scene victims and potential victims.
The Phenomenon of “NORMALCY BIAS”

Virginia Tech Massacre – April 16, 2007

Several within 2nd floor classrooms of Norris Hall stated that they thought the gun shots coming from nearby were construction noises at an adjacent building that had been undergoing construction for several weeks while classes took place.
The Phenomenon of “NORMALCY BIAS”


89 persons were killed inside the theatre when 3 masked gunman entered and began to shoot attendees and throw hand grenades. Many that were present delayed egress because they thought the shots were pyrotechnics that were part of the concert and also thought the gunman were part of the concert proceedings as well.
The Phenomenon of “NORMALCY BIAS”

Columbine High School Massacre – April 20, 1999

Patty Nielsen who was in the library as a teacher when the shooting began stated she heard the shots and then despite hearing the shots she went to the hallway to confirm it with her sight. After then seeing the shooters she then stated that she thought it must be a video production and she was going out there to tell the students to quit the production.
The Phenomenon of “NORMALCY BIAS”

Orlando Pulse Nightclub Massacre – June 11, 2016

Many inside the club where loud music was playing thought that the shots being fired were beats to the music and this perception delayed a proper response and one person even “Snapchatted” their own death as they were looking around wondering what was happening
The Phenomenon of “NORMALCY BIAS”

Las Vegas Massacre – Oct. 1, 2017

Many at the outdoor concert venue delayed any type of productive response because they thought it was fireworks or they thought the sound system was crackling as a result of malfunction
Competing Goals

- **Suspect**
- Take Lives
- Save Lives

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Suspect Effectiveness
Competing Goals

Trained TFR Response

Goal - Body Count

Goal - Save Lives

Suspect Effectiveness

Killed or Injured

Time in Minutes

Start

2 3 5 7 8 10
Competing Goals

Untrained TFR Response

Goal - Body Count

Goal - Save Lives

Suspect Effectiveness

Killed or Injured

Time in Minutes

Start 2 3 5 7 8 10
ACTIVE VIOLENT THREAT BEGINS

STARTLE & FEAR

UNTRAINED RESPONSE
- NORMALCY BIAS
- DISBELIEF
- DENIAL
- PANIC
- HELPLESSNESS

TRAINED RESPONSE
- CRISIS ACCEPTANCE
- AWARENESS / PROACTIVE
- RECALL
- URGENT RESPONSE
- COMMITMENT TO ACTION
Fort Lauderdale Airport Shooting
Desires to Set the NEW RECORD

Long List of Personal Failures
(Who do they blame?)

NOT Highly Trained (Amateur)
BUT Heavily Armed!

Generally does not take hostages

Close Range & Multiple Shots to each Victim

PRE-OCCUPIED with setting the record
Bi-Lateral Communication Tools Critical

Why is this important?

• Some mass communication tools only have TOP/DOWN notification capability

• Awareness of a threat is many times grassroots or organic in nature

• Creates delay waiting for those at TOP to provide direction

• Provides real-time more accurate information throughout organization from multiple sources
LOCKDOWN PRINCIPLES FOR THE WORKPLACE

Facility lockdown can serve several functions:

- Removing visitors, staff and others from the threat;
- Isolating the dangerous situation from remainder of the facility;
- Allowing for an accurate accounting of people within each room or facility; and
- Depending on the situation, facilitating an organized evacuation away from the dangerous area.
LOCKDOWN PRINCIPLES FOR THE WORKPLACE

2 Types of Lockdowns

- **Threat OUTSIDE** the facility - Examples would be fugitive in geographic area on run from law enforcement, violent crime with criminal at large in geographic area of school, etc.

- **Threat INSIDE** the facility - Examples would be unauthorized access by intruder with unknown intentions, active shooter with known intentions

- Notification of one of the above types of “lockdowns” should be clear and quickly understood by leadership and staff
THREAT “OUTSIDE” LOCKDOWN PROTOCOLS

- The following procedures should be followed when the threat is outside of the healthcare facility:

EMERGENCY vs. ADMINISTRATIVE (Other) TASKS
Sandy Hook Teacher Speaks
“3 OUT” APPROACH FOR “LOCKDOWN FAILURE”

- **Lock OUT** - Lock the shooter (or potential shooter) out of the building or out of the room. “**Lockdown**”

- **Get OUT** - If the shooter is in your area – attempt ESCAPE. If rooms are on 1st or 2nd floor escape through exterior window could be an option.

- **Take OUT** - If the shooter is in your area and you cannot run – FIGHT! Simply taking a position under a desk or furniture in the “**fetal position**” will do NOTHING to prevent you from being a victim.
WHY FIGHT BACK?

• Who do you know worth DYING FOR?
• Who do you know worth LIVING FOR?
• Good Guys Finish Last?
• NO! . . . UNPREPARED
  Good Guys Finish LAST!
• Survival vs. Prevailing
• Fighting Back – If you are
going to get BEAT . . . Get BEAT doing SOMETHING
  not BEAT doing NOTHING!
WHY FIGHT BACK?

• **Take OUT** should be a *“last resort”* and it is unrealistic to assume people won’t be seriously hurt or killed as a result. It is FAR MORE unrealistic to think that hiding will save any lives at all.

• **YES!**, fighting is an option; it should be your **LAST** option—prepare mentally for this and obtain training for leadership and staff.
“3-OUT” QUESTIONS TO ASK YOURSELF FOR THE FOLLOWING AREAS:

• Your assigned work area, or office that you happen to be in

• Common Areas such as reception, lecture halls, lobbies, meeting areas, etc.
  
  • “How could I “lock out” from this area?”
  • “How could I “get out” from this area?”
  • “How can I “take out” from this area?”
WHAT “3 OUT” DECISION MAKING IS NOT!
REMEMBER!
IMMEDIATE or an
INDIRECT THREAT + LOCATION
= PROPER RESPONSE

If threat is an indirect threat and not seen
LOCK OUT; or GET OUT to LOCK OUT
is usually best option
**CORRECT “3 OUT” DECISION MAKING MODEL**

- Direct Contact in area that cannot be "locked out" immediately
- Immediate threat in area where GET OUT success is not possible or probable
- Moving towards immediate area that can be "locked out" quickly OR out and away from building where immediate exit is possible
- Improvised objects utilized as weapons, directing others (teenagers or older) in directed group response

**ACTIVE SHOOTER**

**TRUE FIRST RESPONDER**

**LOCK OUT**

**TAKE OUT**

**GET OUT**
Why “3 OUT” vs. “Run, Hide Fight”

• Run, Hide, Fight is Linear Approach
• Simply telling persons to run away from sounds of shots IS NOT predictably successful
• Does not take into account or teach person(s) reality of how we make decisions in crisis
• Does not take into account or teach person(s) phenomenon “NORMALCY BIAS”
• Ambiguous & Conflicting Verbiage – Words Create Mindset
• In 2009 tested “Run, Hide, Fight” w/ hundreds of participants and did not have good results – About ½ ran towards the gun fire – Difficult to tell where shots are coming from inside structure
PREVAIL!™ Bank Safety Training Module
PREVAIL!™ Bank Safety Training Module
PREVAIL!™ Dramatic Movie
Prevail!™ Virtual Active Threat Response System
Strategos Solutions for Intruder Response Preparedness

• Intruder Response Focused Physical Security Assessments
• Workplace Violence Program Review/Development
• Intruder Response Policy Development
• Intruder Response “3 OUT” Floor Plan Chart Development
• IN PERSON Training
  • 1 hr., 2 hr. and 4 hr. versions for first contact personnel, base line personnel and leadership/safety preparedness personnel
  • Scenarios included in above training courses so participants can practice what they have learned in the training
Virtual Training System

www.intruderresponse.com/prevail
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888-569-5444
Delivered Via Online Learning Mgmt. System

- “PREVAIL!™” Movie – 15 min.
- “Preparing to PREVAIL!™” Intro. Module – 10 min.
- “PREVAIL!™ OUTS” Module – 15 min.
- “PREVAIL!™; Understanding the Adversary” Module – 9 min.
- Leading to PREVAIL!™ Managers Module – 15 min.

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Strategos Protection Solutions

• **High Risk Terminations** – Consultation & Highly Trained Protectors
• **Executive Protection** – Situational, Board Meetings, Threats, Full-Time, Seasonal, Shareholder Meetings, Travel Escorts
• **Surveillance** – Theft, Fraud, Work Comp, etc.
• **Investigations** – Theft, Fraud, Work Comp, etc.
• **Post Crisis Protection** (Natural Crisis and Man Made Crisis Response)
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ACTIVE THREAT RESPONSE

PROTECTING OUR COMMUNITIES IN UNCERTAIN TIMES!