2019 TRICO Retreat
General Session 3: Workplace Violence

Active Shooter Incidents

San Bernardino County, California, December 2, 2015

Perpetrator along with his wife, killed 14 co-workers, and seriously injured 22 others

- Syed Rizwan Farook and Tashfeen Malik
- Firearms and Explosive Devices
- Staff Meeting, Training and Holiday Event

Active Shooter Event

Earle Cabell Federal Courthouse, Dallas, Texas, June 17, 2019

Shooter Brian Issack Clyde, 22

- Heavily armed gunman shot dead outside Federal Courthouse
- 150 rounds of ammunition, military style rifle
- Army infantry training
- Recognized as an outstanding student, recently graduated from Del Mar College
- Not on the watch list!

Active Shooter Event

Virginia Beach Shooting May 31, 2019, 4:08 PM
Killed one civilian, 11 government workers, 4 other injuries
DeWayne Craddock, employee who resigned

- Engineer in City's public utilities department
- Physical scuffles with other city employees
- Threatened with disciplinary action
- Tendered resignation in an email
- Security pass, not disabled
- Shot people on all three floors of the facility

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ANOTHER SHOOTING ROCKS VIRGINIA TECH
OFFICER KILLED DURING TRAFFIC STOP
found fatally shot likely the gunman
TECH COMMUNITY REACTS TO REPORT
Campus alerted, locked down quickly
TERROR, AGAIN, IN SCHOOL
PREPARING FOR THE UNSPEAKABLE
MORE THAN 500 HURT AS GUNMAN OPENS FIRE ON COUNTRY MUSIC FESTIVAL FROM HOTEL WINDOW
POLICE STRUGGLE TO DISCERN MOTIVE OF SHOOTER WITH NO RECORD OR TERRORISM TIES
59 die in Las Vegas attack
THE SCENE
Confusion, then a tumble into chaos at concert
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26 DEAD IN CHURCH ATTACK
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AMERICA'S NIGHTMARE
Physical Security

Legal Liability

Protection of our Employees and Visitors

Basics of Tort Liability
- Duty of Care
- Breach of Duty of Care
- Damage/ Harm
- Causation Between Breach and Damage

Duty of care is dependent on relationship with victim:

Employee

- OSHA/ PEOSHA: Duty to maintain a workplace free of recognized hazards that are causing or likely to cause death or serious physical harm

Third Party

- Duty varies based upon status of individual as licensee/ invitee/ trespasser

In general, for those legally on your premises

You have a duty to exercise **reasonable** care to protect against **foreseeable** harm.

The question becomes is the criminal act foreseeable?

Factors Courts Examine

- Crime Grid of area
- Were there prior similar criminal acts
- Status of victim

- Security measures taken
- Has the owner/ manager performed any security audits

- Conditions of the property
- Did owner/ manager comply with building and health codes
- Lighting in the area

? Crime Grid of area

? Were there prior similar criminal acts

? Status of victim

?

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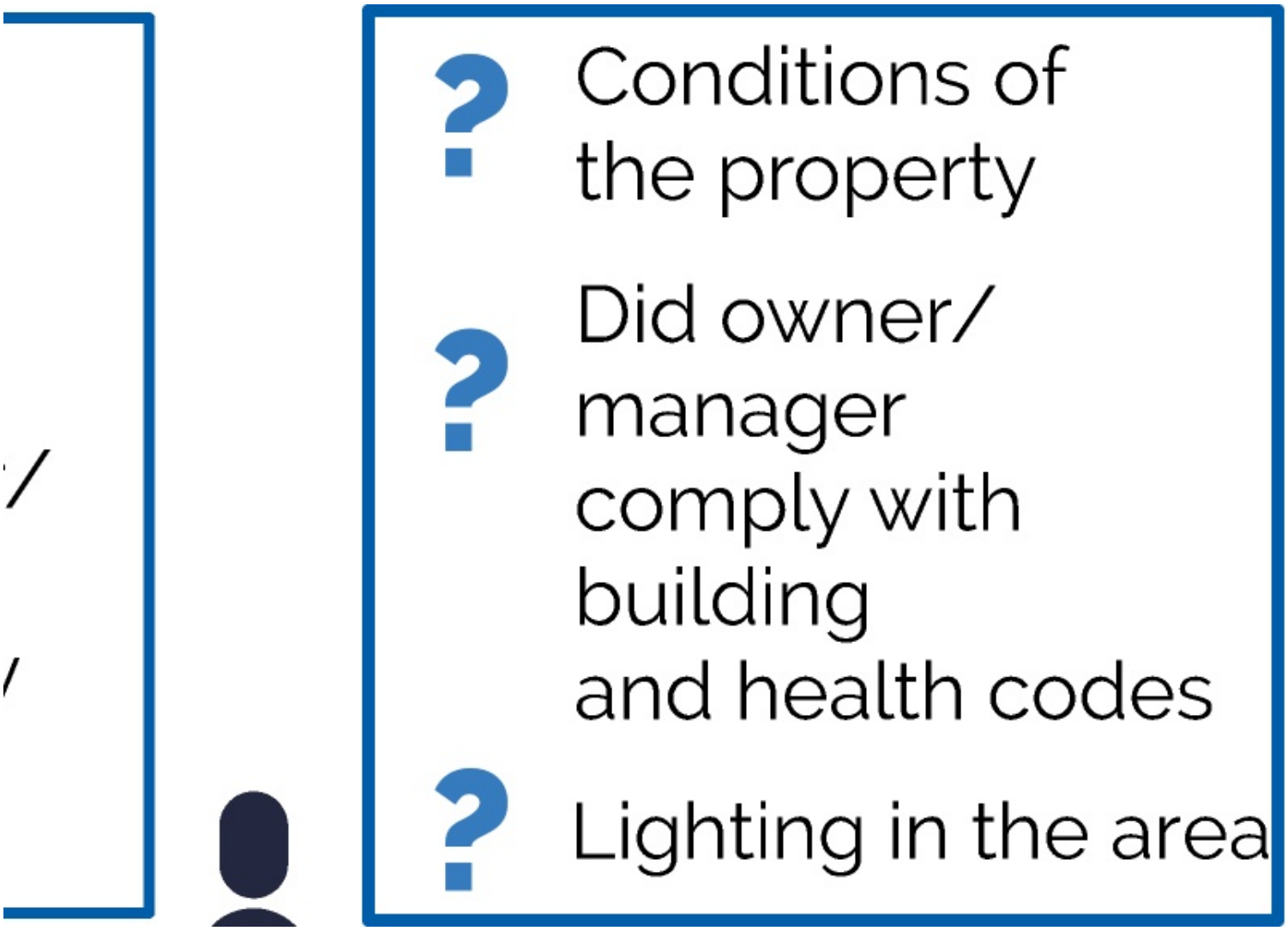
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KEY QUESTION

Was it foreseeable and did your breach contribute to the incident?

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Physical Security

Physical Security

What can we do to meet our obligations to keep people safe?

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An Integrated Security Plan Includes:

Physical Security Measures

Operational Procedures

Policies

Physical Security Measures

- Technologies, perimeter, external and internal protection, sensors, design, barriers

People: Our personnel, visitors and those who live near by

Place: Physical infrastructure

Materials: Sensitive information, archives, business product

Goal: Protect our assets!

Strike the Right Balance

"Ensuring the safety and security of the facility and its critical assets without impacting on the day-to-day operational procedures"

Source: Integrated Physical Security Handbook, p3.

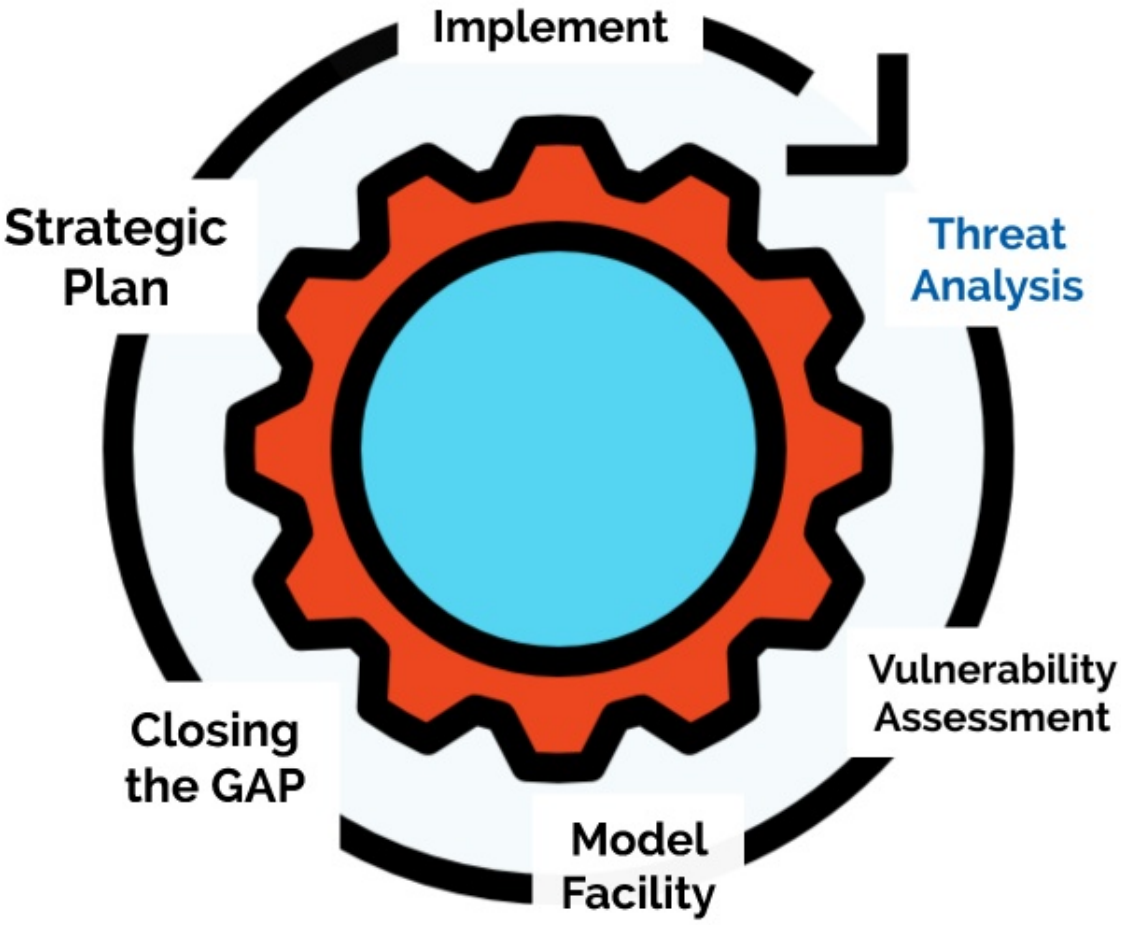
Operational Procedures

How the facility works on a day-to-day basis, how we deliver services, opening and closing, disruption…

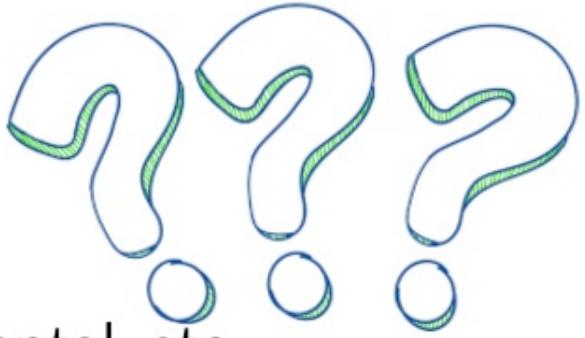
Policies

- Who does what and the actions to be taken to prevent an attack or an incident, how to mitigate and ensure continuation of business
- Marshall your resources
- Stakeholder involvement, go through a process to create the "Buy-In," explain the Why!
  - *Who: Owner, Risk Mgmt Professionals, Employees, Residents, Police, Fire, OEM, etc.*
  - *Mission*
  - *Time line*
  - *Plan of Action*
  - *Options*
  - *Reports*

Steps to Implement Integrated Security Plan



Threat Analysis



- What are the threats?
  - Natural, Criminal, Terrorist, Accidental, etc.
  - Internal & External
  - What makes your facility unique
- The information needs to be defined
  - ✔ Credible
  - ✔ Potential
  - ✔ Minimal

Threat Analysis: *Who are my adversaries*

Internal

Disgruntled employees

- Escalating aggression
- Weapons involvement
- Negative mental status
- Negative employment status
- Personal stressors
- History of violence and conflict

Resource: Violence Assessment and Intervention ISBN 13:978-1-4200-7112-2

External

- Vandalism and Theft
- Disgruntled clients
- Family members (Break-ups, divorce, money)
- Past employees (Retaliation)
- Political Statements and Protests
- Terrorism

Threat Analysis

Monitor threats

- Past experiences
- Shared experiences
- Police records
- U.S. Department of Homeland Security
- NJ Office of Homeland Security and Preparedness

Assign someone to read for 15-20 minutes per week!

Threat Analysis of Active Shooter

- Internal or External Shooter?
  - Motives are across the board
    - *Domestic violence, hate crimes, terrorism, etc.*
    - *Inability to cope*
- Reasonably foreseeable that an active shooting incident may occur
  - Look at the news
  - Look at the statistics
  - Public and employee concern

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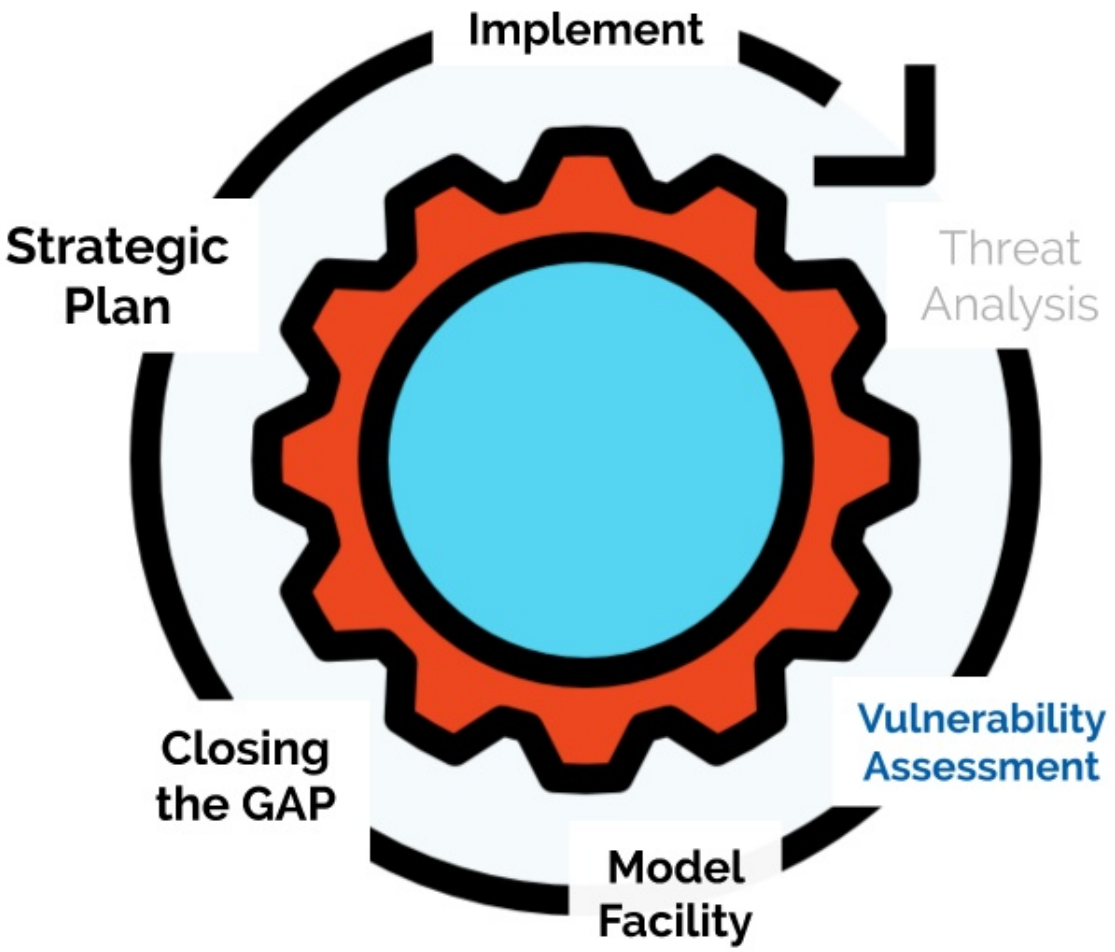


Vulnerability Assessment

- What are your critical assets?
- What will the impact be on your operation - *downtime, recovery, exposures?*
- Where am I vulnerable - *scenario based assessments, what do you do?*
- Building Perimeter

When you know your weaknesses you are able to develop solutions to mitigate or eliminate the risks!

Vulnerability Assessment

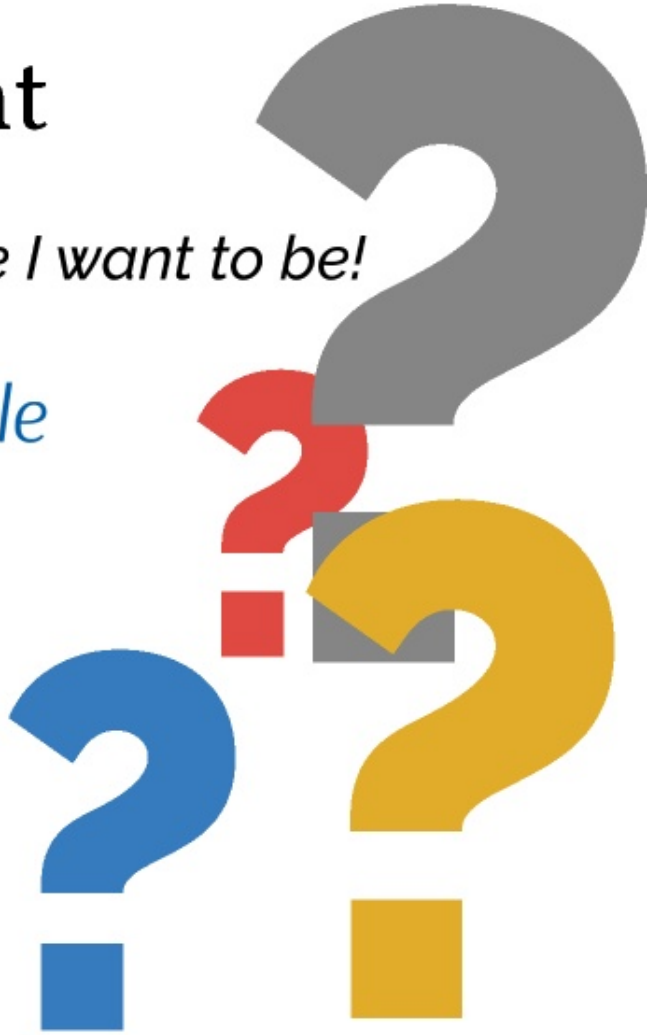
Ask yourself at a minimum these questions:

- What is your current security situation?
- How secure is your location?
- What is your current perimeter security?
- How structurally safe are you?
- What communications & IT Protection do you have?
- Is your equipment protected?
- What external security protection do you have?
- What internal security protection do you have?

Vulnerability Assessment

Gap Analysis: *where I am versus where I want to be!*

- Most important: *Protect People*
- What am I protecting
- Assets to be protected
- Threat to those assets
- Vulnerability of those assets
- Your priorities



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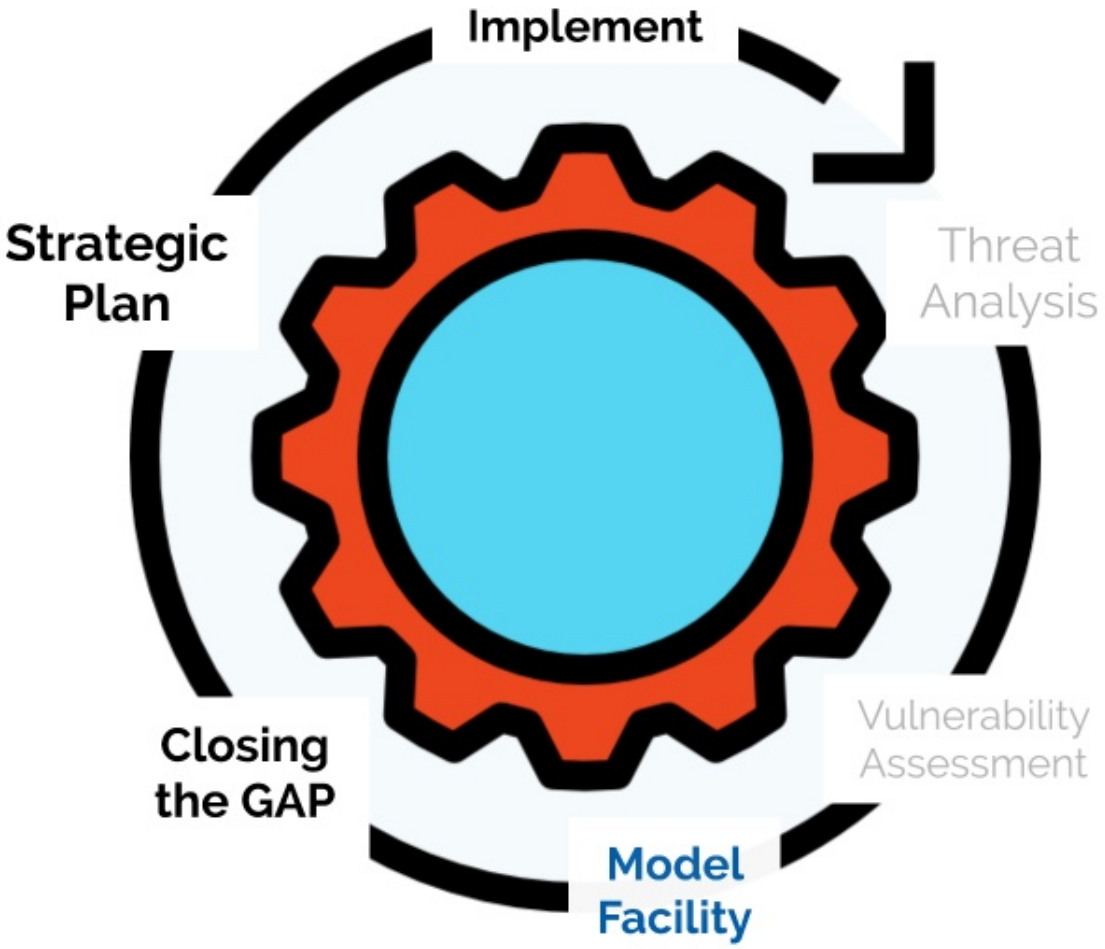

Model Facility

- Maximum security without compromising business as usual

Identify:

- ✔ Core Functions
- ✔ Critical Assets
- ✔ Threats and Vulnerabilities
- ✔ Mitigation Strategies

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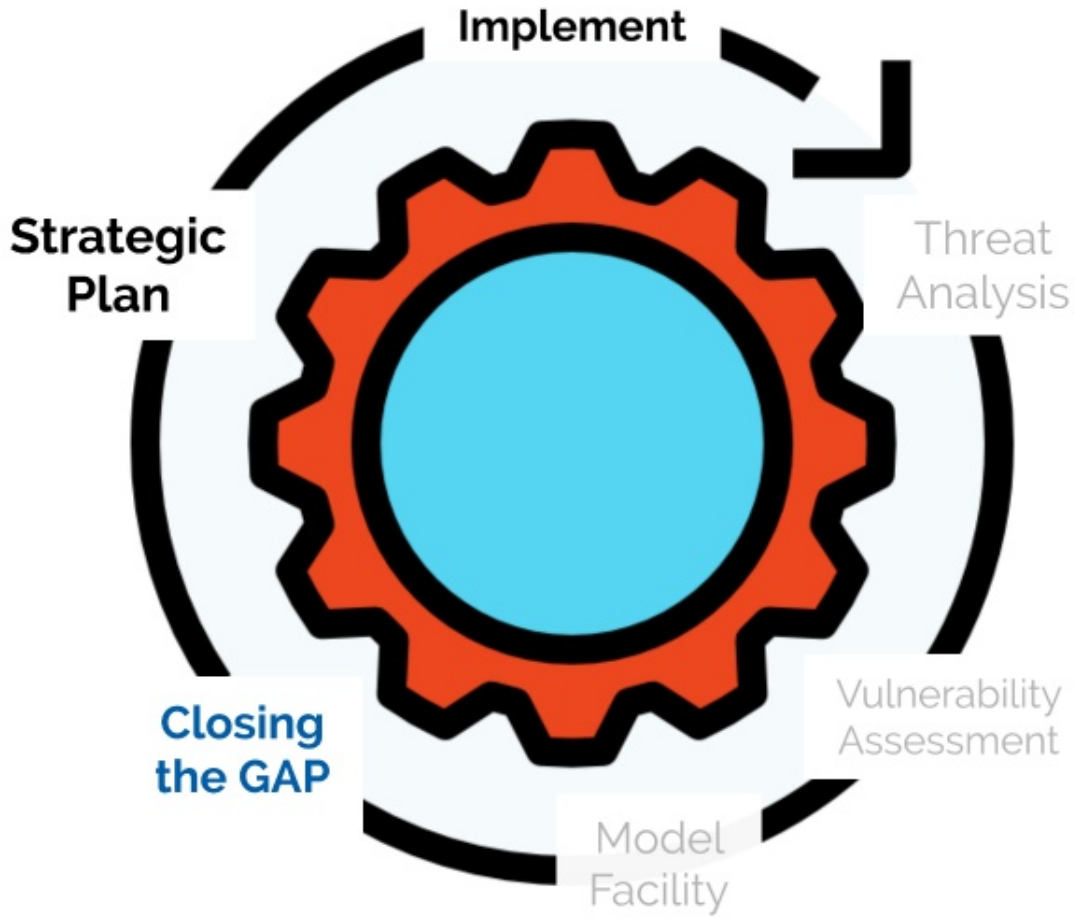
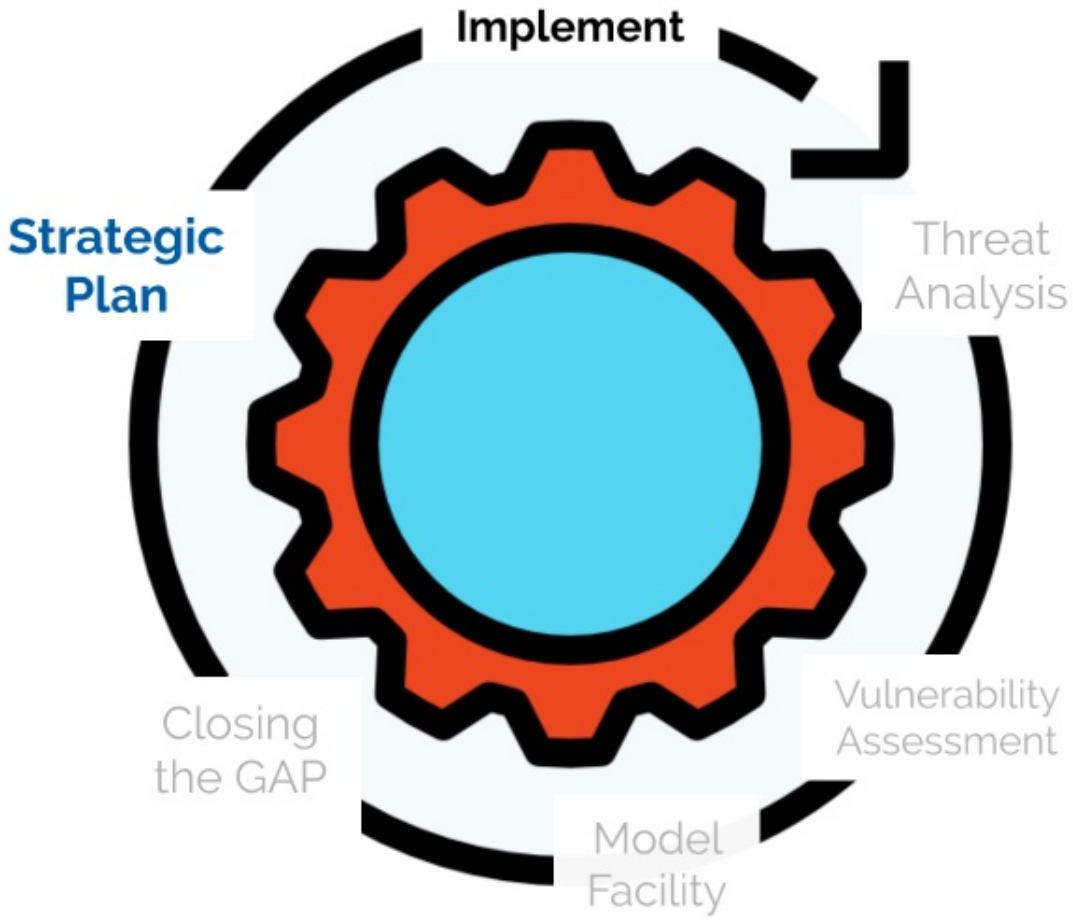


Closing the GAP

I know my shortfalls, what are my options?

- Perimeter security
- Vehicles
- Internal security
- Information technology
- People
- Building design
- Community risk assessment
- Technology solutions

Steps to Implement Integrated Security Plan



Develop a Strategic Plan

- Having identified assets, adversaries, threats and vulnerabilities and determined priorities and options, you are in a position to plan and strategize the security change process

- SWOT
  - **S**trengths, **W**eaknesses, **O**pportunities, **T**hreats
  - Address all of the areas and close the "GAP"
  - Timeline, planning for resource allocation

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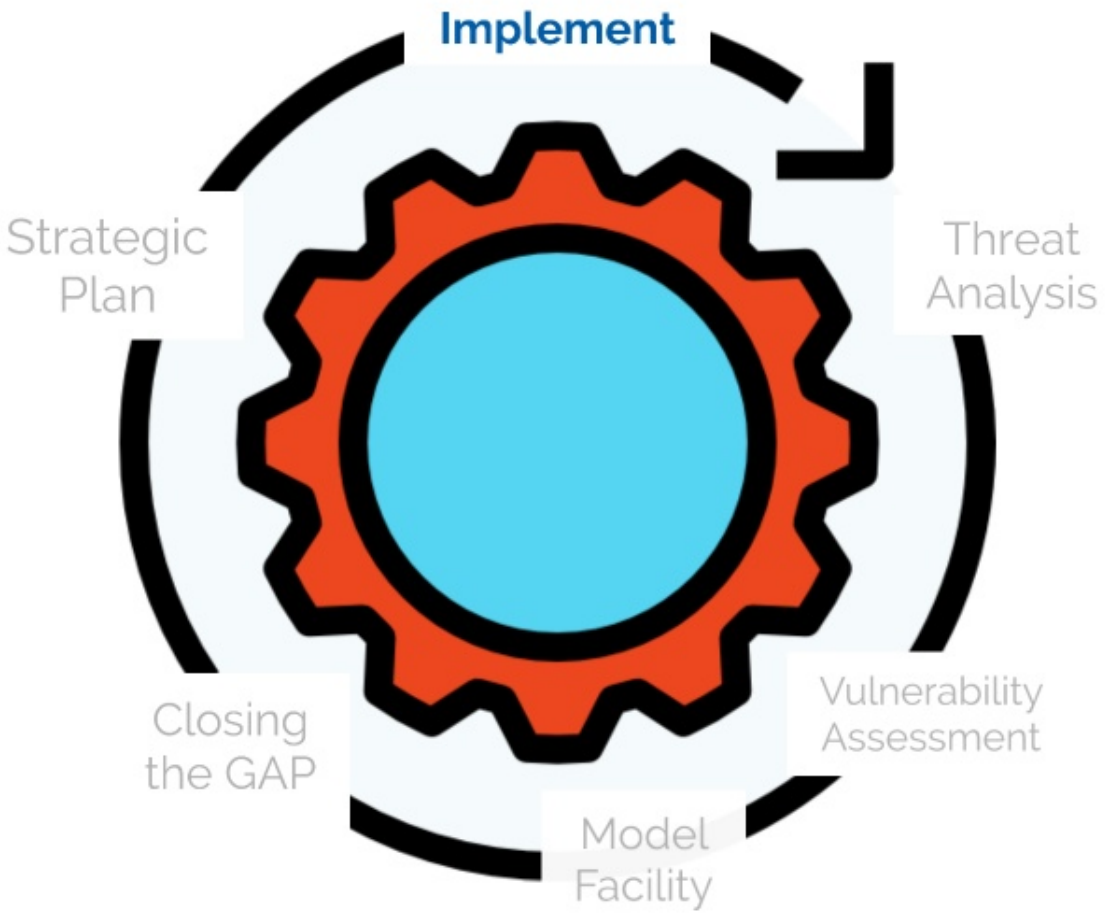
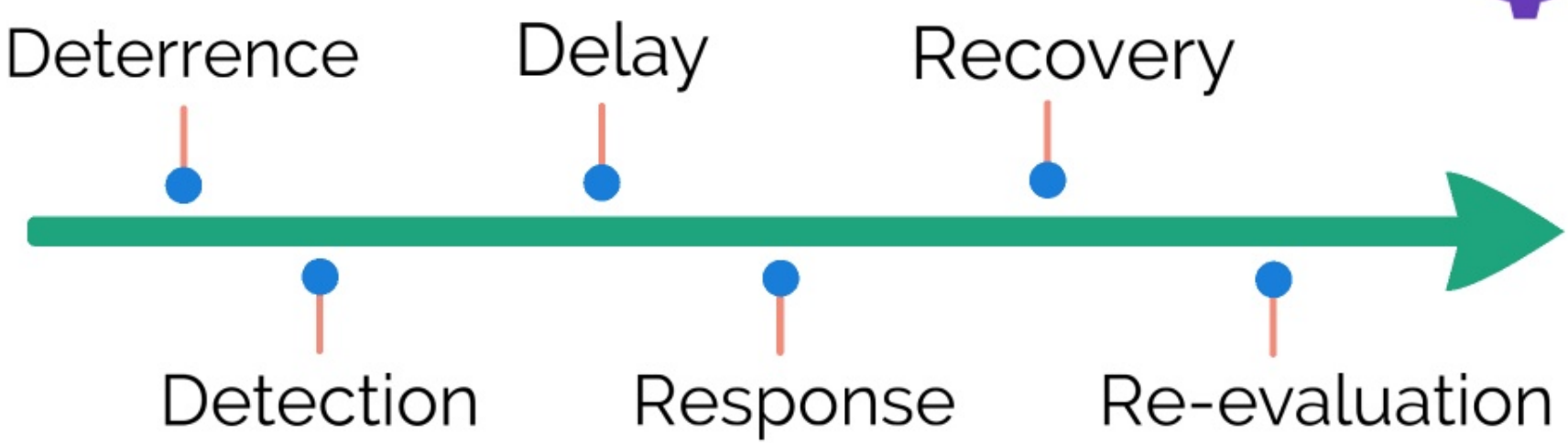


Implementation

- ✔ Project Management
- ✔ Bid contracting and vendor selection
- ✔ Revising policies
- ✔ Training and Drills
- ✔ Continuously testing for weaknesses
- ✔ Quick look guides
- ✔ Re-analyze for changes in the environment
    - Recommend new strategies and enhancements

Implementation



Carrying out your plan of action

Developing a plan of action will show that you are engaged in the process of continuous improvement!

Fulfill our obligations:

1. Safety
2. Best Business Practices
3. Reasonably Foreseeable

Time to Plan

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