

# 2023 WEBINAR SERIES

The deadliest single day mass shooting in American history during the 21st century.

## Massacre in Orlando

- Attack on gay nightclub leaves at least 50 dead
- Gunman made Isis pledge during standoff, says FBI
- Killer identified as US citizen with alleged terror link



## 26 killed in grade school massacre



**GUNMAN'S MOTHER SLAIN AT HOME**  
Shooter also died after Connecticut rampage

## ANOTHER SHOOTING ROCKS VIRGINIA TECH

**OFFICER KILLED DURING TRAFFIC STOP**  
Shooter fatally shot likely the gunman

**TECH COMMUNITY REACTS TO REPORT**  
Campus alerted, locked down quickly



## TERROR, AGAIN, IN SCHOOL

Shooting kills 17, officials say

# 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



Legal Liability

BY LYNN BEIL, MATT ZAPROWSKY, STEVEN BARRETT AND MARK BERMAN

LAS VEGAS — Perched in his suite at a high-rise hotel overlooking the Las Vegas Strip, a 64-year-old retiree with no real criminal history and no known affiliations with terrorist groups opened his hotel suite to a country music festival attendee, killing at least 59 people and injuring hundreds more in the deadliest mass shooting in modern American history.

The attack, at least initially, was so senseless that it was baffling. Law enforcement officials said they could not immediately tell what drove the shooter.

Patrick



## 26 DEAD IN CHURCH ATTACK

**Investigation:** Man pulled into gas station, fired rifle as he crossed the street and entered building, officials say

**Victims:** These killed range in age from 5 to 72 and included pastor's 14-year-old daughter; 16 were wounded



Physical Security

truck, Hennard shoots and kills 23 people. He commits

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## “PREPARING FOR THE UNSPEAKABLE” Risk Management Strategies

Integrated Security Planning  
Presenter: Chief Keith f. Hummel (Ret.)  
J.A. Montgomery Consulting  
Camden, NJ

## **DISCLAIMER**

This presentation is intended to provide general guidance on risk management strategies for addressing security concerns for organizations. It is not intended to determine whether or not an organization has a security risk. Rather is intended to provide general guidance on how an organization can engage the appropriate security professionals and take the appropriate steps to adopt and implement an integrated security plan.

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## 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



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## Active Shooter Event

Earle Cabell Federal Court House, Dallas, Texas, June 17, 2019

Shooter: Brian Isaack Clyde

- Heavily armed gunman shot dead outside Federal Courthouse
- 150 Rounds of ammunition, military style rifle (familiarity)
- Army Infantry Training
- Recognized as an outstanding student, recently graduated from Del Mar College
- Not on the watch list!



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## 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
- Police; protracted engagement, difficulty gaining access to facility



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*Protection of  
our Employees  
and Visitors*



Legal  
Liability

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## “Basics of Tort Liability”

- Duty of Care
- Breach of Duty of Care
- Damage / Harm
- Causation Between  
Breach and Damage





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Duty of care is dependent on relationship with victim:

Employee

OSHA: 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

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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?

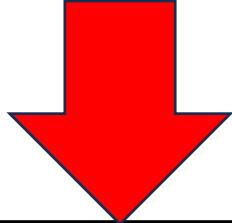
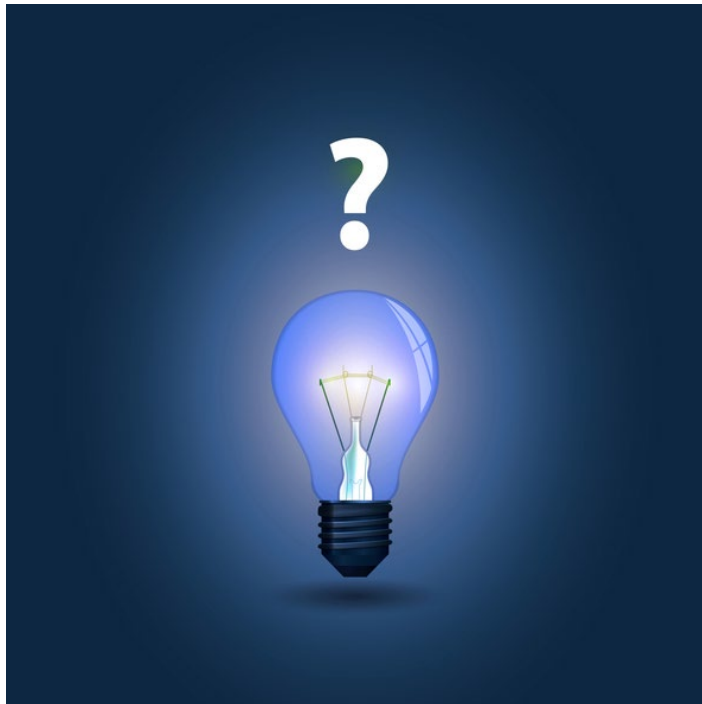
## Factors Courts Examine

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

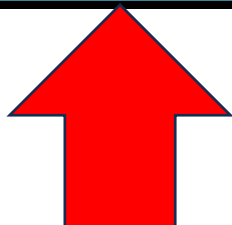
- Security measures taken
- Has the owner / manager performed any security audits

- Conditions of the property
- Did owner / manager comply with building & health codes
- Lighting

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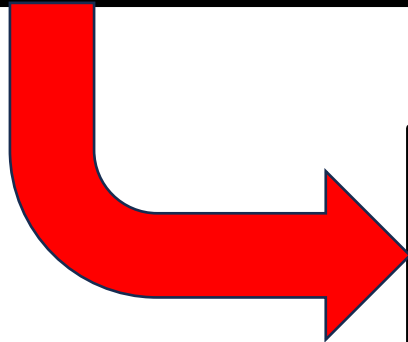


Was it foreseeable and did your breach contribute to the incident?



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



Engage in the process of developing a physical security plan!

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## Defensible Methodology!

Numerous Resources: Research Best Business Practices

Preference: Integrated Physical Security Handbook  
Don Philpott & Shuki Einstein  
Homeland Defense Journal

This handbook assists planners with developing an  
implementing an effective tailor-made integrated  
security plan

We can meet our obligations by developing an  
Integrated Security Plan and engaging in the  
process of Continuous Improvement!

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## An Integrated Security Plan Includes:



Physical Security  
Measures



Policies



Operational  
Procedures

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## Physical Security Measures

Technologies, perimeter, external and internal protection, sensor, CPTED, barriers.....



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

**Place:** Physical infrastructure

**Materials:** Sensitive information, archive, governmental records, business product



*Goal: Protect our assets!*



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## 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.



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## OPERATIONAL PROCEDURES

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

- Collection of money
- First Amendment Auditors
- Court Operations
- Uniqueness of your facility

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## 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
- Stakeholder involvement
- Go through a process to create the “Buy-In,” explain the Why!



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## PLANNING TEAM

*Who:* Administrator, Department Managers, Risk Management Professionals, Employees, Unions, Residents, Police, Fire, OEM, Elected Officials

- Mission
  - Timeline
    - Plan of Action
      - Options
        - Reports



## Steps to Implement Integrated Security Plan



## Threat Analysis



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

## Threat Analysis

The information gathered needs to be defined!

- History?
- What tactics are being used?
- Will the aggressors use these tactics?
- Have threats been made?
- Man-made?
- Natural?



## Threat Analysis

### Credible:

- *Man-made:* History of activity – similar facilities have been targeted
- *Natural:* Occurs in the immediate vicinity or periodically – 10 years

### Potential:

- *Man-made:* Aggressors use this tactic, but they don't target this type of facility
- *Natural:* Sporadic

### Minimal:

- *Man-made:* No aggressors use this tactic against this type of facility, no activity in the area
- *Natural:* No history of these types of events



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## 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
  - Threats

### External

- **Criminal, Politics, Family**
  - Vandalism and theft
  - Disgruntled clients
  - Threats of violence
  - Family members (Break-ups, divorce, money)
  - Past employees
  - Political Statements and Protests
  - Terrorism

## Threat Analysis



### Monitor Threats

- Past experiences
- Shared experiences
- Police Records
- U.S. Department of Homeland Security
- State Office of Homeland Security
- County and private resources

*Assign someone to read for 20-30 minutes per week!*

## Threat Analysis of Active Shooter



### Internal or External Shooter?

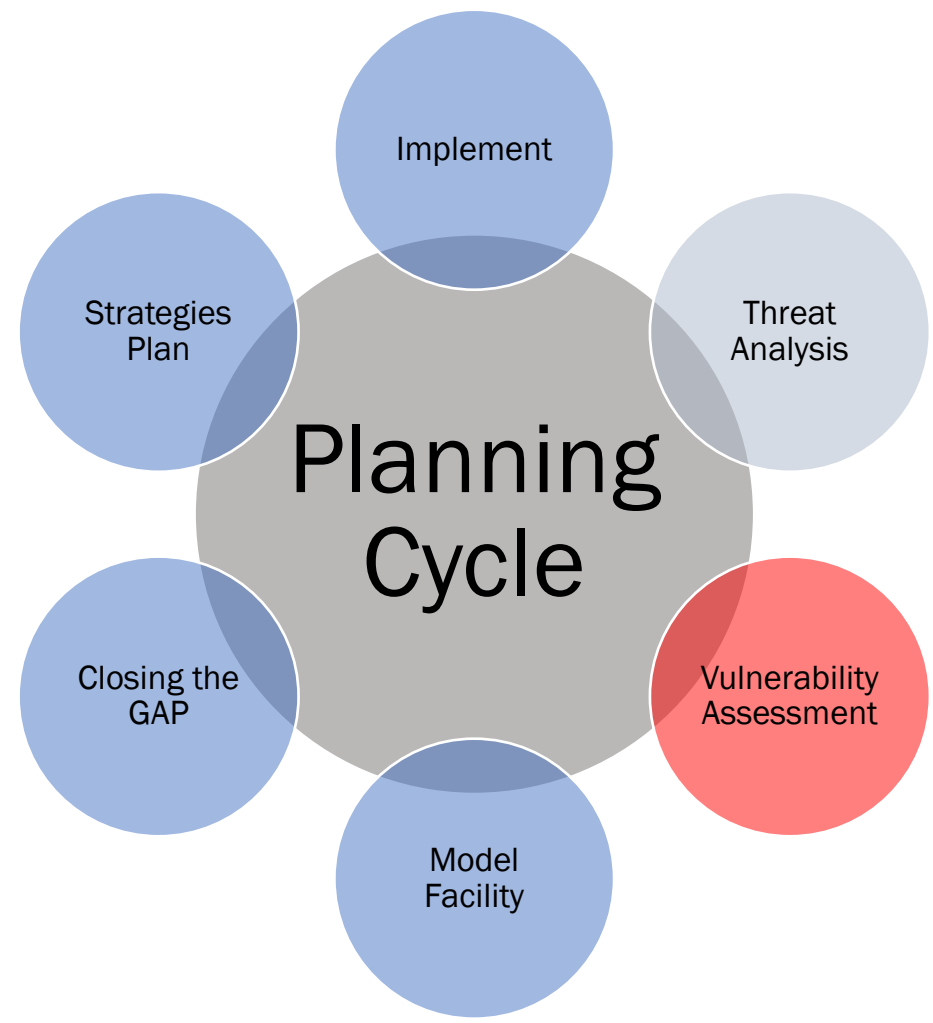
- Motives are across the board
  - Domestic violence, hate crimes, terrorism, etc.
  - Inability to cope



### Reasonably foreseeable that an active shooting incident may occur!

- Look at the news
- Look at the statistics
- Public and employee concern

## Steps to Implement Integrated Security Plan



## Vulnerability Assessment

- What are your critical assets?
  - People are always number one!
- What will the impact be on your operation?
  - Downtime, recovery, exposures?
  - Business Continuity Plan
- Where am I vulnerable?
  - Scenario based assessments
  - What do you do?
- Building Perimeter
  - CPTED



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

Philpott, D. & Einstein, S., (2006). *The Integrated Physical Security Handbook*.

## Vulnerability Assessment

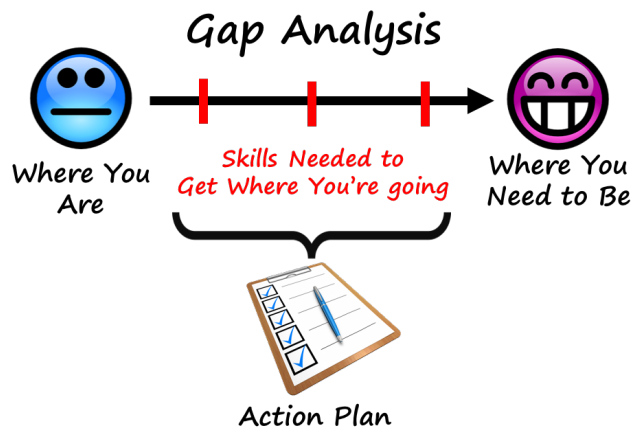
Ask yourself at a minimum these questions:

- ✓ What is your current security situation?
- ✓ Are you at risk from your neighbors?
- ✓ How secure is your location?
- ✓ What is your current perimeter security?
- ✓ How structurally safe is your facility?
- ✓ 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?
- ✓ Police, Fire, and EMS response, availability & training?

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## Vulnerability Assessment

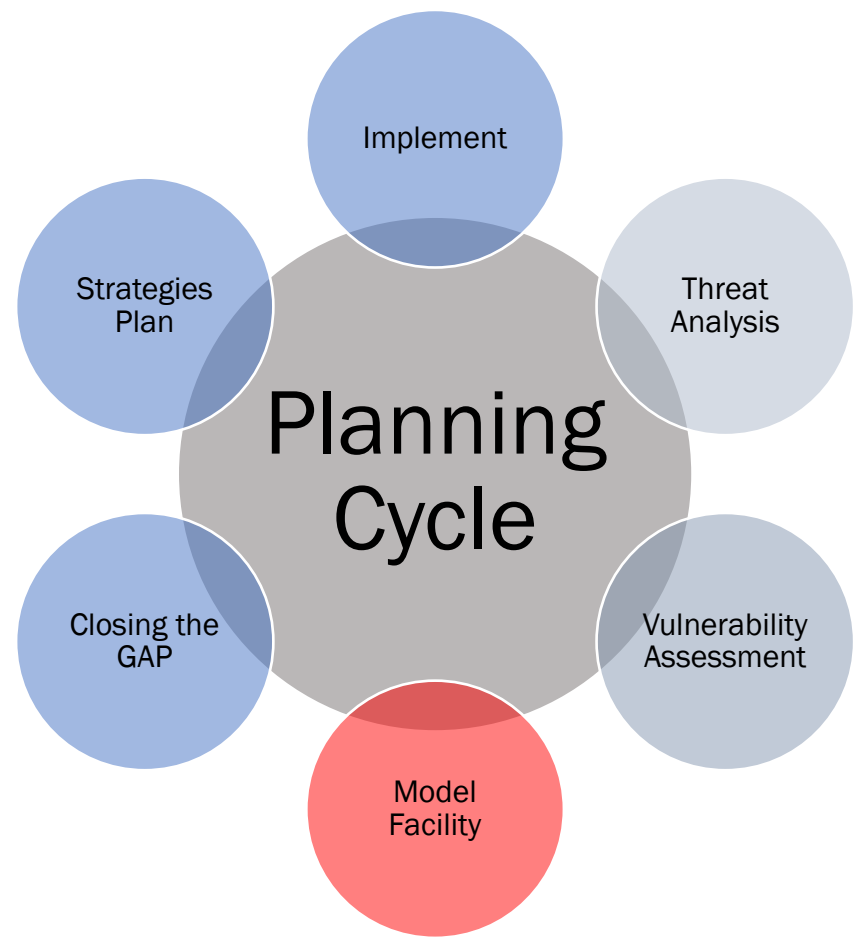
Gap Analysis: *where I am versus where I want to be!*



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



## Steps to Implement Integrated Security Plan



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## Model Facility

- Now that we have identified our
  - Core Functions
  - Critical Assets
  - Threats and Vulnerabilities
- We need to develop mitigation strategies based on Best Business Practices
  - Building design
  - Security programs
  - Model policies and procedures



**Goal:** *Maximum security without compromising business as usual*

## Steps to Implement Integrated Security Plan



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## Closing the GAP

I know my shortfalls, what are my options?



- Perimeter Security
- CPTED
- Vehicles
- Internal Security
- Information Technology

- People
- Threat Analysis Teams
- Building design Renovations
- Technology Solutions

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## Myths

- It can't, it won't happen here!
- We are all professionals and should all get along well
- Most situations will resolve themselves if given enough time

Closing the  
GAP

- Research and experience tells us:
  - No one is immune
  - No one just snaps – no one comes to work for no apparent reason to shoot his/her manager or co-workers
  - Most likely a developing situation, people just didn't see it entirely
  - We failed to connect the dots
  - Grievance was left unaddressed, result is violence
  - Sometimes motive is undetermined

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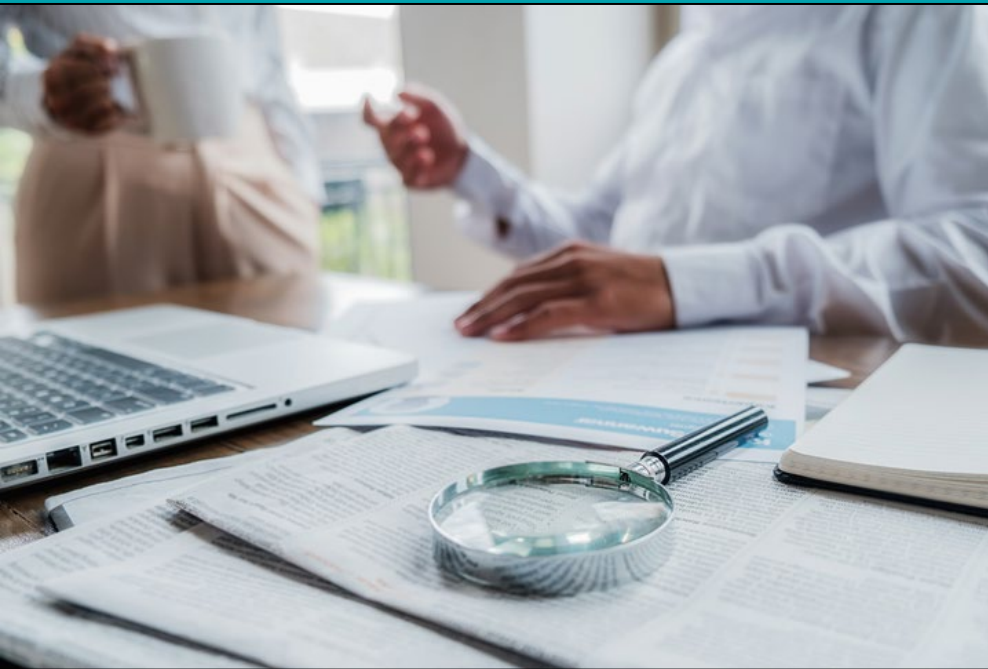
Failure to take a proactive approach

**if you SEE  
something  
SAY  
something**

- Don't want to think about it!
- May be a sensitive topic
- No snitch culture
- See something – say something
- Every organization is unique, but you are not immune
- Work with Police, EMS, & OEM

Holbrook, C. M., Bixler D. E., Rugala, E. A., Casteel, C., (2019).  
*Workplace Violence Issues in Threat Management*

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## Conditions that can lead to violence

- Failure to screen and conduct security checks of employees
  - Criminal, credit, past conduct,
  - Failure to periodically re-check background
  - Social media
- Lack of policies in place
- Failure to train managers and supervisors – fail to recognize and intervene
- Ignore warning signs
- Tolerate bullying & other forms of harassment – ignoring intensity
- Toxic work environment
- Fail to treat employees with dignity and respect

## “Incidents”



- Trigger a complete and thorough investigation
- Look for patterns
  - Threats - direct, veiled, indirect, conditional
  - Abnormal behavior
  - Assault – willful attempt to inflict injury
  - Threats – verbal with intent to injure
  - Domestic violence
  - Possession of a weapon
  - Stalking
  - Suicidal ideation – go out with a bang
  - Suicide by Cop



**Do not over-react!**

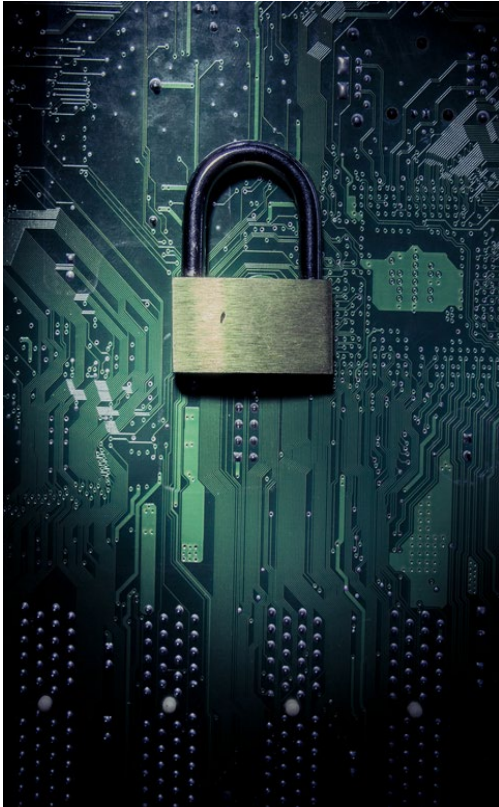
Closing  
the GAP

## Zero Tolerance Policies?

- Don't box yourself in
- Remember all threats are not created equal
- Evaluate the threat, where will we be in a year
- Specific questions need to be asked, is it credible and do they have the ability to carry out the threat
- Totality of the circumstances
- If you violate the "Zero-Tolerance" policy, disparate treatment claims may become an issue

**Recommendation: Multidisciplinary Threat Management Team**

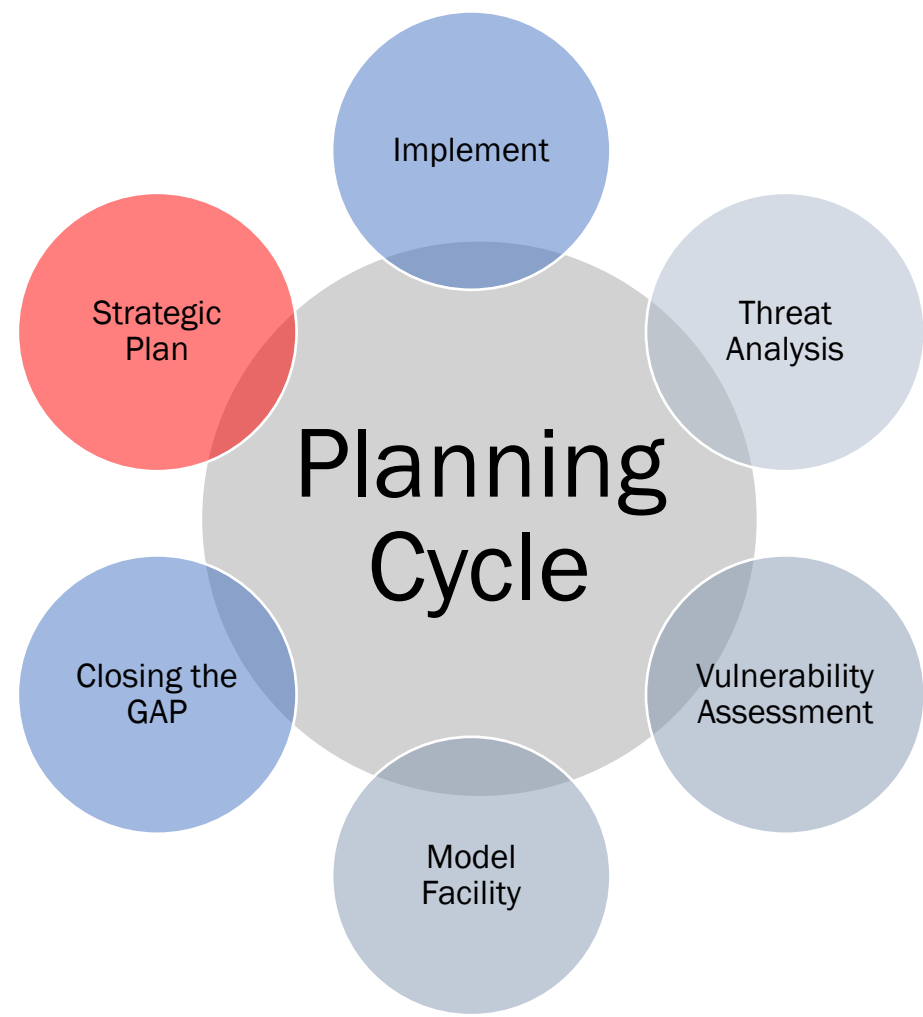
## Model Security Plans



### Include at a minimum:

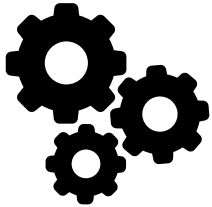
- Physical security
- Crisis communications plans
- Background investigations
- Building and employee access controls
- Bomb threats, awareness and detection
- Cleaning crew access
- Computer access, protecting sensitive information
- Fire and duress alarms
- Active Shooters – Run, Hide, Fight
- Evacuations

## Steps to Implement Integrated Security Plan

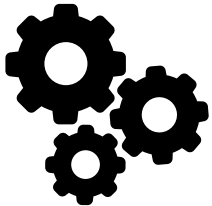


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## Develop a Strategic Plan

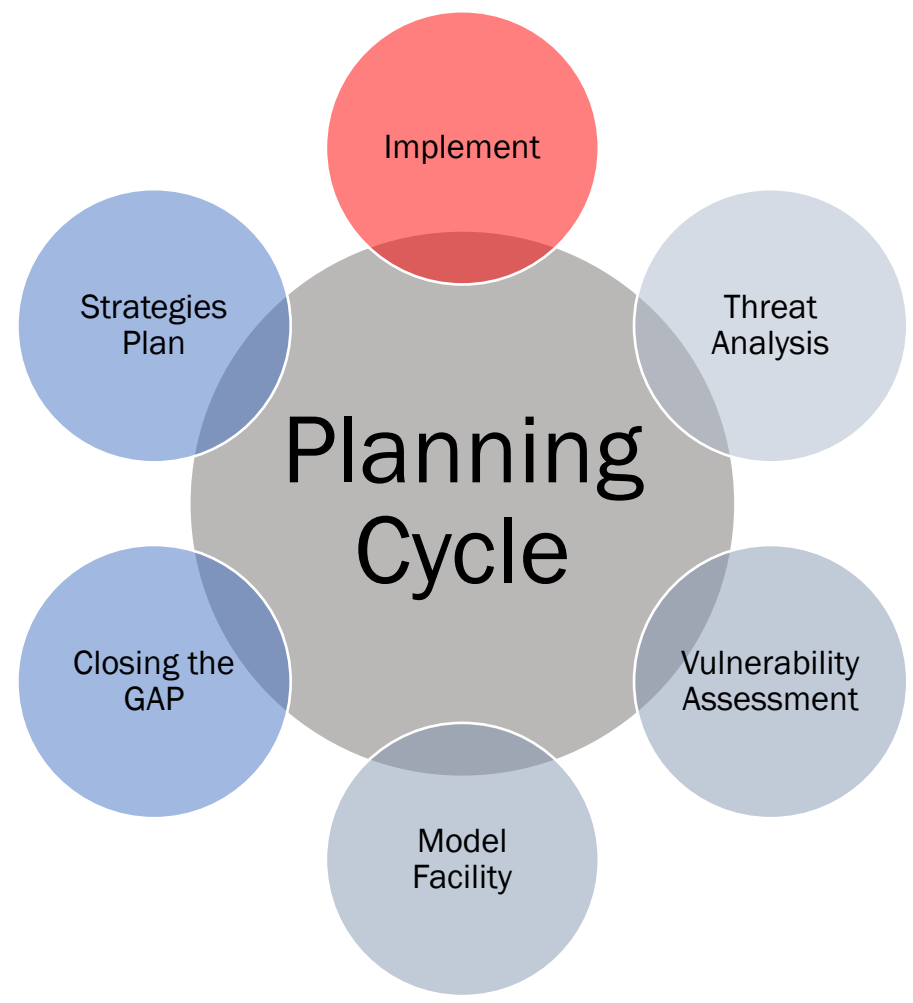


Having identified assets, adversaries, threats and vulnerabilities and determined priorities and options, you are in a position to plan and strategize the security change process



- ✓ Strengths, Weaknesses, Opportunities, Threats
- ✓ Address all of the areas of concern and close the “GAP”
- ✓ Timeline, planning for resources allocation

## Steps to Implement Integrated Security Plan



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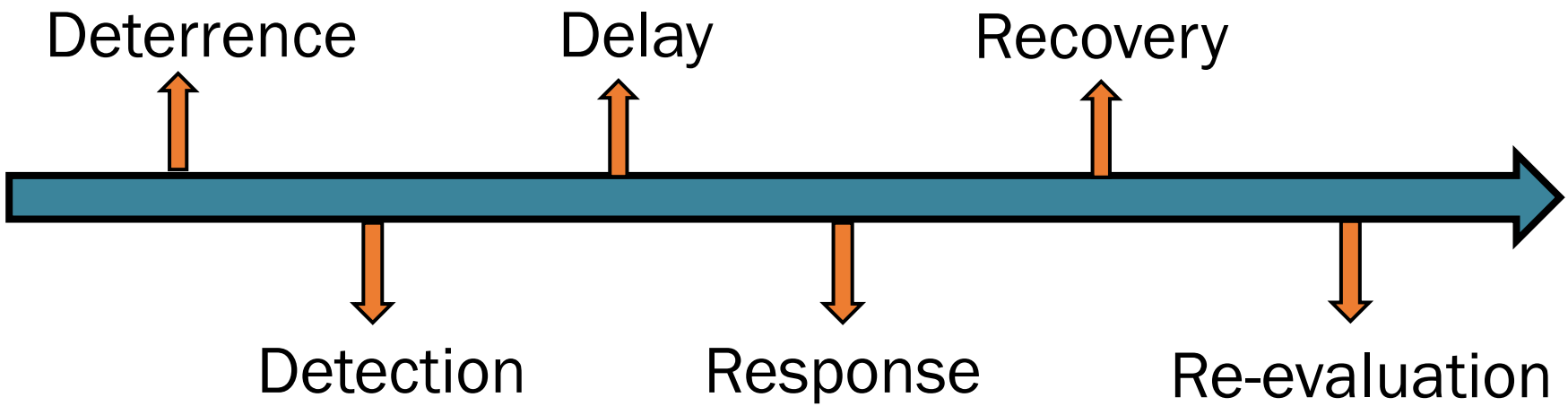
## Implementation



- ✓ 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

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## Implementation



*Carrying out your plan of action!*

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

**FULFILL OUR  
OBLIGATIONS**

- Reasonably Foreseeable
- Safety
- Best Business Practices

**Time to Plan!**



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## Resources:

American Society of Safety Professionals., (2019). Technical Report: ***How to Develop and Implement An Active Shooter/Armed Assailant Plan ASSP TR-Z590.5-2019***. Copyright 2019 American Society of Safety Professionals.

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Fay, J. J., (1999). ***Model Security Policies, Plans, and Procedures.***  
Elsevier / Butterworth-Heinemann – ISBN-13: 978-0-7506-7183-5

Fennelly, L. J., Perry, M. A., (2018). ***CPTED and Traditional Security Countermeasures 150 Things You Should Know.***  
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Holbrook, C. M., Bixler D. E., Rugala, E. A., Casteel, C., (2019). ***Workplace Violence Issues in Threat Management.*** Routledge – ISBN: 978-1-498-73512

Landoll, D.J., (2011). ***The Security Risk Assessment Handbook – A complete Guide for Performing Security Risk Assessments.*** (Second Edition), CRC Press, Taylor and Francis Group – ISBN 978-1-4398-2148-0

New York City Police Department, (2016). ***Active Shooter – Recommendations and Analysis For Risk Mitigation.***

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Philpott, D. & Einstein, S., (2006). ***The Integrated Physical Security Handbook.***  
Homeland Defense Journal

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Sorrells, E., (2016). ***Security Litigation – Best Practices for Managing and Preventing Security-Related Lawsuits***.  
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\*U.S. Department of Homeland Security, Interagency Security Committee., (2015).  
***Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide***.

U.S. Department of Justice, Federal Bureau of Investigation., ***Developing Emergency Operation Plans***.  
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