

Draft Meeting Notes
ASIS/NFPA Active Shooter Stakeholder Meeting
January 19, 2016
Ritz Carlton Pentagon City
Arlington, Virginia

1) Welcome and Call to Order

Dr. Marc Siegel, ASIS Commissioner, Global Standards Initiative, welcomed the participants and called the meeting to order at 9:15 am US EDT. He informed that this meeting brings together over fifty standards developers, industry groups, and members of law enforcement, fire, EMS, government and academia. Attendee list is attached as Attachment I.

2) Overview of ASIS and NFPA – Parameters and Objectives of Meeting

Dr. Siegel introduced Mr. Robert Solomon, Division Manager of the NFPA Building Fire Protection and Life Safety group and informed that ASIS and NFPA have launched a joint collaborative initiative to address active shooter incidents. Dr. Siegel provided a brief background about ASIS and Mr. Solomon provided background about NFPA, respectively.

Mr. Solomon discussed the goals and objectives of the meeting which is to consider what and where are the existing resources to address active shooter and take a look at the crossover between security and fire safety discipline intersections. The intent is to examine gaps and exchange knowledge, not endorse a specific technology or training program.

It was noted that the meeting participants will deliberate into breakout groups and examine operational solutions, management procedures, building design/construction issues, process and cost considerations, with an emphasis on planning. The morning discussion topics include: legal, regulatory, and litigation issues, conflicts between security, safety and fire safety practices, security issues related to active shooter events (proactive and reactive), key players and roles of the public and private sector, role of management and technology solutions and budgetary and management constraints and concerns. The afternoon discussion topics include: gaps and potential improvements in; risk assessment and management, prevention, preparation and mitigation, on-site response, first responder response, continuity and recover, awareness, exercises and training and minimizing consequences.

Discussion ensued relative to the number of areas to consider, i.e. school/workplace violence involving fire, door locking issues, building fire alarm systems and access, first responder, fire emergency management services etc. and that in most instances the events are over by the time the first responders arrive.

3) Defining “Active Shooter” and Review of FBI Statistics

Dr. Siegel stressed to the meeting participants that the idea is to think about what can be done to address “active shooter” and that there are different approaches at play. He moved to various definitions of active shooter and statistics, see Attachment II. Dr. Siegel reiterated that with most situations over in a ten to fifteen minutes period, what we are doing is buying time to survive an incident until law enforcement arrives, that first responders are on the scene in six to 10 minutes and that there is no real pattern for selection of victims and how events unfold. It was discussed that the trend is going upward as well as the casualty tolls and that the location of incidents (commercial, schools/education facilities, government offices and other) impacts a wide range of organizations with increased attention in media and that there is no one size fits all. Dr. Siegel referenced the risk tolerability slide (see Attachment II), for looking at an issue that typically has a strategy of minimizing the consequences of the event (preparedness, mitigation, response and recovery) because the consequences are extreme and the likelihood low. Other risk tolerability options were discussed, i.e. knowledge

funnel, Swiss cheese model (need for a multi-layered approach) and that there are different layers, see Attachment II.

At this point three breakout groups were formed with a single point of contact to convey its respective groups' deliberations in the form of five key takeaways. The morning discussion topics began at 9:50 am.

4) Open Discussion – Breakout Groups

Mr. Ken Willette, NFPA Division Manager, Public Fire Protection, reported the five key takeaways for Breakout Group #1:

1. Have to have leadership defining path forward, as well as buy-in, getting the message out
2. Having that one document to point to and set path forward-but may not be practicable
3. How are we going to deal with cultural change-getting building owners/ managers and the occupants to engage in the effort
4. How are we going to balance the threat of the incident to the need of protecting ourselves
5. The folks in this room (ALL stakeholders) getting engaged collaboratively

Mr. Willette informed that Breakout Group #1 discussed budgetary and management constraints and that there is a natural resistance to adopting codes that needs to be overcome, there is a need for promoting awareness, and that some people will view active shooter programs as a barrier to profitability. It was noted that active shooter response can be promoted to push life safety. A potential approach to try is to make the policy maker aware that it's the right thing to do, not necessarily the most cost effective to do. Discussion ensued that with chief financial officers, the larger the organization the harder to quantify. How to define the ROI (on training, building design) for a low probability event. Leverage technology to multiple systems – cameras, communications piece (mass notification) and action to take. Use technology and communication to unite responders. Top management support is essential.

Breakout Group #1 believes that stakeholders, such as individuals from this meeting, should build a platform, and develop an active shooter resource such as a guidance document for people to point to and apply in a tangible manner and with flexibility. To recognize that a one size fits all approach isn't the case and to work out conflicts at the local level, by taking the initiative for outreach and try not to get in a position where regulation overrides local authority (state). As far as legal/regulatory, the threat of litigation drives communities and organizations to be more active, i.e. insurance, and that some organizations are more risk adverse than others. While the regulatory environment has a buffet of documents, there is not a single point of guidance best practices.

Breakout Group #1 was thanked for their report.

Mr. Jeff Slotnick, Setracon President, reported that Breakout Group #2 discussed at length the following takeaways:

- Budgetary and management constraints and issues:
 - Public sector is constrained due to budgetary cycle issues and funds, systems on a large scale
 - Competing priorities for keeping staff offline in regards to other training issues (i.e.- Professional Development training versus Active Shooter training)
 - Discretionary vs mandatory training, in many cases Active Shooter is discretionary
 - Critical study of what has succeeded resulting in investment of solutions
 - Four pillars, intelligence and prevention, planning and training, initiated mitigation and emergency response community
 - Budget falls under multiple departments-who owns it? HR, Legal, Safety, Security
 - Example health care security standards, create a certification standard
 - Management support public/private partnership
 - How do we make this a primary issue for management? Bundle it with other training.
 - ROI on the impact of an active shooter
 - Availability of free training from FEMA and DHS, still costs employee time
 - Fear of scaring employees
 - Insider threat, becoming familiar with and circumventing existing security planning

- Budget is not in question when presented with a hostile insider situation
- Approach from a standard of care/duty of care OSHA
- Business interruption, damage to brand, loss of employees
- Avoid knee jerk reaction AFTER something happens
- Cost of lawsuits as part the ROI
- Outcome, understanding impacts of active shooter events cost/human capital – possibly a joint NFPA/ASIS whitepaper
- What are our peers doing and what are the current best practices in the industry
- Role of management and technologies solutions
 - Multiple systems can interact (systems integration/interoperability)
 - Consider the budget for maintenance and project lifecycle
 - Victim initiated lockdown as a system solution
 - Facility wide alarms (mass notification systems-MNS) which notify campus and response community
 - Fog based cover systems
 - Layered look at technology, come up with technology solutions which can be layered and installed as funds are available
 - Sector specific fundamental physical security and management tools (risk assessment)
 - Identify the technologies
 - Managers need to be educated on mitigation technologies
 - Whitepaper “defeating the active shooter through technology” published by the Naval War College
 - Management needs to be informed of the threat and vulnerability
 - Implementation of a requirement to conduct a risk, threat and vulnerability assessment
 - Studying past events to determine best practices
 - Communication with and between occupants, building management and first responder agencies to minimize the consequence
- Key players and roles of the public and private sector
 - Be mindful of what is happening so we can resource them appropriately maps, response protocols etc.
 - Interoperability and the ability to communicate
 - International Association of Chiefs of Police (IACP) has a model and white paper
 - InterAgency Board (IAB) joint response guideline
 - Communication and response model
 - Local emergency management supported and integration with public and private sector
 - Who arrives first guidelines use of policies, ICS, coordination/response
 - Communicating in multi-tenant facilities and in different formats (voice, text, email, display)
 - Advocacy groups to push education down
 - Inclusion of all groups and starting the discussion
 - Line between crisis and consequences management
 - Joint standard/ document combining ASIS/NFPA/FEMA/IACP resources
 - Distill and consolidate available information that exists into guidance document
 - Importance of coordination with law enforcement, improve relationships

Breakout Group #2 was thanked for their report.

Mr. Glen Kitteringham provided the key takeaways for Breakout Group #3:

1. Legal and regulatory – Consider extending “Safety Act” to cover technologies and management/operational programs that address active shooter incidents
2. Conflicts between security, safety and fire safety practices – Lack of training and education and absolute need to do a risk assessment and be comprehensive. But-need help determining which RA model to use and how comprehensive you need to be. Traditional difference between fire safety vs security still exists (remove the word conflict)

3. Proactive and reactive security issues related to active shooter events – Some organizations have a lack of policy and procedures/awareness. “Do nothing” is no longer an option. Organizational culture considerations.
4. Key players – senior management, first responders, federal agencies, industry groups, ASIS and NFPA as SDOs. Consider joint research initiative to study active shooter issue. Find out what is working and build from that. Time, effort and money – find out how to build on ROI. ASIS White Papers a good resource.

Breakout Group #3 was thanked for their report.

Discussion ensued that ASIS and NFPA should develop a joint technical committee to work on active shooter and that the stakeholders have the same goal. Cataloging existing documents as a starting point was suggested. Different types of standards were discussed and that the deliverable be guidance, not requirements due to liability concerns. Dr. Siegel discussed the maturity model phased in approach, that is to go for the low hanging fruit and have a maturity model standard that would break out the necessary phases into steps using a scaling approach where organizations of all types and sizes can achieve a baseline level, and move to a higher level as a matter of continual improvement.

A point was made about the reference to conflict that we need to avoid that word. Security safety and fire safety are types of LIFE SAFETY and we need to keep that at the forefront of the discussion.

Before breaking for lunch, Dr. Siegel and Mr. Solomon discussed the intent to continue the dialogue on active shooter by both ASIS and NFPA and to begin with an electronic dialogue and compile existing documentation. Dr. Siegel informed that further promulgation of the active shooter topic will be held at the 2016 ASIS Seminar in Orlando.

5) Open Discussion – Breakout groups Continued

Mr. Jeff Slotnick, Setracon President, reported that Breakout Group #2 discussed at length the following takeaways during the afternoon session:

- Gaps and potential improvements in risk assessment and management
 - Gaps
 - One size does not fit all
 - All hazards approach does not address this challenge for now
 - Absence of qualified assessors
 - No common methodology-need to provide options as opposed to one solution
 - Need a better term-“All Threat” versus active shooter since it isn’t always a gun
 - Improvements
 - High level risk assessment process
 - Having a qualified assessor, is there an industry standard for an assessor
 - Options for consideration as opposed to a recommendation
 - Create a common methodology
- Gaps and potential improvements in prevention, preparation and mitigation
 - Gaps
 - Prevention, lack of education in threat recognition and threat response
 - Insider vs outsider threat and management of your threat assessment team. Having a qualified threat assessment team
 - Do you have a plan
 - Design of facilities
 - Improvements
 - Increased emphasis on training in threat recognition and response
 - Change culture of employees that it is okay to bring your problems which may have impact on the workplace-get help from HR and EAP

- Create a plan
 - Facility design for active shooter. Architectural standards cognizant of issue
- Gaps and potential improvements in on-site response
 - Gaps
 - Poor communication between internal partners and external partners and inter discipline communication facility wide communication
 - Self-notification when confronted with the shooter
 - Poor training of on-site employees in response and reaction protocols
 - Need for a plan
 - No objective criteria for activating a plan
 - Improvements
 - Improve cross silo communication with instantaneous messaging
 - Use a standardized alert system similar to an Amber Alert
 - Training in the use of messaging and device. Multilayered communication.
 - Use of social media in communications
 - Exercise the plan
 - In leased spaces notification of other stakeholders
- Gaps and potential improvements in first responder response
 - Gaps
 - Communication between first responders and private sector
 - Improvements
 - Outreach programs and open invitations to facilitate communication and to determine first responder needs. Patrol, SWAT, Fire, and Command Staff
 - ASIS and NFPA coordinate with IACP and NTOA to create baseline criteria for pre-event preparation
 - Equipment requirements, training, and knowledge for first-first responders, i.e. (patrol)
- Gaps and potential improvements in continuity and recovery
 - Gaps
 - Inability to identify and account for building occupants
 - Release of people to families
 - Lack of mental health professionals
 - Psychological impact
 - Reintegration and healing of employees
 - Improvements
 - Improving post event accountability through a check in device, process
 - Accountability and process for releasing students and family reunification.
 - Business continuity plans need to have an active shooter/threat annex
 - Mental health professional notification and awareness
 - Create best practice for bring your own device information sharing
 - Involvement of HR in the process (ASIS/SHRM Standard)
- Gaps and potential improvement in awareness, exercises and training?
 - Gap
 - Lack of basic training in medical care
 - Employee assistance program
 - Improvement
 - Training and equipment for self/first response Civilian Active Assistant Medical Preparedness
 - Incorporate active shooter training as part of EAP
- Gaps and potential improvements needed to minimize consequences
 - Gap
 - Consequences are greater the longer the event endures first 0-4 minutes
 - Improvement
 - Improve the use of technology to minimize consequence

➤ Facilities hardening

Breakout Group #2 discussed potential next steps after this meeting:

- Data and best practices call with report back to a technical working group
- Coordination – ASIS/NFPA/Security/Fire/Public/Private - significant disconnect
- Suggestion to Federal Government to create a one stop shop on active shooter/active threat example at today's meeting of five different agency definitions
- Create a single definition and description for active threat bomb, shooter, machete – same goal different tools
- Develop a maturity model to demonstrate a level of care

Breakout Group #2 was thanked for their report.

Glenn Kitteringham reported for Breakout Group #3 highlighting the following:

- The Association of Threat Assessment Professionals is another good resource to utilize, and to take advantage of what is out there
- There is a fear from business owners if they have to admit to a threat, will they take an action? The liability makes them uncomfortable
- Concern for privacy of violent of employee
- Need to create organizational workplace violence program
- Look at APPs that exist that might help with training and response for occupants
- Need for outreach programs
- Need for awareness and prevention
- Need for proper training, a recurring theme. Realty based training is good idea, but how do you actually drill and train?
- Need for media response training
- Need for better security countermeasures
- Agree with Breakout Group #2 recommendations

Breakout group #3 was thanked for their report

Ken Willette reported for Breakout Group #1 highlighting the following:

- Referred to previous groups, that all are looking at the problem the same way
- What is involved in doing a risk assessment, a lot of models out there
- Don't forget DHS has a model, also have advisors to work with you
- Needs to be more than fill in the blank, make it scenario based – come up with credible workable plan
- As organizations go through the process, there is going to be egos in the room whether in preparation mode or in mitigating an event
- One of the challenges of Type A personality = somebody has to lead – who is the go to person. Utilization of NIMS, but making it happen is the difficult part
- Be aware of the pulse of your organization, how workplace violence planning can be used, engage occupants to be responders (not bystanders) - it isn't just the police department, how to educate them so they don't become victims
- Responders need tools (have liaison contact), any standards need to offer guidance
- Securing access to structure – build perimeter control in events
- Helping first responder – given size how do they navigate to correct entry point, EMS/fire may have different tactical objective and find a different way to get in
- Responders – time is not on their side and response could be transitional – rescue/emergency medical care/reacting to environment
- Building systems, floor plans needed for command and control awareness

- If multiple events in multiple locations don't commit all resources to first event. Be nimble to react to additional events.
- Continuity and recovery – for private industry this is dollar and cents – what you are in business for. Don't wait until an event happens. How long before returning to facility, investigations (critical benchmark). Don't reconcile during the event, have the mental health related support. Expedited building/construction permitting, work that out ahead of time so that bureaucracy keeps you from getting back into business. Crisis management starts while the event is unfolding. People wonder how to manage business, separate from those controlling the event – organizational continuity plan.
- Central location for information. Don't forget public agencies. Any process that goes forward that stakeholder balance is at play. What is the matrix – organizations/topic(s) mapping.

Breakout Group #1 was thanked for their report.

6) Next Steps

There was unanimous consensus to not see today's progress lost or left in a summary meeting report. Discussion ensued relative to a need for a road map to existing documented works, or is it best to condense existing material down and provide a compilation of best practices. Should the path be a single deliverable or perhaps a bigger initiative of separate products? There was unanimous consensus to have unified approach between public and private sector regardless and that whatever guideline/framework document that is put together should have a mutual understanding and avoid silos. To consider an overarching document with appendices broad enough to cover overarching issues. It was agreed that active shooter is its own massive threat and that it needs to be separate from the ASIS/SHRM ANSI Workplace Violence Prevention and Intervention Standard. It was suggested that ASIS/NFPA/ICC get together and look at competing goals, then address differences. There was support for the maturity model approach and the credibility of the ANSI standards development process.



There was consensus to continue this activity by way of future virtual meetings (WebEx) and for the compilation of existing work in the area of active shooter. Meeting participants were asked to provide reference documentation to standards@asisonline.org and ASIS standards staff will compile the information. ASIS standards staff will disseminate meeting notes from today's meeting along with a feedback sheet to continue the information sharing component. A WebEx meeting is expected to be scheduled 1Q16. A joint ASIS/NFPA press release will be issued from this meeting. Both ASIS and NFPA look forward to working together in the area of active shooter along with experts from across the spectrum of security, fire and safety in an effort to develop tools for organizations of any size and sector, to best protect human life and physical assets. The meeting participants were thanked for their involvement in today's meeting, recognizing the wide swath of stakeholder expertise and productive dialogue that resulted.

7) Adjournment

The meeting adjourned at 4:45 pm.

Attachment I – Attendance Meeting Sign-In Sheet


Attachment II – Meeting Power Point Presentation

ASIS International and National Fire Protection Association

Active Shooter Stakeholder Meeting


January 19, 2016
Arlington, Virginia



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Agenda

1. Welcome and Call to Order
2. Overview of ASIS International and NFPA – Parameters and Objectives of Meeting
3. Defining "Active Shooter" and Review of FBI Statistics
4. Open Discussion – Breakout Groups: <ul style="list-style-type: none"> a) What are the legal, regulatory, and litigation issues related to active shooter events? b) Are there conflicts between security, safety and fire safety practices? c) What are the security issues related to active shooter events (proactive and reactive)? d) Who are the key players and roles of the public and private sector? e) What is the role of management and technology solutions? f) What are the budgetary and management constraints and concerns? Breakout Group Report Backs
<i>Working Lunch</i>
5. Open Discussion – Breakout Groups Continued: <ul style="list-style-type: none"> a) What are the gaps and potential improvements in risk assessment and management? b) What are the gaps and potential improvements in prevention, preparation and mitigation? c) What are the gaps and potential improvements in on-site response? d) What are the gaps and potential improvements in first responder response? e) What are the gaps and potential improvements in continuity and recovery? f) What are the gaps and potential improvements in awareness, exercises and training? g) What are the gaps and potential improvements needed to minimize consequences? Breakout Group Report Backs
6. Next Steps <ul style="list-style-type: none"> a) Assessing a need for standard and/or guidance b) Mapping a path forward
7. Adjournment



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ASIS International

Leading organization for security management professionals worldwide



Global network of security and risk management practitioners dedicated to the protection of life, property, and information. ASIS is a Standards Development Organization (SDO).

- ANSI accredited standards developer
- ANSI accredited board certifications
- Training and education
- Councils



Founded in 1955
Headquartered in Alexandria, VA, USA

www.asisonline.org +1.703.519.6200



NFPA



National Fire Protection Association
The authority on fire, electrical and building safety

Global non-profit devoted to eliminating death, injury, property and economic loss due to fire, electrical and related hazards. Our information and knowledge comes in many forms:

Support for the development, adoption and enforcement of our codes and standards

- Research and data analysis
- Technical training and certification
- Public education
- Outreach and advocacy

Founded in 1896
6,000 volunteers
300 employees
committees

65,000 members
300 codes and standards
200 technical code-and-standard-development



Goals and Objectives

- Considerations
 - What and where are the existing resources to address the active shooter issue?
 - Codes and Standards – YES
 - Public Education – YES
 - Federal Agency Programs – YES
 - Other - ??
 - Gaps
- But – ASIS and NFPA are the conveners today
 - Not here to promote any technology, solution or tool
 - Are here to engage and collaborate; to share information and knowledge

Morning Discussion Topics

- Legal, regulatory, and litigation issues related to active shooter events
- Conflicts between security, safety and fire safety practices
- Security issues related to active shooter events (proactive and reactive)
- Key players and roles of the public and private sector
- Role of management and technology solutions
- Budgetary and management constraints and concerns

Afternoon Discussion Topics

- Gaps and potential improvements in:
 - Risk assessment and management
 - Prevention, preparation and mitigation
 - On-site response
 - First responder response
 - Continuity and recovery
 - Awareness, exercises and training
 - Minimize consequences

SDO Perspective

- ASIS and NFPA, both ANSI accredited SDOs, recognize the need for further public-private sector collaboration and are looking at exploring ways to develop tangible solutions (guidance) where organizations of all types and sizes have the best tools at their disposal to manage security, safety, and fire risks associated with mass violence – particularly given the short response time to active shooter incidents.
 - For Consumers
 - For Companies
 - For Organizations
 - For Government

SDO Perspective

- While not every suggested best practice (standard/guide) needs to be a formal ANSI Standard/Code, credibility, integrity and confidence of the standards development process should be exercised:
 - Openness
 - Transparency
 - Due Process
 - Consensus
 - Impartiality
 - Effectiveness and Relevance
 - Coherence
 - Flexible
 - Timely
 - Balanced

SDO Perspective

- The U.S. standards system model is a powerful example of how consensus-based public-private partnerships can work to develop concrete solutions to real-world problems
- Suggested best practices should be based on a consensus of views arrived through a fair and open process, i.e. everyone who chooses to participate can have a voice
- Flexibility in standards development models encourage collaboration
 - For Consumers
 - For Companies
 - For Organizations
 - For Government
- This meeting is to take a look at the intersections of security, safety and fire safety management concerning active shooter

Data Points

- Let's take a closer look



Active Shooter – Law Enforcement Perspective

- Active shooter is a term used by law enforcement to describe a situation in which a shooting is in progress and aspect of the crime may affect the protocols used in responding to and reacting at the scene of the incident
- Unlike a defined crime, such as a murder or mass killing, the active aspect inherently implies that both law enforcement personnel and citizens have the potential to affect the outcome of the event based upon their responses.

FBI Definition of Active Shooter

- An active shooter is an individual actively engaged in killing or attempting to kill people in a populated area.
 - U.S. government agencies (White House, U.S. Department of Justice/FBI, U.S. Department of Education, and U.S. Department of Homeland Security/Federal Emergency Management Agency) agreed upon definition is **“an individual actively engaged in killing or attempting to kill people in a confined and populated area.”**
 - Implicit in this definition is that the subject’s criminal actions involve the use of firearms. However, other weapons such as knives might be used.

Department of Homeland Security Definition

- An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area.
 - In most cases, active shooters use firearm(s) and there is no pattern or method to their selection of victims.
 - Active shooter situations are unpredictable and evolve quickly.
 - Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.
 - Because active shooter situations are often over with 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

National Tactical Officers Association Definition

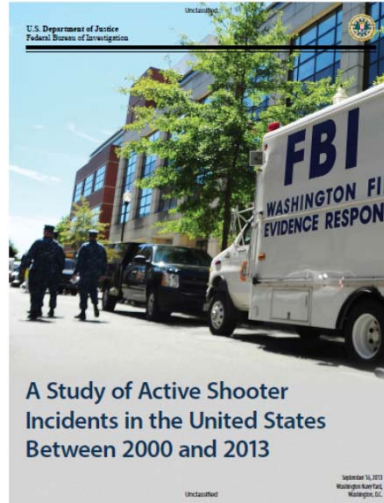
- An active shooter is one or more subjects who participate in a random or systematic shooting spree, demonstrating their intent to continuously harm others.
- An active shooter's overriding objective appears to be that of mass murder, rather than criminal conduct such as robbery, kidnapping, etc.
- The definition of an active shooter can include any assault with a deadly weapon causing a mass homicide.

Active Shooter Situations

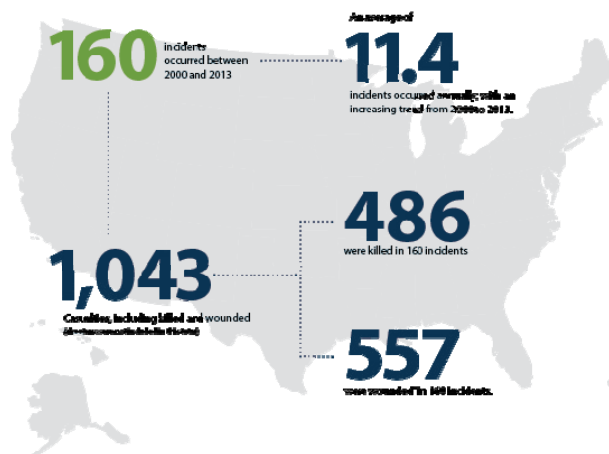
- Active shooter situations are unpredictable and evolve quickly.
- Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.
- In most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.
- Individuals have been known to act without firearms, using knives and bombs.
- Other terms used include: Active Killer; Violent Intruder; and Active Assailant.

FBI Study of Active Shooters

- An active shooter is an individual actively engaged in killing or attempting to kill people in a populated area.
- FBI excluded “confined” in its study, as the term confined could omit incidents that occurred outside a building.
- FBI identified 160 active shooter incidents that occurred in the United States between 2000 and 2013.



A Snapshot

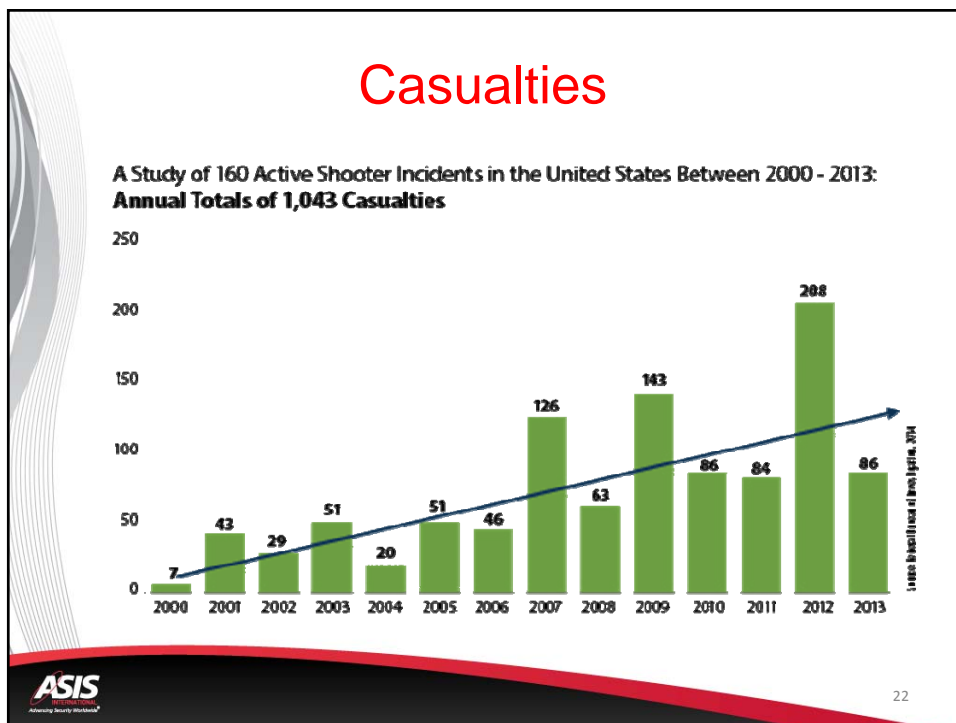
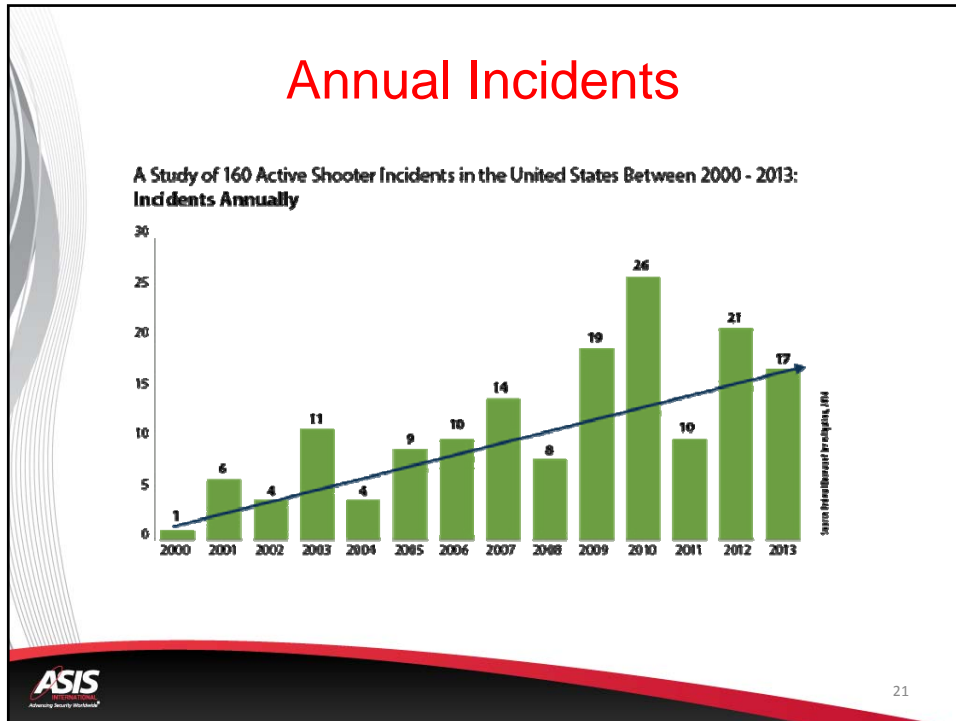


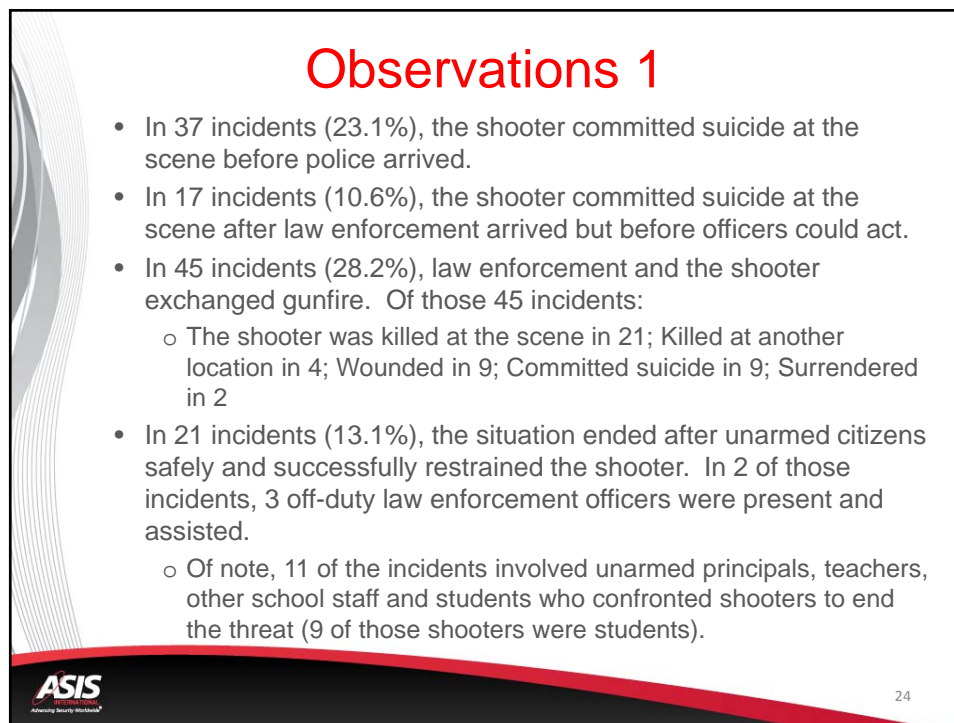
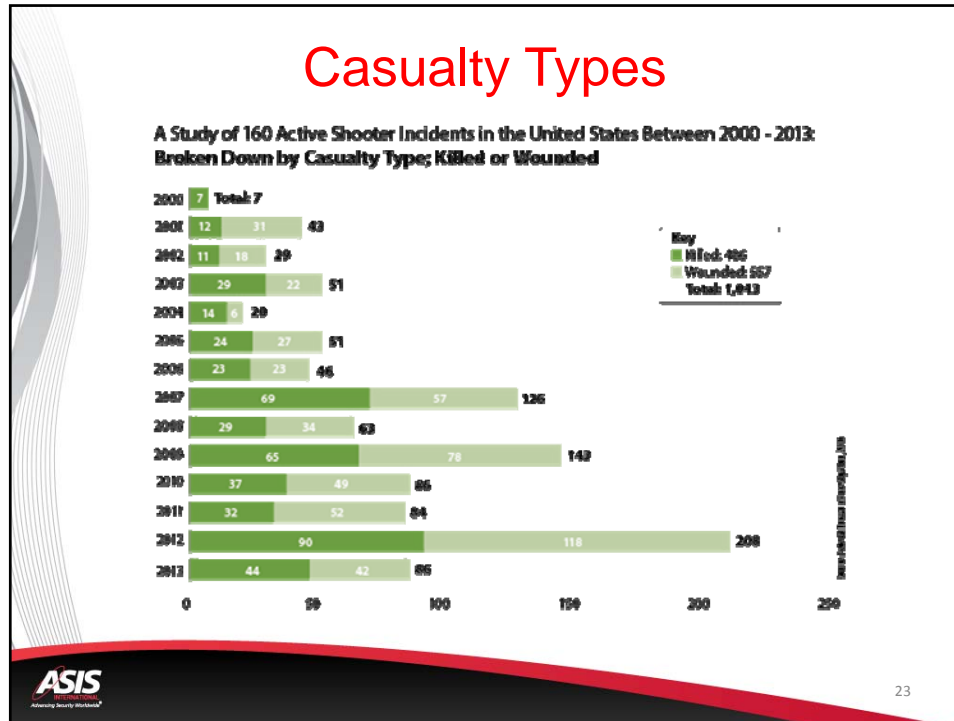
A Snapshot

- An average of 11.4 incidents occurred annually.
- An average of 6.4 incidents occurred in the first 7 years studied, and an average of 16.4 occurred in the last 7 years.
- 70.0% of the incidents occurred in either a commerce/business or educational environment.
- Shootings occurred in 40 of 50 states and the District of Columbia.
- 60.0% of the incidents ended before police arrived.

The Shooters

- All but 2 incidents involved a single shooter.
- In at least 9 incidents, the shooter first shot and killed a family member(s) in a residence before moving to a more public location to continue shooting.
- In at least 6 incidents, the shooters were female.
- In 64 incidents (40.0%), the shooters committed suicide; 54 shooters did so at the scene of the crime.
- At least 5 shooters from 4 incidents remain at large.



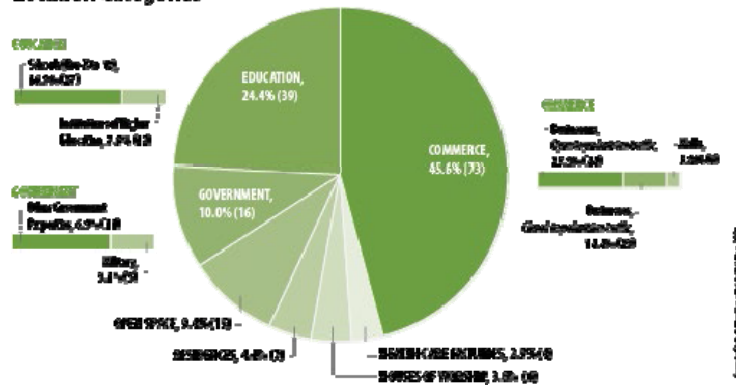


Observations 2

- In 5 incidents (3.1%), the shooting ended after armed individuals who were no law enforcement personnel exchanged gunfire with the shooters. In these incidents, 3 shooters were killed, 1 was wounded, and 1 committed suicide.
 - The individuals involved in these shootings included a citizen with a valid firearms permit and armed security guards at a church, an airline counter, a federally managed museum, and a school board meeting.
- In 2 incidents (1.3%), 2 armed, off-duty police officers engaged the shooters, resulting in the death of the shooters. In 1 of those incidents, the off-duty officer assisted a responding officer to end the threat.

Active Shooter Locations

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013: Location Categories



Other Environments

- Open spaces (15 [9.4%])
- Government properties (16 [10.0%])
- Other (non-military) government properties (11 [6.9%])
- Military properties (5 [3.1%])
- Residences (7 [4.4%])
- Houses of worship (6 [3.8%])
- Health care facilities (4 [2.5%])

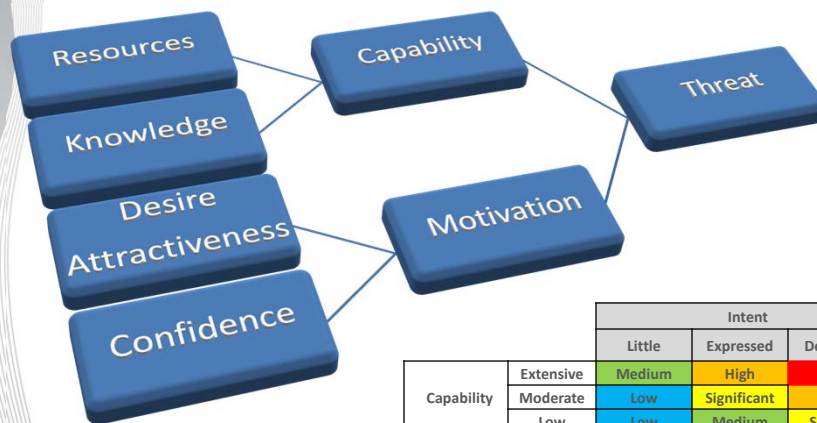
Commerce Areas

- 30 shooters (68.2%) were not employed by the businesses, though 7 had a relationship with at least 1 current employee;
- 12 shooters (27.3%), including 1 woman, were employed or previously employed by the businesses (8 current employees [2 possibly facing termination, 1 terminated the day of the shooting] and 4 former employees); and
- 2 or more shooters from 2 incidents fled the scene and remain at large, so their connection to the incident location is unknown.

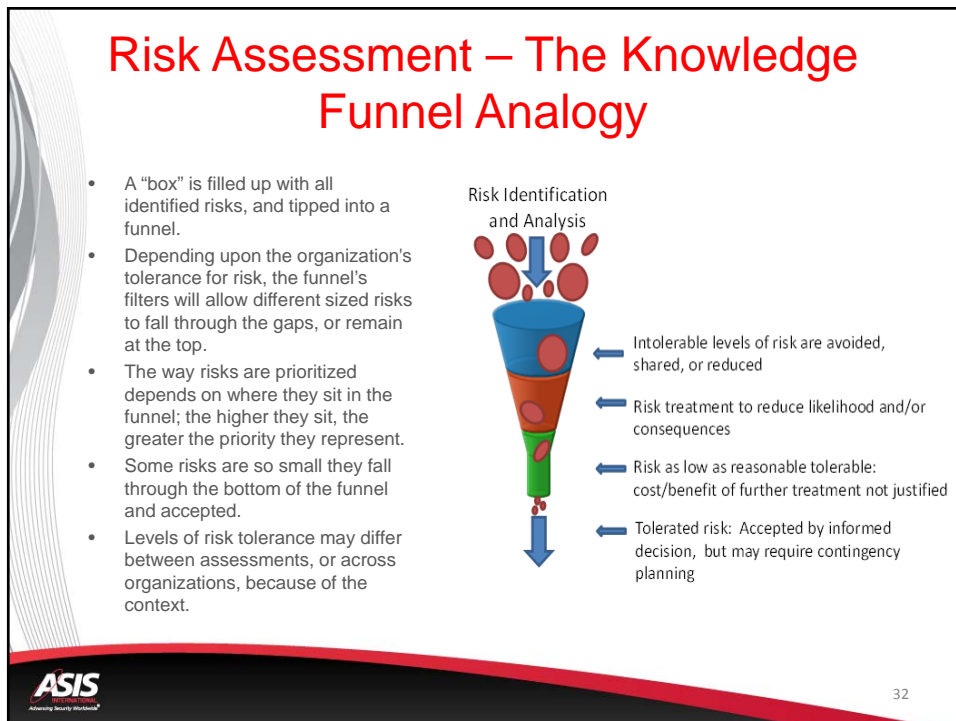
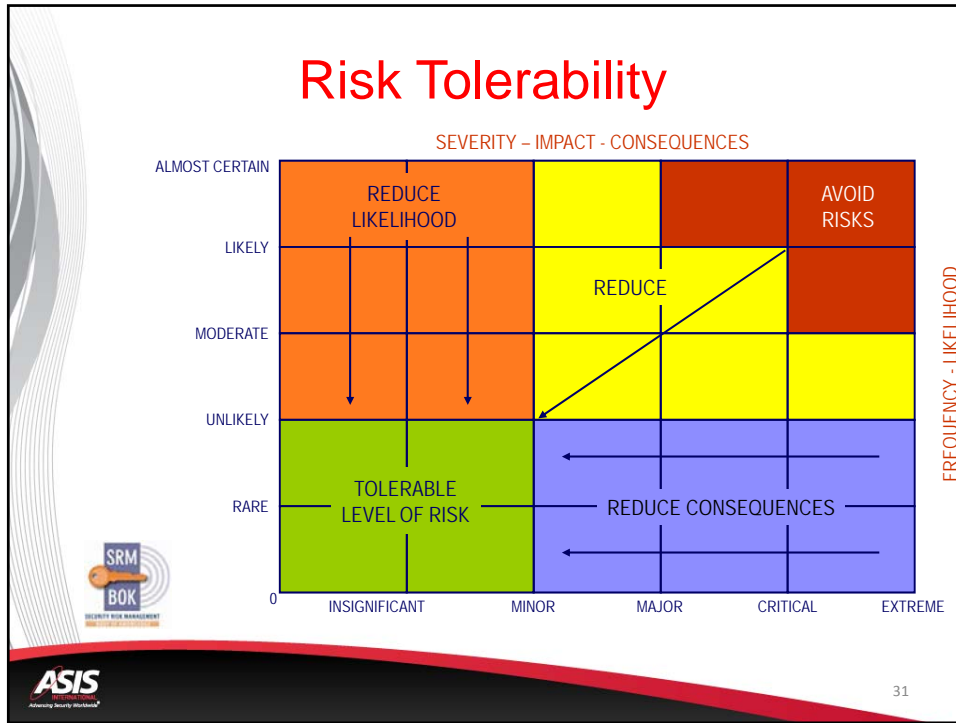
Commerce Areas

- 19 shooters committed suicide (11 did so at the scene before police arrived, 3 did so at the scene after police arrived, and 5 shooters fled the scene and committed suicide at another location);
- 9 shooters were apprehended at the scene (1 after being restrained by a citizen);
- 8 shooters fled and were apprehended by law enforcement at another location;
- 4 shooters were killed by law enforcement (2 at the scene);
- 2 shooters fled and were not apprehended;
- 1 shooter was killed by an off-duty law enforcement officer at the scene; and
- 1 shooter was killed at the scene by a citizen with a valid firearms permit.

Threat Assessment

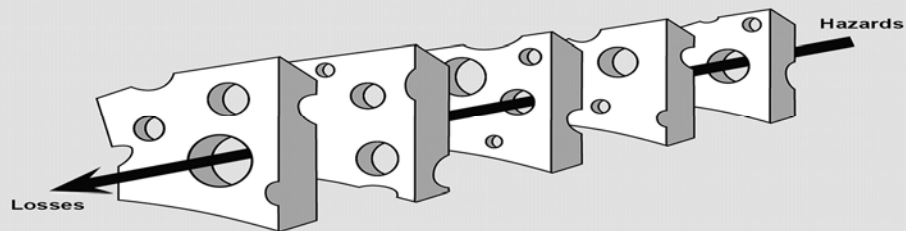


		Intent		
		Little	Expressed	Determined
Capability	Extensive	Medium	High	Extreme
	Moderate	Low	Significant	High
	Low	Low	Medium	Significant



“Swiss Cheese Model”

- The "Swiss cheese model" illustrates how analyses of events tend to reveal multiple, smaller failures leading up to the disruptive incident.
- Any one of the 'slices' is usually sufficient to prevent an event provided that its holes are not lined up.



Next Steps

- Meeting notes
- Communique
- Future meetings to be determined



Thank You - Questions

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