

Preparing for Active Shooter & Workplace Violence Scenarios

(it does apply to you)

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FBI Law Enforcement Bulletins

- Developing Emergency Operations Plans for **Schools**
- Developing Emergency Operations Plans for **Institutions of Higher Learning**
- Developing Emergency Operations Plans for **Houses of Worship**
- Incorporating Active Shooter Planning into **Health Care Facility Emergency Plans**

NOTICE ANYTHING MISSING??



THE STATISTICS – Active Shooters

Incidents are Becoming More Frequent

- 2000 – 2007: average 6.4 incidents, annually
- Currently: **16.4 incidents, annually**

Where do they occur?

- **45.6% occur in a commercial environment**
- 24.3% occur in an educational environment
- The rest occur in open spaces, military/government, residential, houses of worship, health care
- 97% of independent restaurants are without an active shooter response plan



Perpetrators of Violence

Disgruntled/Former Employees

- Smart hiring/firing?
- Do you: terminate alone? use keycard access? notify current employees of a termination?

Domestic/Relational Violence

- Is there a non-fraternization policy? (is it enforced?)
- Red flags?

Random, premeditated Attacks

- Can these be defended against?
- Make your property a less-attractive target; train employees on proper response to a workplace violence situation



Poll Question #1

QUESTION

- I feel this is an important safety issue for my business:
 - A. Very
 - B. Somewhat
 - C. Not at all



Disgruntled / Former Employees

Don't Fire an Employee Unless Meeting Face-To-Face

- Professional Courtesy
- Consideration and Trust of Remaining Employees
- Block Access to as Many Company and Information Systems Before Meeting to Terminate
- Use a Checklist if necessary
- Return of Company Property
- Removal of Personal Belongings
- Issue Final Paycheck and/or Severance Agreement
- Witness(es)



Disgruntled / Former Employees

Don't Fire an Employee Without Any Notice.

- Unless an egregious act occurs, the employee should experience coaching and performance feedback over time;
- Progressive discipline policy should be uniformly followed when possible.



Disgruntled / Former Employees

- Don't Provide a Lengthy Rationale and/or Examples for Why You Are Firing the Employee - Focus on Business Justification for Firing
- Don't Allow the Employee to Access His/Her Work Area or Co-Workers following termination
- Don't Leave the Door Open
- Retrieve Company Property
- Use a Witness
- Block Access to as Many Company and Information Systems Before Meeting to Terminate
- Use a Checklist if Necessary



Disgruntled / Former Employees

Following Termination, Carry out the Logistics:

- Disable access to the premises (change locks, disable keycard, change passcode);
- Shut down email account;
- Notify other employees (this is CRITICAL);
- *No access* to work area – ever;
- Remove from schedule;
- Retrieve company property (do you have a signed wage deduction authorization form?)



Domestic / Relational Violence

Domestic Incidents can be employee- or guest-related

Employee-related domestic situations

- Has an employee obtained a restraining/protective order against someone? How will you know? What do you do?
- What do you do if the restrained person arrives on the premises?

Guest-related domestic situations can escalate quickly

- **When in doubt, call the police!**



Random, Premeditated Attacks

This isn't just about Vegas

- As of the Nashville, TN, Waffle House shooting on April 22, 2018, there have been 67 mass shootings since Jan. 1, 2018.
- For these purposes, “mass shooting” means *four or more individuals being shot or killed in the same general time and location.*

Are you hosting a group that could attract a violent incident?

- Religious/political/charity/confrontational groups (luncheon, conference, rally, meeting, etc.)
- Dallas just hosted the National Rifle Ass'n – downtown was on alert
- Are there protests/races/concerts in proximity to your property?



Situational Awareness

Employees must remain alert

- Assess guests – is anything unusual? (bulky clothes in summer, muttering/disturbed visage, touching on body, bowed up for conflict, rapid blinking, etc.)
- Does the guest ask questions about floorplans/layouts, insist on cash payment, reject housekeeping services, pay special attention to security personnel/equipment
- Do frontline staff have a way to communicate quickly and safely with management?

2015 San Bernardino, CA shootings:

- Numerous people saw the shooters enter the building; and
- Many thought it was a publicity stunt or TV/movie shoot.
- If something makes you uneasy, trust your gut until proven wrong.



Poll Question #2

QUESTION

- In states where legal, do you allow concealed handguns on your property?

A: Yes

B: No



RUN

Employees Must be Trained in Advance!

- During training, designate a “Rally” or “Muster” point off premises so employees can meet and account for who is safe and who isn’t;
- Employees should have an escape route in mind;
- Leave belongings;
- Help others out if possible, but do not delay if others don’t leave;
- Prevent others from entering the danger area;
- Any distance will help;
- Call 911 when safely away;
- Do not return to the premises until you receive the all-clear.



HIDE

Employees can be trained to look for safe and secure spots

- Best scenario is to lock yourself in somewhere;
- Barricade the door with something heavy if no lock available;
- Close blinds/turn off lights;
- Always silence cell phone *and* turn off vibration;
- Do not hide in groups;
- Try to communicate with police silently, e.g. via text message or by a sign in the window;
- If no door is available, hide behind something large, but do not leave yourself unable to move.



FIGHT

Fight like your life depends on it

- This is a last resort: once committed, do not stop;
- Use anything you can as a makeshift weapon;
- Chairs, fire extinguishers, bottles, pens, scissors, cleaning supplies, pots/pans, etc.;
- Be as aggressive as possible!



Managing the Crisis

If you are outside the situation:

- Make contact with law enforcement – provide necessary info;
- Can surveillance equipment be accessed remotely? Can you provide access?
- How do you determine who is supposed to be working?
- How do you let other employees know to stay away?
- How do you determine whether there are guests/vendors on-property?
- Where do you go?

When the dust has cleared, how do you return to normal?



Engaging First Responders

Bring the Correct Responders:

- Do not pull the fire alarm – it will unlock all doors, & you need police!
- When talking to 911:
 - **Do your employees know the address where they work?**
 - **Try to remain calm – provide as many details as possible:**
 - Physical description and location of shooter
 - Number of shooters
 - Number/Types of weapons
 - Number of victims

When First Responders Arrive:

- Hands visible & raised;
- Remain quiet - No sudden movement;
- Follow instructions;
- Do not return once you are out – stay vigilant.



Preparing Your Property for Safety

What else can you do to your premises to keep employees and guests safe?

- Keycard access to employee/BOH areas
- Blue lockdown alarms
- Landscape barriers, topiaries/masking
- First aid kits



Resources for You

Dept. of Homeland Security/FBI:

- <https://www.youtube.com/watch?v=5VcSwejU2D0>
- <https://www.dhs.gov/publication/active-shooter-poster>
- <https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-resources/responding-to-an-active-shooter-crisis-situation>

FEMA Course:

- <https://emilms.fema.gov/IS907/curriculum/1.html>



Developing a Plan and Training on it

Please consider developing an action plan and training on it multiple times a year. Reach out to, and work with, first responders (or a security team)!

As with any policy, high attrition and employee apathy make repetition a must.

Each site is unique. Consider a base plan that can be customized to the needs of each particular site.

The worst plan is one that only exists on paper.

(Does your OSHA-mandated EAP cover an active-shooter scenario?)

Security Policies & Plans: Respondents were asked if they had a formal plan or policy for each and if they provide regular staff training or drills.

Situation	Have a Formal Policy/Plan	Do Regular Training and Drills
Fire	81%	42%
Medical emergency situations	78%	51%
Active shooter	71%	35%
Natural disaster	69%	30%
Evacuation procedure	68%	34%
Missing child	60%	23%
Weather-related event	25%	11%
Hazardous materials	23%	12%



Poll Question #3

QUESTION

- Would you feel comfortable involving First Responders in your active shooter/workplace violence training?
- A. Yes.
- B. No.

