

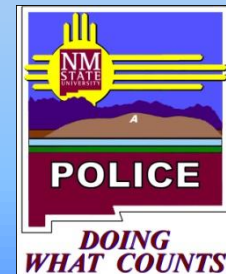
2019 WACLEA Conference

Crisis & Consequence Management

By: Stephen Lopez
New Mexico State University



November 6, 2019



A long time ago in a galaxy far,
far away....

Well, in March 2006, about 1,450
miles away. . . .

Bomb Threat . . .

- E-mailed and called into the newspaper and the President's Office
- “Middle eastern accent”
- At “the library”
- In March

monty python the holy grail Run away



Pause (k)



Scroll for details
▼



Why Did It Happen?

- Smart people reacted on emotion instead of intelligence
- People acted outside their areas of expertise
- External factors were considered by decision makers rather than the evidence at hand
- Key “normal” decision makers not available
- Nobody followed the established plans

Result?

- Nobody focused on the “big picture” for the institution
- Significant trust issues developed:
 - Public Safety vs. President
 - Community vs. University
- Needed to find a better way . . .

Managing Incidents

CRISIS

VS.

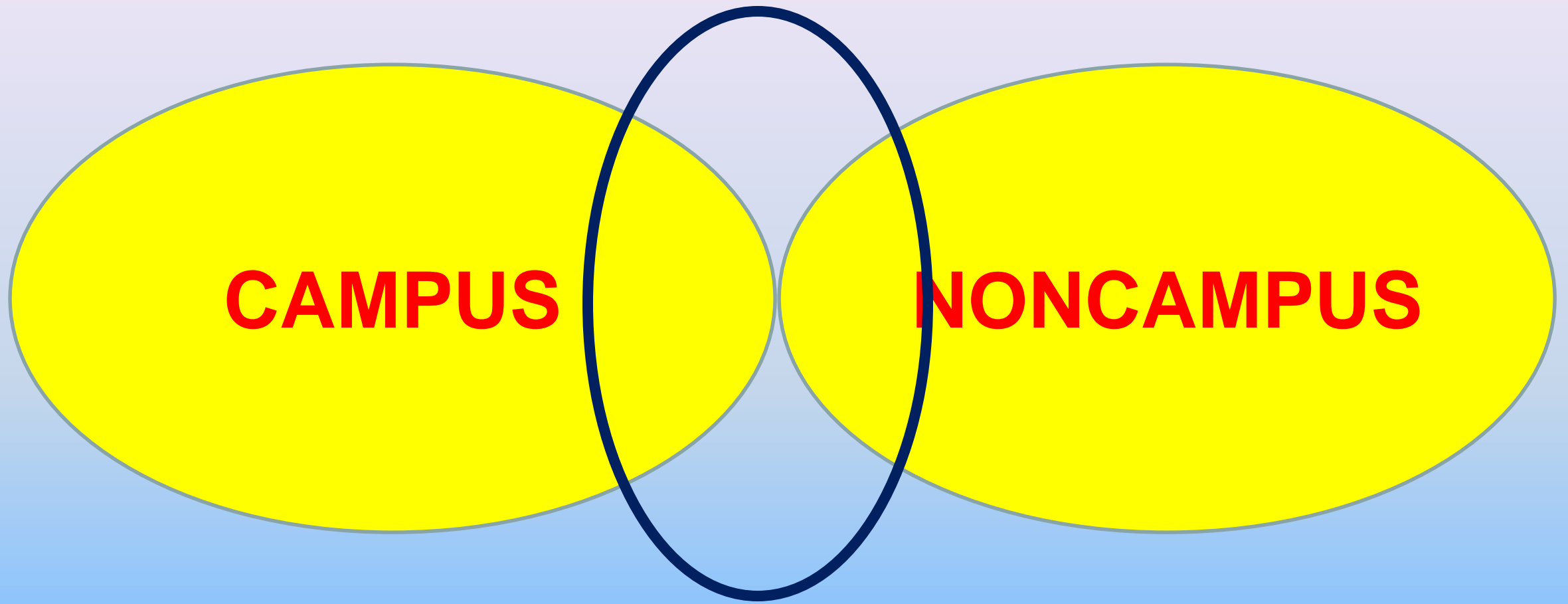
CONSEQUENCE

Crisis Management

Priorities:

1. Life Safety
2. Stabilize Incident
3. Protect Property & Environment

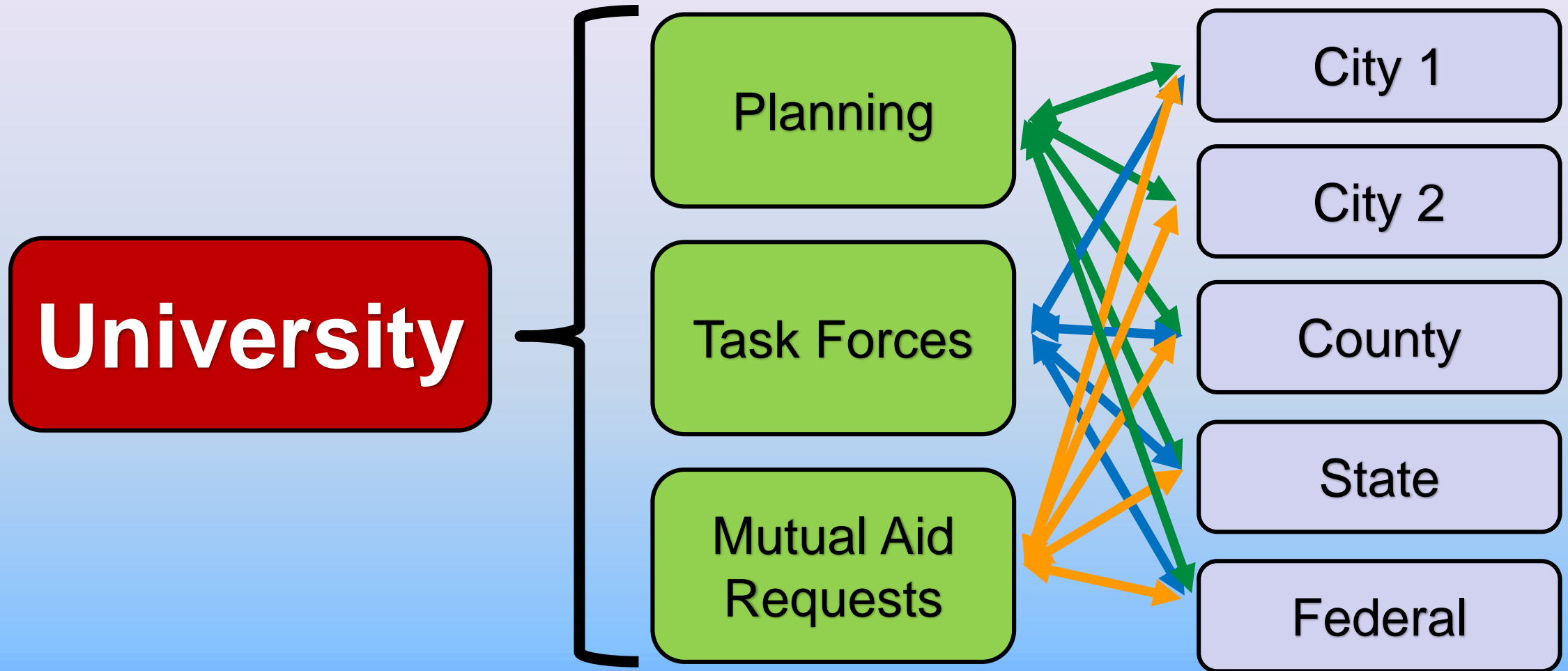
Crisis Management



Consequence Management

- ☐ Human Impact (after life safety)
- ☐ Economic
- ☐ Political
- ☐ Media
- ☐ Reputation
- ☐ Legal
- ☐ Recovery (incl. time, expense, facilities, temporary arrangements, rebuilding, etc.)

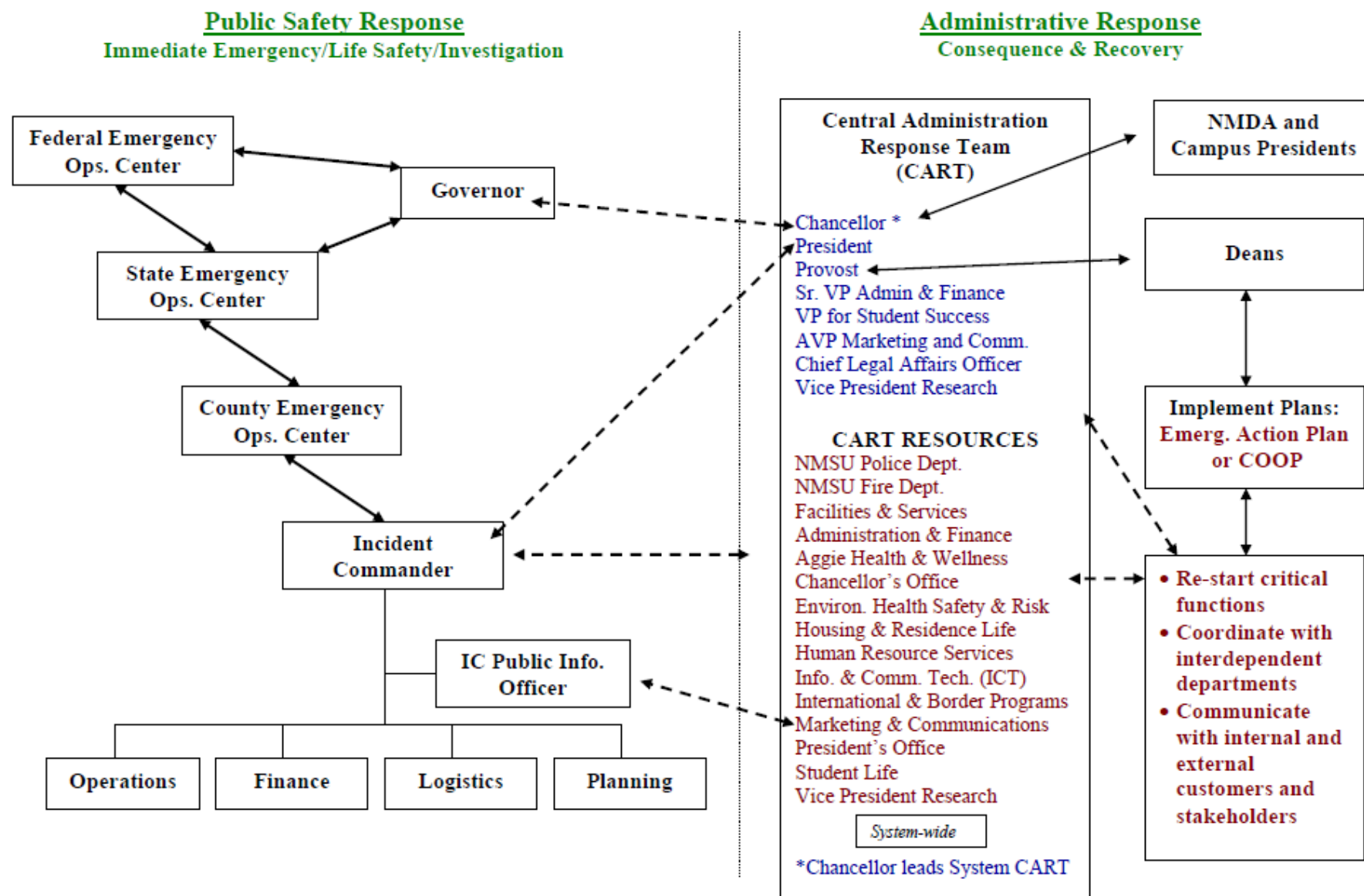
Interface with Other Agencies



INCIDENT MANAGEMENT

Diagram for New Mexico State University – Las Cruces Campus

Updated: April 25, 2019



Key Factors For Success

- ☐ Trust people to do their jobs
- ☐ Understand the needs of the “other side”
- ☐ Communication
- ☐ Cooperation
- ☐ Exercises & Evaluation

Emergency Plans

- Value is in the “pre-crisis” phase
- People won’t be reading in an emergency
- Keep it short or people won’t read at all
- Assigns responsibilities by function
- Checklists ARE likely to be used

Active Killer Crisis Management Checklist

<u>NMSUPD PRIORITY LAW ENFORCEMENT ASSIGNMENTS</u> <u>FOR ACTIVE KILLER INCIDENTS</u>		
FUNCTION/DUTIES		COMPLETED
	Hunter Team(s) – Locate and neutralize attacker(s)	
	Initiate Emergency Notification System	
	Unified Command	
	Staging Area Established	

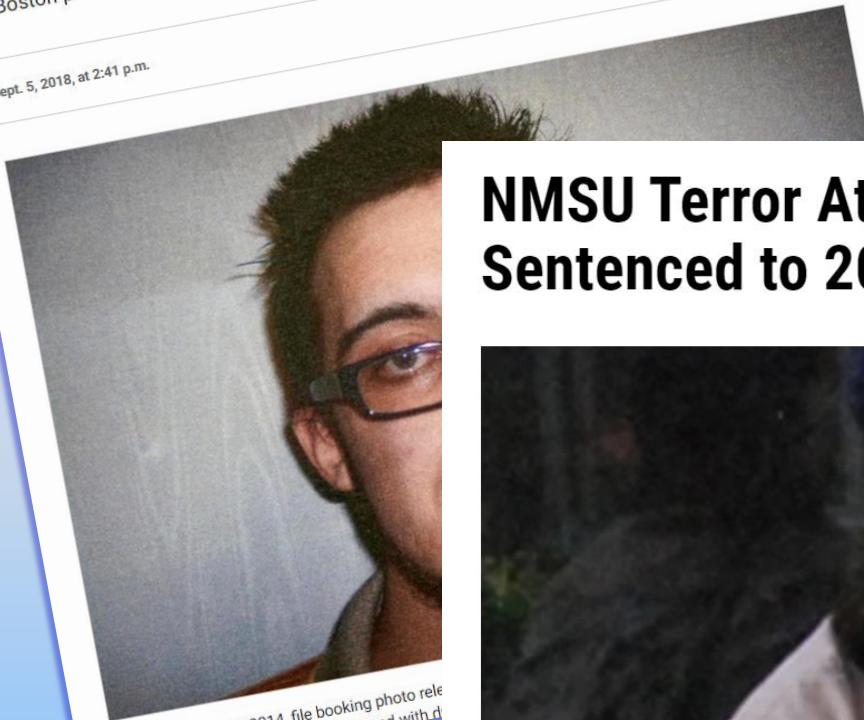
Take Two . . .

- ☐ Visit from FBI - classified
- ☐ Real terrorist plot against campus
- ☐ Can't discuss details with others
- ☐ Need to make sure public safety personnel ready
- ☐ Need a plan in case containment is lost
- ☐ Leadership needs to know something . . .

Boston Police Captain's Son Gets 20 Years for Terror Plot

A Boston police captain's son has been sentenced to 20 years in prison for plotting an Islamic-State group inspired

Sept. 5, 2018, at 2:41 p.m.

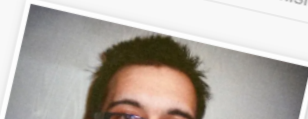


FILE - This April 14, 2014, file booking photo released by the Boston Police Department shows Alexander Ciccolo, after he was charged with d

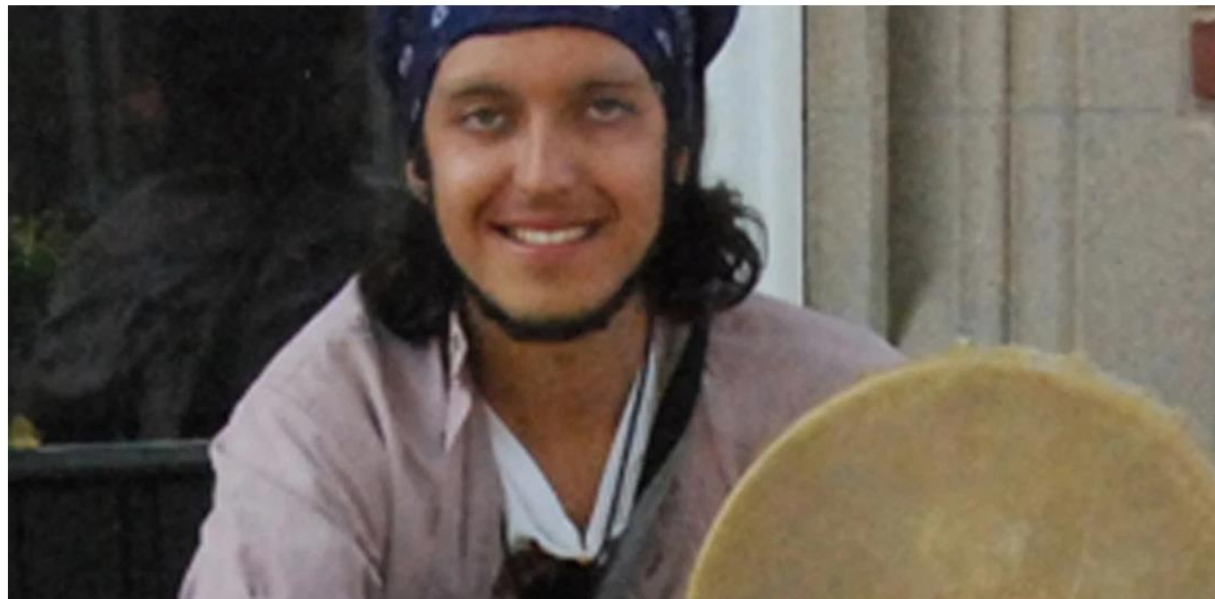
Court documents: Would-be terrorist plotted against NMSU

Associated Press

Published 9:52 a.m. MT Sept. 6, 2018 | Updated 4:22 p.m. MT Sept. 6, 2018



NMSU Terror Attack Thwarted, Suspect Sentenced to 20 Years



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OFFICIAL PARTNER

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EXERCISE

- ☐ Which entities at your institution would be involved with Crisis Management?
- ☐ Which entities would be involved with Consequence Management?
- ☐ Who will serve in the key liaison roles?

Getting Specific:
Active
Killer/Shooter
Incidents

Basic Principle:

K.I.S.U.S.

Keep It Simple Under Stress

The Numbers . . .

- More murders committed in the home each year by family members
- Many more will die from traffic crashes
- 1/3 of college students in fear of active killer incident
- Student anxiety and stress are at an all time high
- Students and parents are concerned and want to know the college/university has a “plan”

CAVEATS

- We can't teach you everything you need to know – this is a starting point, not a finishing point. Never stop learning and practicing.
- There are no guarantees during an active killer incident. You need to adapt, improvise, and overcome.

Important to Understand . . .

- Emergencies and disasters will continue to impact us
- There might be multiple threats/hazards in a single incident (e.g., Columbine)
- Safety skills must be practical
- Safety is a critical life skill
- Danger varies
- You are “grown up”



The BIG Question:

WHAT DO I DO?

Sympathetic Nervous System



The 4 “F”s

- Fight
- Flight
- Freeze
- Faint

Which Responses Do You See?

Which Responses Do You See?



Clip from: <https://www.youtube.com/watch?v=PiyO1dqfNHw>

How About Now?



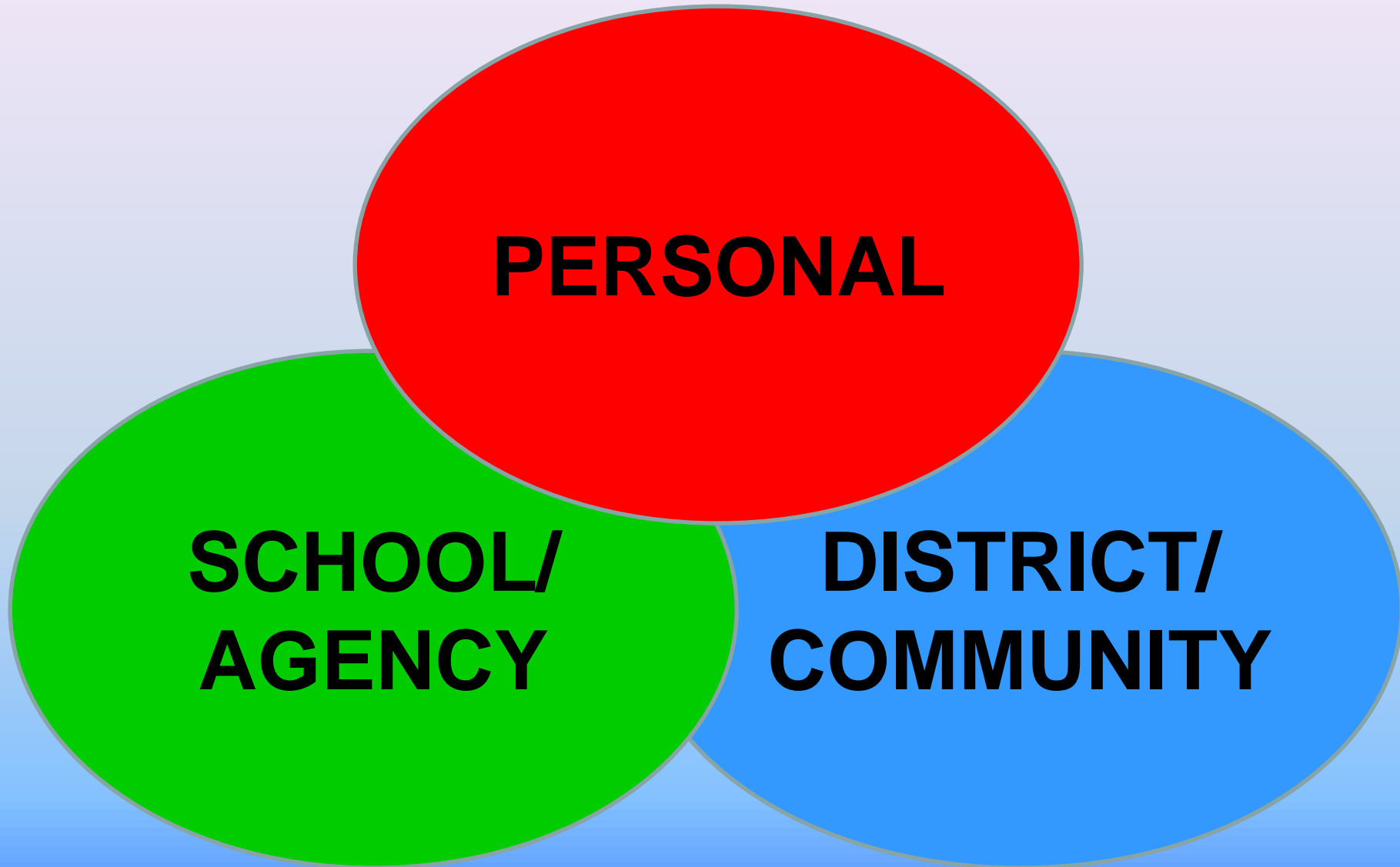
Clip from: <https://www.youtube.com/watch?v=WtTFH41qqbw>

How About Now?



Clip from: <https://www.youtube.com/watch?v=1hYDYrdiYX8>

Types of Emergency Plans



Personal Plans

Personal Plans

- Your personal safety is always #1
- Know basic options
- Communication and meeting plan with family
- Prepare for likely threats in your area
- If you want to help others, know how in advance

The Old Approach



- A different plan for every type of emergency
- Difficult to memorize
- Could not handle a complex or evolving event
- Often intended to apply “for the first 10 minutes”

Examples



Examples



Examples


==== VIRGINIA TECH SHOOTINGS A 12-PAGE SECTION ====

THE ROANOKE TIMES


TUESDAY APRIL 11, 2007 roanoke.com MICHIGAN VIRGINIA \$04

Massacre on campus


Worst shooting in U.S. history




An unidentified person is carried out of Norris Hall during a manhunt for a shooter on the Virginia Tech campus Monday morning.



"No screaming, no yelling. He just shot people."
Page 3



President says schools should be a "sanctuary."
Page 5



Virginia Tech students, community cope with tragedy.
Pages 8-12

Shootings in dorm and engineering building leave 33 dead and 15 injured at Virginia Tech. **PAGE 2**

Get involved


■ A public gathering will be at 2 p.m. today at Chapel Commons.

■ "Houses United" is organizing a candlelight vigil at 7:30 tonight on Tech's Mall.

■ Anyone with information related to the incidents should contact the police at (540) 468-4444.

Roanoke.com Continuous updates throughout the day

See photos and hear audio from eyewitness accounts of Monday's shootings. Sign the guest book for victims. Watch video from the scene and footage from news conferences.





Special Thanks To:



Kristina Anderson

Koshka Foundation (koshkafoundation.org)

Examples

Springfield School Emergency Operations Plan
Functional Annexes

DROP, COVER, AND HOLD PROCEDURE

I. PURPOSE

In cases of an incident requiring drop, cover, and hold, the following procedure should be adhered to by students and staff.

II. SCOPE

The drop, cover, and hold procedure outlines steps to be taken by staff/students to prevent injury or death during an incident. Designated staff members and bus drivers are required to participate in the development, implementation, and evaluation of the School EOP as it relates to this annex.

The plan outlines procedures for students/staff located:

- Indoors.
- Outdoors.
- In a moving vehicle.

III. RESPONSIBILITIES

To implement the drop, cover, and hold procedure:

- All staff and students will undergo training and participate in incident management training and drills.
- Staff and bus drivers assigned to work with special needs students will undergo indepth training.
- Emergency management and response personnel will review and provide input into the plan.

Examples



School EOP as it relates to this

The plan outlines procedures for

- Indoors.
- Outdoors.
- In a moving vehicle.

III. RESPONSIBILITIES

To implement the drop, cover,

- All staff and students with management training and
- Staff and bus drivers assigned in-depth training.

Emergency management into the plan.



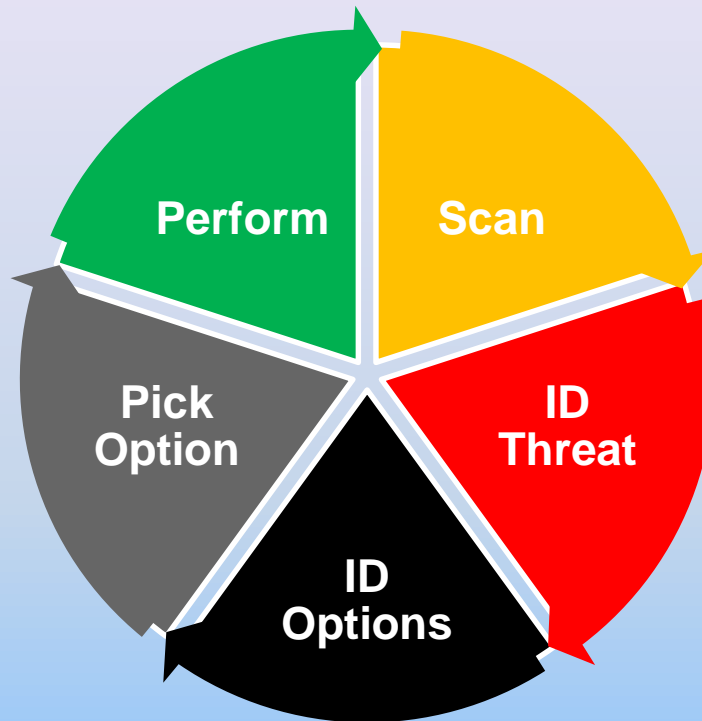
The New Approach . . .

The Cycle



- Situational awareness
- Something isn't normal. Is threat identifiable?
- What are your top 3 options?
- Do what seems to be the best option
- Once done, scan the environment for additional threats/hazards and repeat
- Repeat the process any time you move to a new location

The Cycle



IMPORTANT

Do Not Try To Memorize The Chart!!!
It is just a picture.

**Remember to keep scanning and
acting until safe.**

In Any Major Emergency:

- Identify the Hazard/**Threat**
- Identify “Top Tier” **Options**
- Take **Action** (do the best option)

Top Tier Options

- **Escape/Run/Avoid**
- **Shelter/Hide/Barricade/Deny**
- **Countermeasures/Fight/Defend**

WHAT TO DO

Top Tier Options

Earthquake

Influenza

- Escape/Run/Avoid

Fire

- Shelter/Hide/Barricade/Deny

Flood

- Countermeasures/Fight/Defend

Hurricane

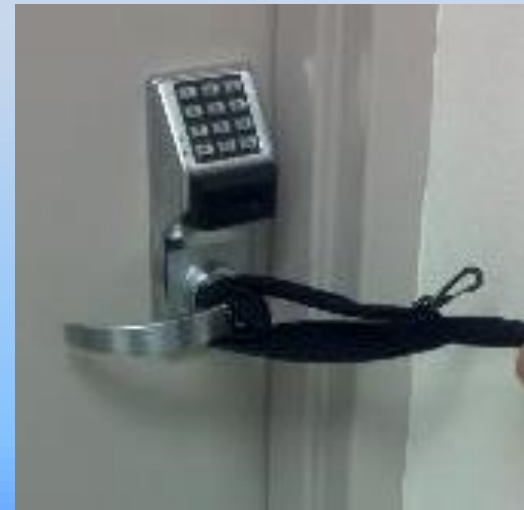
Active Killer

Chemical Spill

Options

Each “**What**” Option will have “**How**” options:

Shelter/Hide/Deny: lock door, cover, barricade or block door, safe room, prepare to fight



Complex Incidents

- Multiple threats/hazards
- Multiple locations
- Realize that Primary hazards create secondary hazards:

1906 Earthquake → Broken Gas Line → Fire
 → Broken Water Line
 → Falling Debris

TIP: Know The Difference:

Threat = Nobody is being hurt or killed; there is time to evaluate, decide, and act; there is no immediate danger

Killing = People are being hurt/killed NOW; must act immediately to protect self/others; time is very limited

EARLY INTERVENTION & PREVENTION

Everyone Should:

- **Immediately report threats of violence**
 - *Obvious threats (“I’m going to kick your . . .”)*
 - *Veiled threats (“Somebody should . . .”)*
- **Recognize warning language and report it:**
 - *“I like you. Don’t come to work tomorrow.”*
 - *“Wait till you see what I have planned to do . . .”*
 - *“I want your help in getting back at the other students . . .”*
 - *“I won’t see you after tomorrow, . . .”*
 - *“Enjoy your last night . . .”*

Everyone Should:

- **Be aware of and report “leakage”:**
 - *Drawings and diagrams*
 - *Stories*
 - *Attempts at recruiting*
 - *Unusual interest in past violent events/people*
 - *Attempts to get possible weapons/materials*
 - *Radical views on social or political issues that include statements about the need for violence*
 - *Social media, including photos, videos, weapons*

If you **See Something, Say Something**
so we can **Do Something**

**IF
“IT”
HAPPENS**

What Is an Active Killer?

- Also called Active Shooter or Active Murder
- Killing is taking place NOW
- Killing will continue
- Almost always a pre-planned event by the suspect(s)
- Similar to, but different from, **mass murder**

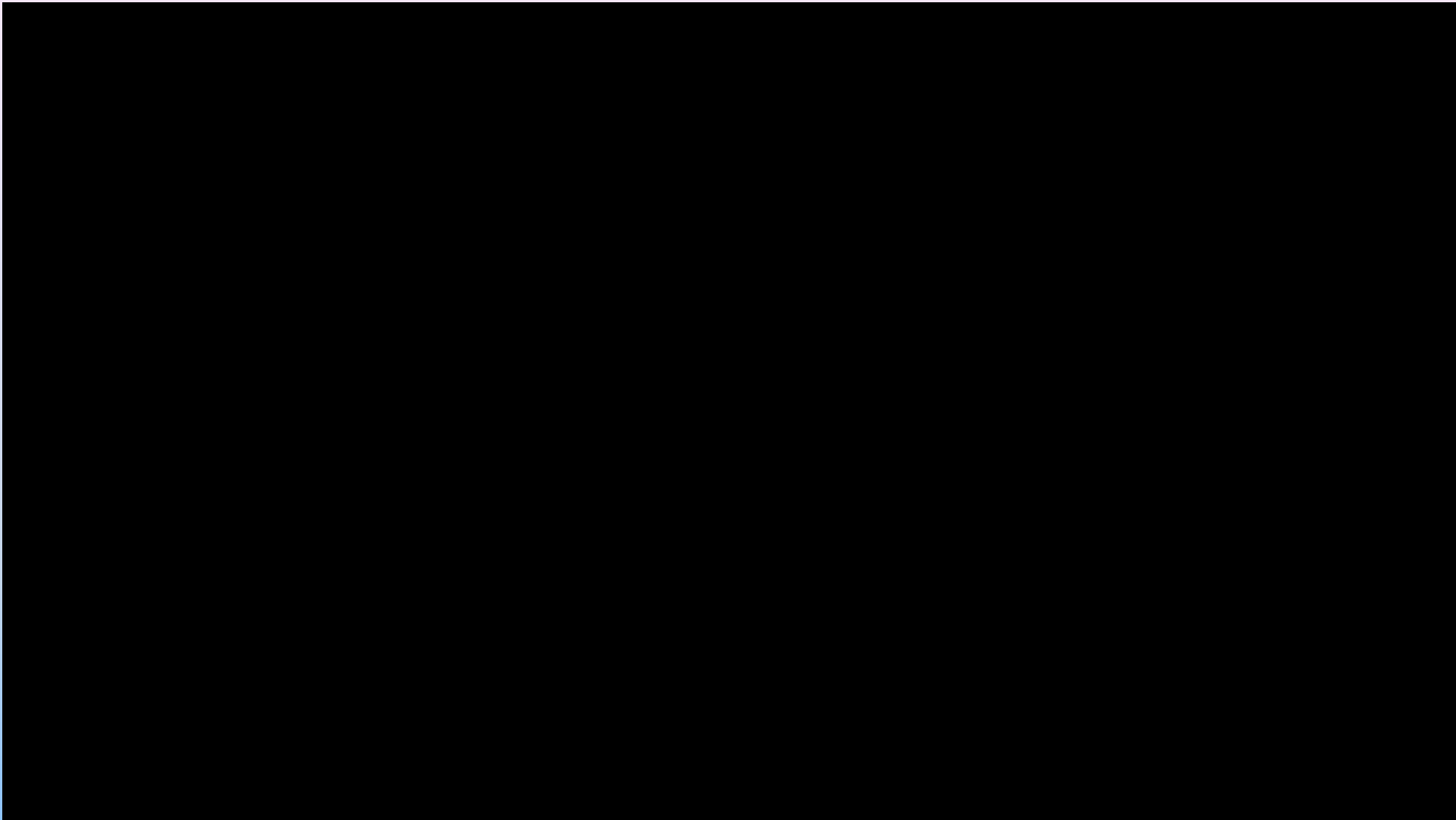
“Public” Responses

Common public and individual plans:

- Run, Hide, Fight
- Lockdown
- Lock Up
- A.L.I.C.E.
- No Plan

Run, Hide, Fight

- Advocated as strategy at NMSU since 2006
- Strongly endorsed and advocated approach for the general public
- Recommended by FBI & Homeland Security
- Best current training video is from ReadyHouston.tx.gov



Run, Hide, Fight cont.

- Each person empowered to make own decisions and assess information
- Not a guarantee, but as distance increases, so does survivability
- May **not** be appropriate for very young
- **Difficult** for mobility impaired
- Help by setting a good example, encouraging others, rendering aid in a safe location, directing responders

Preparing to Fight

Preparing to Attack:

Firearms Basics:

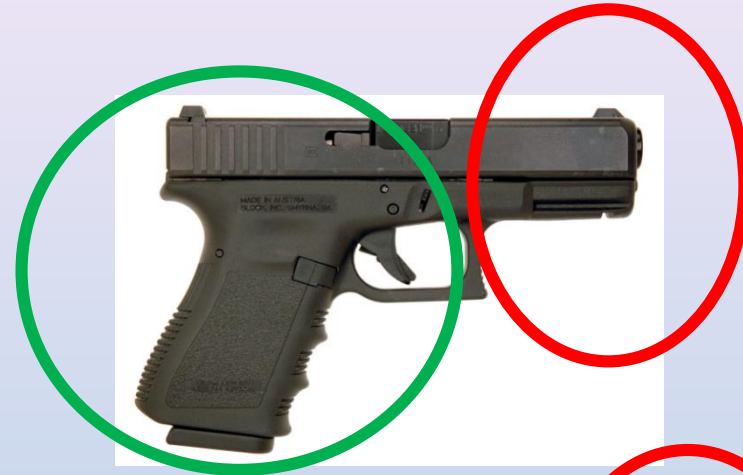
- Types of actions:
 - Bolt



Preparing to Attack:

Firearms Basics:

- Types of actions:
 - Bolt
 - Semi-Auto



Preparing to Attack:

Firearms Basics:

- Types of actions:
 - Bolt
 - Semi-Auto
 - Lever



Preparing to Attack:

Firearms Basics:

- Types of actions:
 - Bolt
 - Semi-Auto
 - Lever
 - Pump



Preparing to Attack:

Firearms Basics:

- Types of actions:
 - Bolt
 - Semi-Auto
 - Lever
 - Pump
 - Revolver



Preparing to Attack:

Realities:

- May be carrying multiple guns
- Single gunshots often survivable, but want to avoid multiple gunshots
- Single stabs often survivable, but want to avoid multiple stab wounds

If Suspect is Close:

GRAB!

DROP!

STRIKE!

Target Zones

Head

Neck

How Long Until Help Arrives?



May 9, 2018 Circle K Incident – Phoenix, AZ

**What about
“After”?**

When You RUN/ESCAPE . . .

If you encounter police officers:

SHOW HANDS
FOLLOW COMMANDS



Helping Others . . .

Help injured people by:

- Treat
 - Hemorrhage Control
 - Collapsed lungs from tension pneumothorax
- Transport
 - Identify collection point
 - Carry or drag to CP
 - Watch for second suspects



Tourniquet Use

- Commercial trauma tourniquets:
 - CAT (Combat Application Tourniquet)
 - SofT-wide
 - SWAT-T
 - SAM XT
- For severe bleeding of ***arms*** and/or ***legs***
- Put it on TIGHT (close to, but above, the injury)
- If one doesn't stop, use a second
- If necessary, improvised tourniquets

Tension Pneumothorax

- Caused by penetrating injury to thoracic cavity
- Air outside the lung causes collapse
- Hole must be sealed
- Air in lungs must be able to get out
- Treatment:
 - Occlusive seal (a hand can work fine)
 - Hold in place, “burp” as needed (on exhale)

Specific Info for Police and Security Personnel

Critical Considerations

- Seconds save lives
- There may be more than one killer
- Explosives may be involved
- The best response to an active killer incident is an armed, well-trained team that is already on site and ready to go (very rare)
- Unarmed personnel can make a clear difference

REALITIES

- Not likely to be there when it starts, or are likely to be the first target
- The first responder sets the tone for the response
- If students don't trust your team, they are less likely to report concerns in advance
- Some parents have already had "the talk" with their kids before they came to campus

Who Does It?

- Terrorists (e.g., Beslan attack)
- Lone Wolves (e.g., Fort Hood attack)
- People wanting to make a “statement”
- Students (multiple examples)
- Faculty
- Former Students
- RARELY - Criminals caught during other crimes

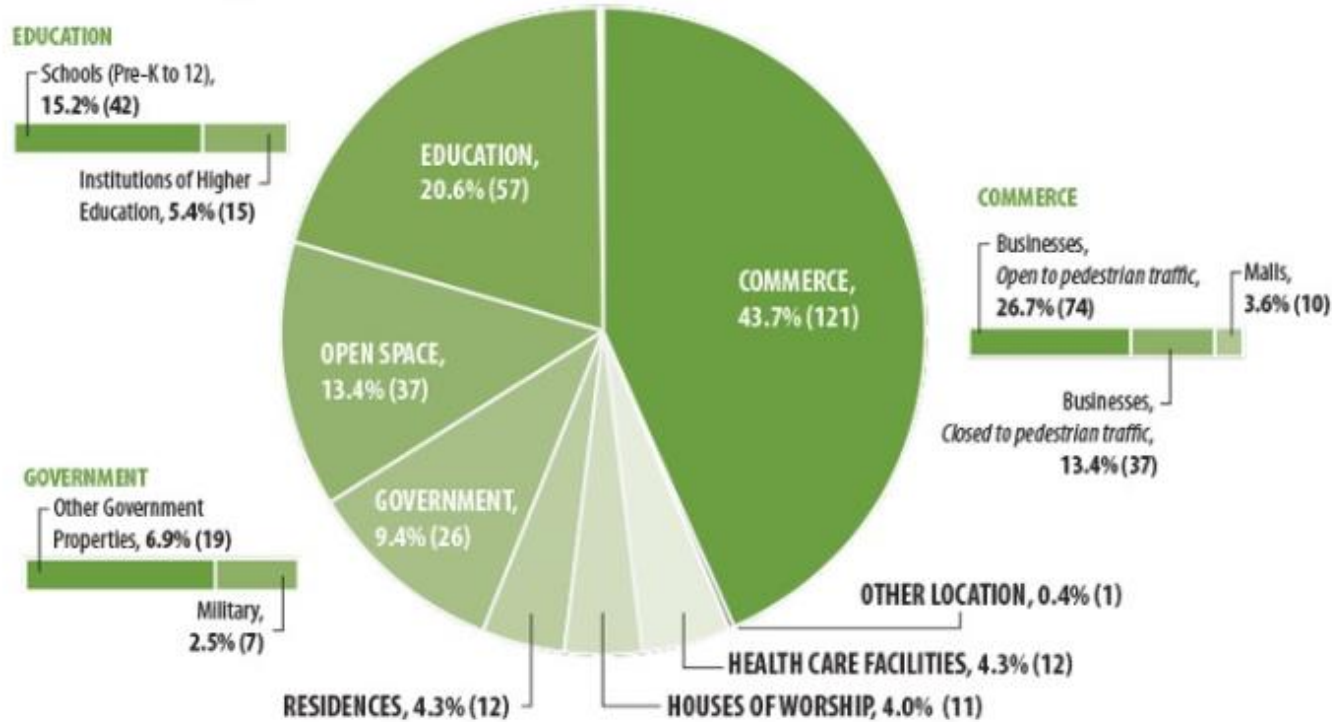
Where Does It Happen?

- Schools
- Churches
- Restaurants
- Movie theaters
- Political gatherings
- Office buildings
- Shopping malls
- Special events

Where Does It Happen?

Quick Look: 277 Active Shooter Incidents in the United States Between 2000 - 2018

Location Categories



Source: Federal Bureau of Investigation, 2018

The above pie chart shows a statistical breakdown of the location categories where the 277 active shooter incidents took place in the U.S. from 2000 to 2018. Those location categories include: areas of commerce, 121 incidents or 43.7 percent; educational environments, 57 incidents or 20.6 percent; government property, 26 incidents or 9.4 percent; open spaces, 37 incidents or 13.4 percent; residences, 12 incidents or 4.3 percent; houses of worship, 11 incidents or 4 percent; health care facilities, 12 incidents or 4.3 percent; and other location, 1 incident, or 0.4 percent.

SOURCE:

<https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-incidents-graphics>

Phases of Attack

Concept #1:

- Ideation
- ***Planning***
- Equipping/rehearsing
- ***Attack***
- Barricading
- Final action

Concept #2:

- Target selection
- Surveillance
- Final target selection
- ***Planning***
- Final Surveillance
- ***Attack***

Security Officer Options

If armed, respond as lone wolf:

- Communicate
- Track Down
- Engage

Requires a firearm (rifle preferable) plus advanced training in response, meeting up, integration with LE, treatment, etc.

Unarmed Security

Benefits:

- *Already on scene*
- *Others already know they are there and may follow their lead*
- *Familiar with building*
- *May hear about or spot things in advance*

Limitations:

- *May be among first targets*
- *Don't have firearms to use to respond*
- *May not have radio communications with LE*

Security Officer Options – cont.

If unarmed:

- Protect Self (incl. grab, drop, strike)
- Communicate
 - 911
 - Direct others in the area (run/hide/fight)
- Identify specific location
- Report armed friendly, hazards, suspect descriptions, numbers, weapons, movement, victims, etc.
- “Secure” weapons and/or caches

Security Officer Options – cont.

Once threat is gone:

- Treat
 - Hemorrhage Control
 - Collapsed lungs from tension pneumo.
- Transport
 - Identify collection point
 - Carry or drag to CP
 - Watch for second suspects
 - Communicate with public safety responders

Resolution of an “Active Killer” Situation

- Most likely by suicide, bystander, or patrol (over 80%)
- Must be quick and decisive
- Need 100% mental commitment
- Need to be prepared for distractions, injuries, carnage, LE response
- Prepare to transition to the “after” stage

Police Priorities During An **“Active Killer” Situation**

- 1) Neutralization of the suspect as soon as possible.
- 2) The lives/safety of:
 - those in proximity of the shooter.
 - citizens in the immediate area.
 - initial responding police officers.
- 3) Rendering Aid
- 4) Containment.
- 5) High-profile officer deployment outside area.
- 5) Criminal investigation

Active Killer Crisis Management Checklist

<u>NMSUPD PRIORITY LAW ENFORCEMENT ASSIGNMENTS</u> <u>FOR ACTIVE KILLER INCIDENTS</u>		
FUNCTION/DUTIES		COMPLETED
	Hunter Team(s) – Locate and neutralize attacker(s)	
	Initiate Emergency Notification System	
	Unified Command	
	Staging Area Established	

Special Issues to Consider

- Injured officers/TEMS
- Firearms and “caches”
- Explosives (at scene, collection points, on suspects, on victims)
- Patient tracking
- Communication between agencies
- Lack of local resources

What Happens When The Shooting Stops?

- Secondary Tactical Response
- Medical Assistance
- Evacuation
- Crime Scene Processing
- Witness ID and Interviews
- Handling Other Calls for Service
- Protect Other Similar Soft Targets

Secondary Tactical Response

- Rescue injured
- Clear the area for additional suspects
- Find people hiding/sheltering
- Find injured/unresponsive
- Locate/mark evidence
- Locate/mark suspicious devices

Medical Assistance

- Self Aid/Buddy Aid
- “Collection Point” established
- Need armed security & safety sweep
- Rescue to collection point
- Stage responding vehicles appropriately
- Transport in any appropriate vehicles due to limited resources
- MCI +++++
- Police officers secure medical facilities

Evacuations

- Evacuations for an active shooter are not like a fire drill
 - Move to a safe distance behind cover / concealment
 - Move FAST
- Types of evacuations
 - Escorted
 - Police accompany evacuees to safe area.
 - Unescorted
 - Flee before police arrive
 - Police direct evacuees to a safe area.
- If sheltered in place, direct to evacuate with police escort (if available/possible)

Evacuation & Reunification

- Often better to evacuate IN vs. OUT
- Need armed security for convoy & site protection
- Perform safety sweeps
- Reunification plan begins immediately
- Need 100% accountability
- Must be prepared for hostiles w/evacuees
- K-12 plans/options

Evacuation & Reunification, cont.

Special Challenges for Schools

- Communication
- Parents
- Siblings in other schools
- Siblings in other classes
- Transportation
- 100% accountability

Crime Scene Processing

- Will take hours to days
- Consider federal resources
- Must be very thorough and detailed
- About more than just prosecuting suspect
- Very resource intensive

Witness ID & Interviews

- ID may need to happen fast
- Interviews may be medically delayed
- Inquire about photos, videos, other evidence
- As security, know where video cameras are located and capabilities of recorder(s)
- Very resource intensive

Protecting Similar Soft Targets

- This may be just the 1st attack, be immediately ready for others
- Deterrent value (esp. high visibility)
- Provides reassurance to those at other locations
- Allows family members to focus on injured
- Resource intensive

Additional Training for Your Team

- Stop The Bleed
- Disarming / Grab, Drop, Strike practice
- Monitoring & Communicating
- “Incident Command”

Questions & Answers