



**STRATEGOS**  
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**Workplace Violence Active Shooter Response**  
Protecting What Matters Most!



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**Introduction**



# Workplace Violence Active Shooter Response

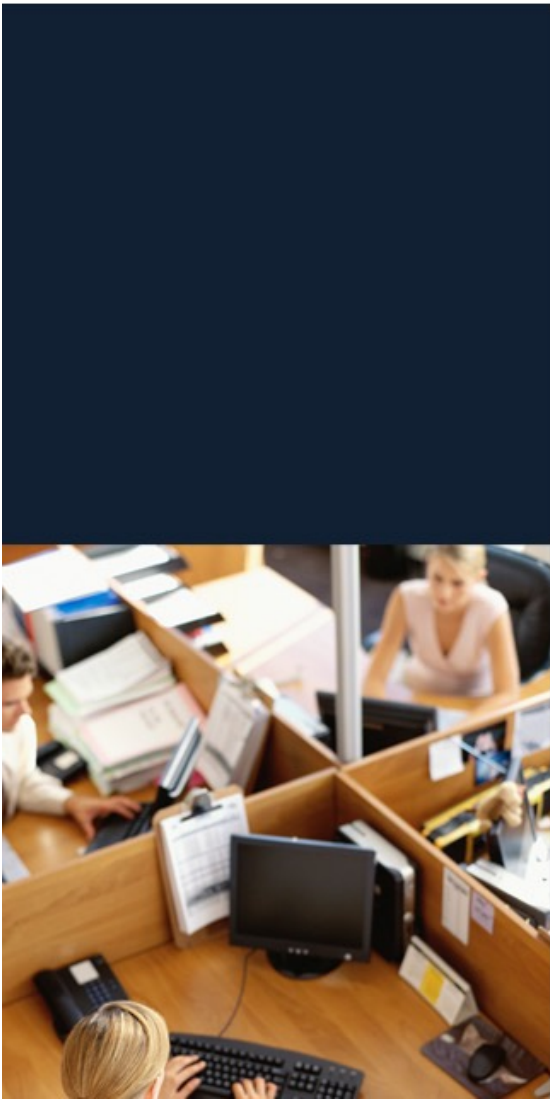
Protecting What Matters Most!

## Introduction



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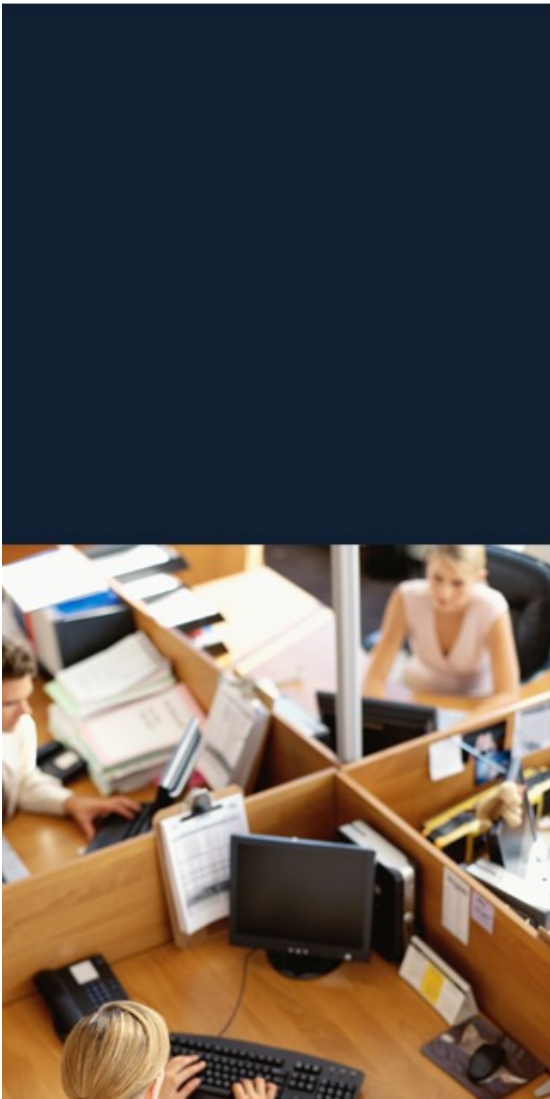
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# Workplace Violence Active Shooter Response

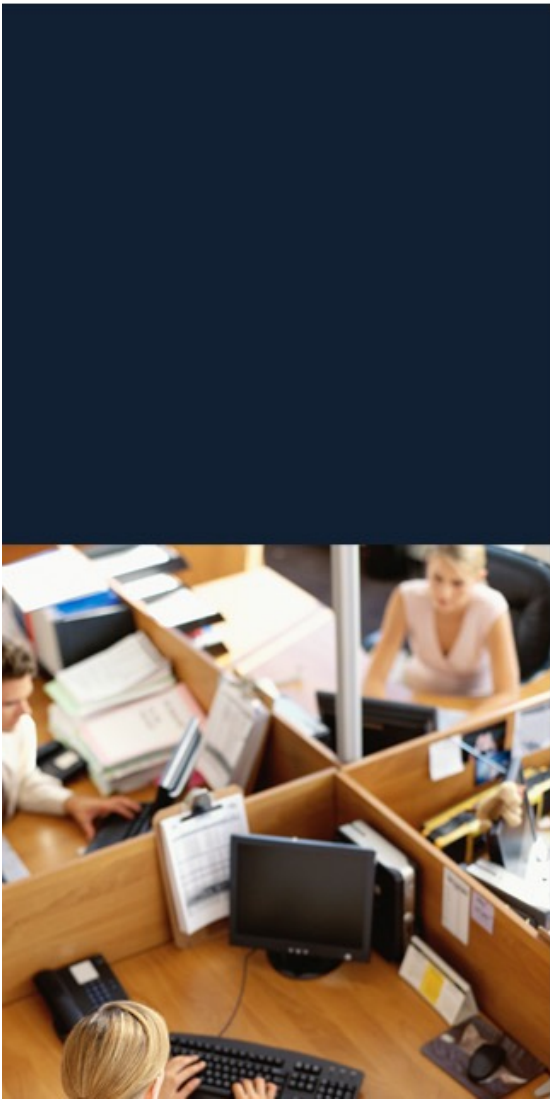
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- **Training for corporate, school, healthcare, law enforcement, military, and churches since 2002**
  - **Trained over 250,000 Civilian, Government, LE, Military & School Professionals all over world**  
*(United States, France, Germany, El Salvador, Switzerland, Portugal, Italy, Mexico, Canada, United Kingdom, Spain, & other countries)*
  - **2007 - Recognized need for education to civilians prior to L.E. arrival**



## History & Vision

- **“Professional First Responders”** – Those that respond to the scene of the crisis
- **“TRUE First Responders”** – Those that are on scene when the crisis begins
- SUCCESS or FAILURE is more than likely going to be up to the TRUE First Responders proper or improper response until Professional First Responders arrive

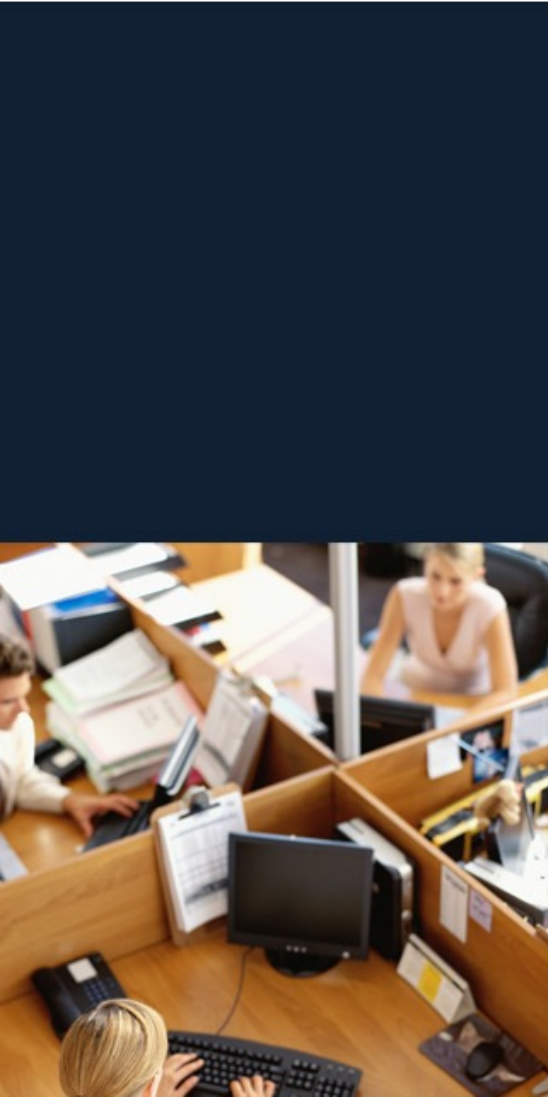


### Introduction & Overview

- Since 1980's violence recognized as leading cause of workplace injury & mortality
  - On average 1.7 Million workers harmed each year
  - 800-1000 Die because of Work Place Violence (WPV)

*Bureau of Justice Statistics; Bureau of Labor Statistics*

- Violence manifests in many forms
  - Emotional abuse
  - Bullying
  - Assault
  - Homicide



### Introduction & Overview

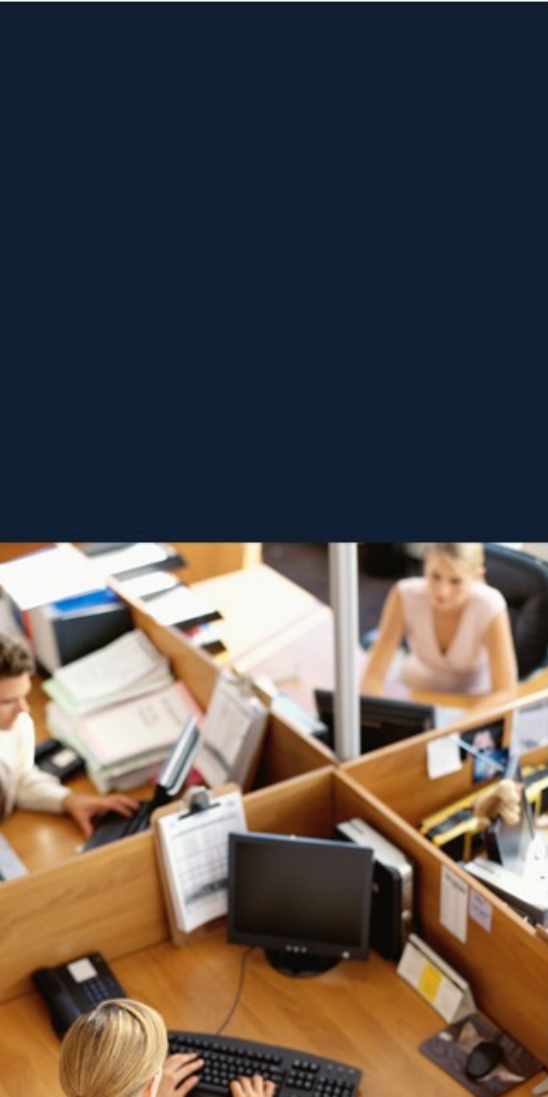
3,131 Workplace homicide victims from 2011-2017

- That's 37 each month OR
- More than 8 a week

Women are victims almost 3 times more than men

- *40% of women were killed by relative or domestic partner compared to only 2% of men*

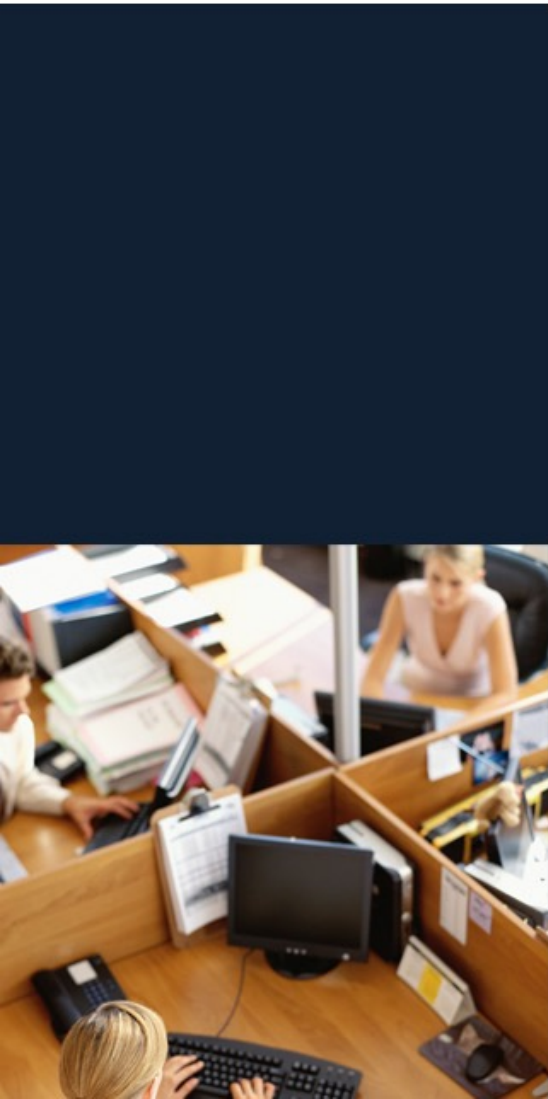
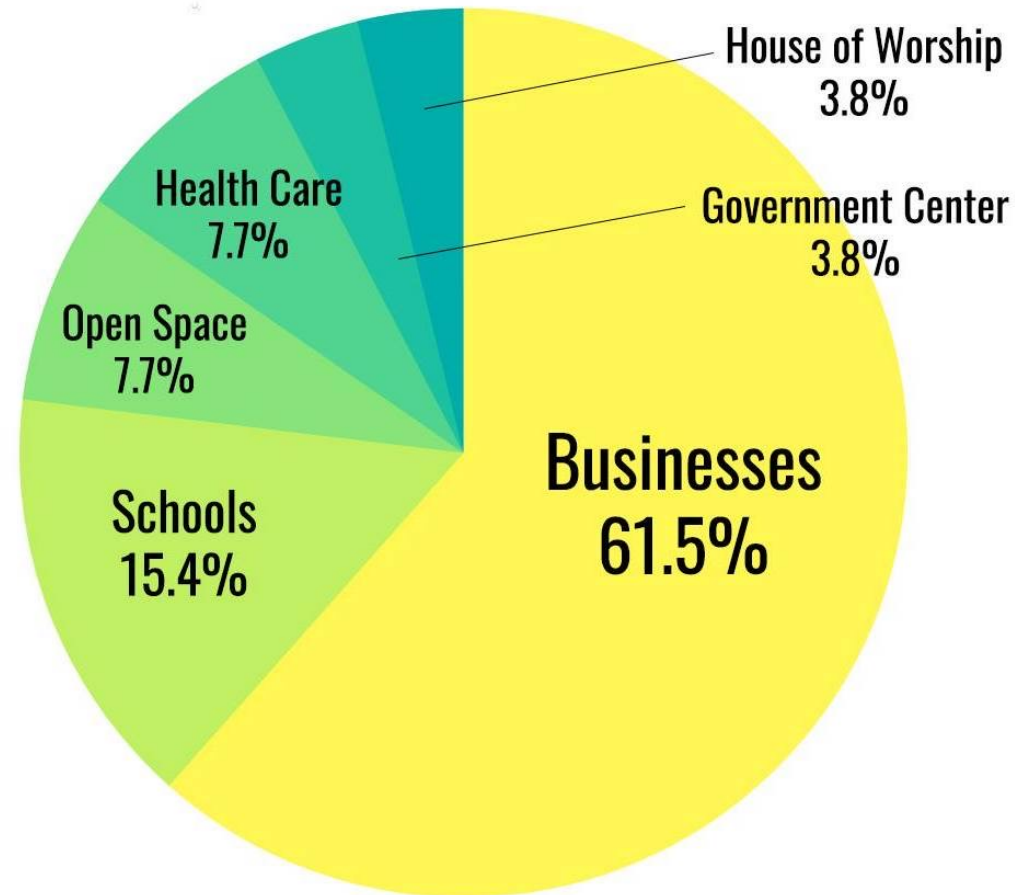
*Bureau of Labor Statistics*



# Workplace Violence Active Shooter Response

## Protecting What Matters Most!

LOCATION OF ACTIVE SHOOTER ATTACKS 2018





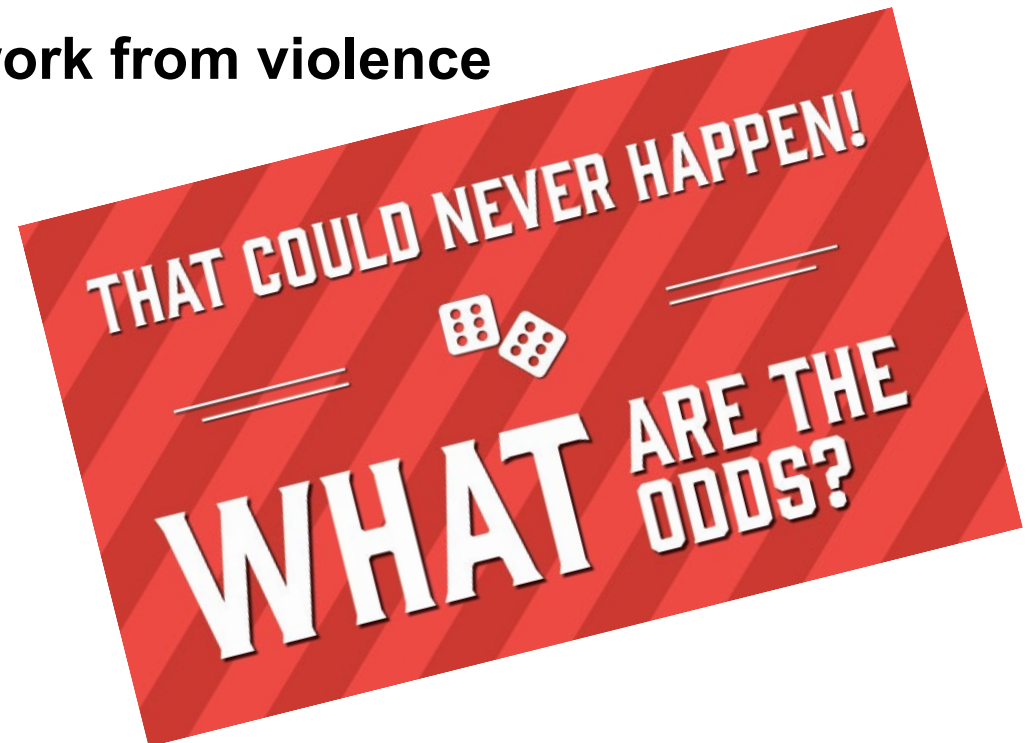
### Is it likely that you will be a victim at work?

**184,000 to 1 ODDS you will lose your life at work from violence**

- Odds of dying by other means
  - 114 to 1 = Falls
  - 103 to 1 = Car Crash
  - 96 to 1 = Opioid Overdose Death
  - 27 to 1 = Lower Respiratory disease
  - 7 to 1 = Cancer
  - 6 to 1 – Heart Disease

### So why PREPARE?

- FREQUENCY vs. IMPACT
- Same reason we prepare for Fire, Tornado, etc.



### What is the Value of TIME?

**SUCCESS** vs. **FAILURE** is most likely going to be up to the people on scene; NOT professional first responders



VT CELL PHONE FOOTAGE



Virginia Tech

April 16th,

2007

## **NORMALCY BIAS – *Overcoming Denial***

- Mental state of denial individuals enter when facing a disaster or pending danger. Normalcy Bias leads people to underestimate, minimize or rationalize the crisis away.
- Often results in situations where people fail to prepare or respond for a likely or in progress crisis.
- Normalcy Bias leads people believe that since something has never happened before, that it never will happen.
- Cannot RESPOND to the crisis until we ACCEPT the crisis

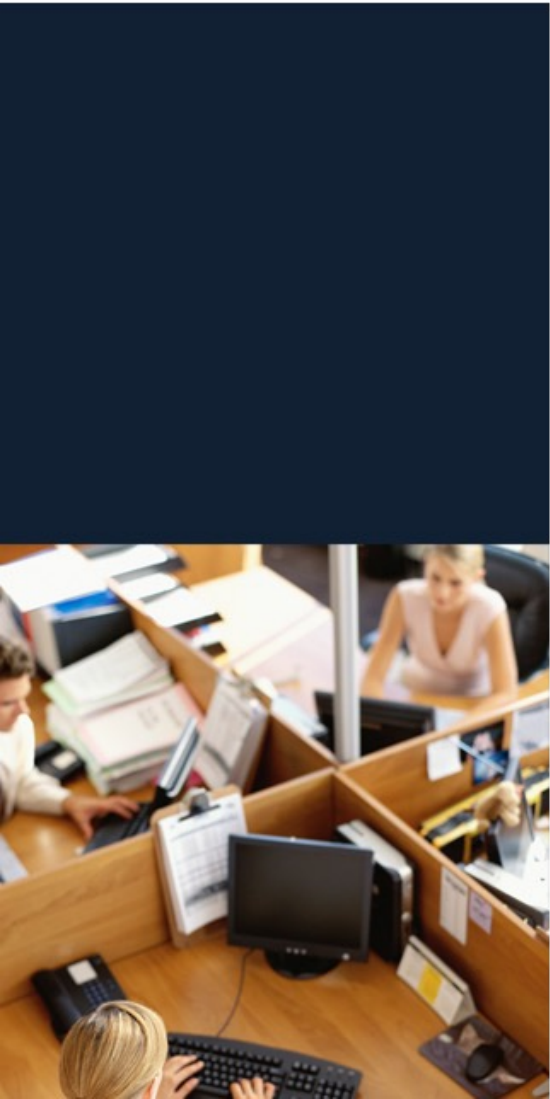
# Workplace Violence Active Shooter Response

## Protecting What Matters Most!

### The Phenomenon of “NORMALCY BIAS”

Shooting at Wedgewood Baptist Church in Fort Worth, TX.

On September 16, 1999 a male staff member in hallway observed attacker shoot 2 youth in the foyer of the building. He then advised two females that a drama was taking place and that the “actor” was coming down the hallway. He was then shot and when he looked down and observed his own blood he advised the females that the “actor” in the drama was using paintball and to step out of the way. Additionally, many of the youth in the sanctuary ran towards the gunman telling stating “shoot me, shoot me” as they thought it was a drama and wanted to be part of it.



# Workplace Violence Active Shooter Response

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## The Phenomenon of “NORMALCY BIAS”

San Bernardino Massacre – Dec. 2, 2015

Many persons within the building when the shooting started stated that they thought the gunshots were construction noises or firecrackers which delayed a proper response by on scene victims and potential victims



# Workplace Violence Active Shooter Response

Protecting What Matters Most!

## The Phenomenon of “NORMALCY BIAS”

Virginia Tech Massacre – April 16, 2007

Several within 2<sup>nd</sup> floor classrooms of Norris Hall stated that they thought the gun shots were construction noises at an adjacent building that had been undergoing construction for several weeks while classes took place



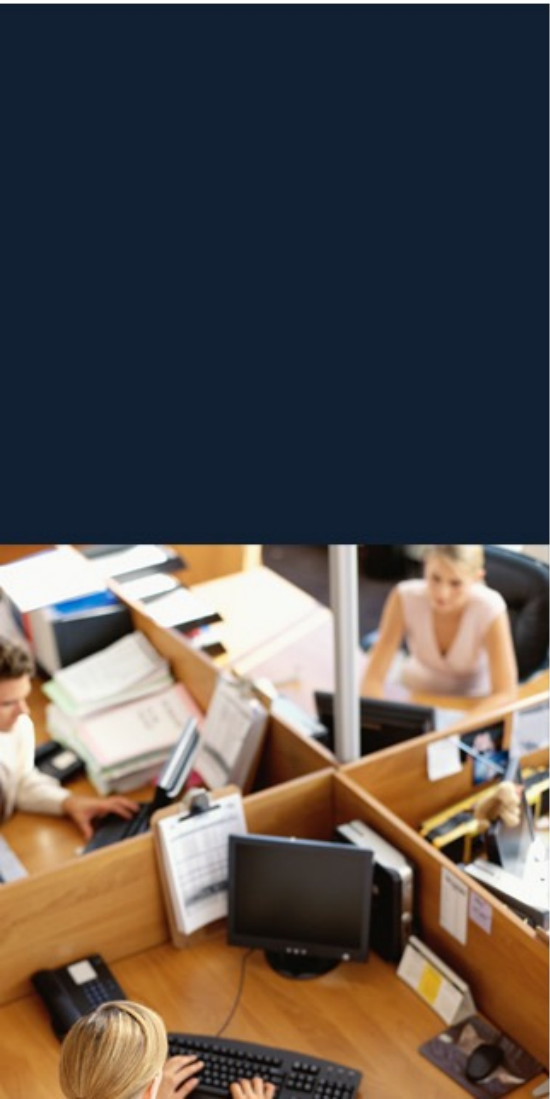
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## The Phenomenon of “NORMALCY BIAS”

Paris Shooting “Bataclan Theatre” – Nov. 13, 2015

89 persons were killed inside the theatre when 3 masked gunman entered and began to shoot attendees and throw hand grenades. Many that were present delayed egress because they thought the shots were pyrotechnics and thought the gunman were part of the concert proceedings





# Workplace Violence Active Shooter Response

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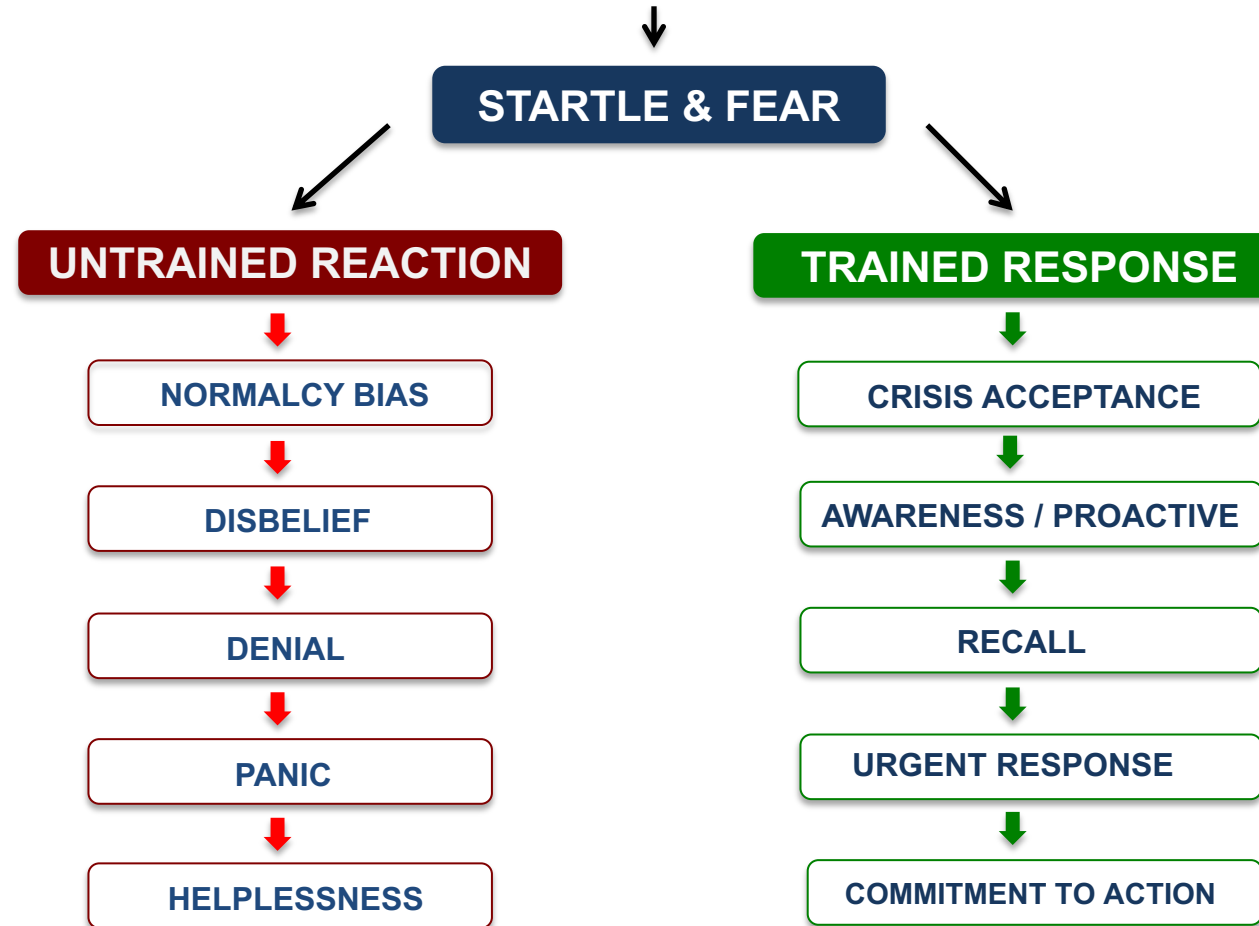
## The Phenomenon of “NORMALCY BIAS”

Columbine High School Massacre – April 20, 1999

Patty Nielsen, who was in the library as a teacher when the shooting began, stated she heard the shots and then went to the hallway to confirm it with her sight. After seeing the shooters, she stated that she thought it must be a video production and she was going out there to tell the students to quit the production



# ACTIVE VIOLENT THREAT BEGINS



# Fort Lauderdale Airport Shooting



**BREAKING NEWS**  
**NEW SHOOTING VIDEO**  
**SHOWS MOMENT SUSPECT STARTS FIRING**

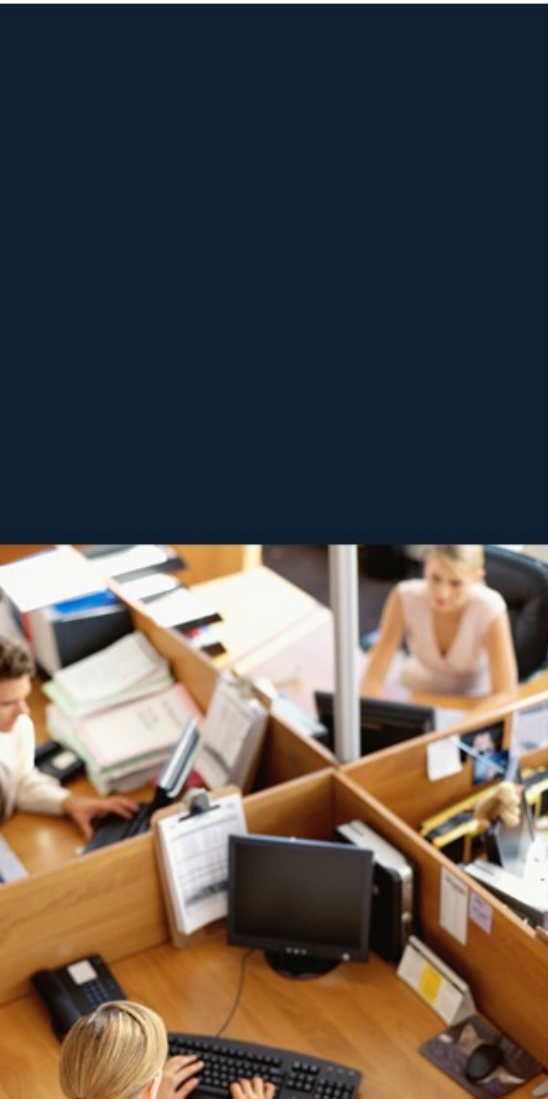
abc **JEWEL.COM**  
#WORLDNEWSTONIGHT

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## *Attacker Motivations & Goals:*

- Set the NEW RECORD!
- Body Count & Casualties
- Knows they only have 2-5 minutes to accomplish goal
- Actually plans for death or suicide at end of attack
- Does not plan escape strategy
- Hatred of everyone including self
- Blames others for personal problems & failures
- High level of PREPLANNING & COMMITMENT!





VICTIM

FAILURE

VICTIMIZER

SUCCESS



# Workplace Violence Active Shooter Response

## Protecting What Matters Most!

# PAST INCIDENTS



## May 31, 2019 - Virginia Beach Municipal Complex Attack

### ATTACKER BACKGROUND

- Engineer in the Public Utilities department for 15 years
- Resigned that morning via email – It is thought that he was aware of termination that was going to take place when he arrived to work
- PD officers were going to be present when termination took place because supervisor and leadership personnel were scared of him
- Attacker armed w/ two .45 caliber semi-auto pistols & large quantity of ammunition



### May 31, 2019 - Virginia Beach Municipal Complex Attack

12 Killed, 4 Injured – 2<sup>nd</sup> Worst in the Workplace

#### OVERVIEW of ATTACK

- Kate Nixon (deceased) was attacker's supervisor
- She had documented disciplinary issues with the attacker for the previous 18 months. Written up for "poor engineering" and a "chauvinistic attitude"
- She told her husband the evening before that "This guy's going to come back and shoot the place up"
- 4:07 PM on Friday afternoon first 911 call
- Encountered 3 people that he chose not to shoot – Indicative of a "kill list"





### May 31, 2019 - Virginia Beach Municipal Complex Attack

12 Killed, 4 Injured – 2<sup>nd</sup> Worst in the Workplace

#### OVERVIEW of ATTACK

- Police arrived and located attacker 7 minutes after the first call
- Officers engaged gunman for 30 minutes in gunfight before breaching door in room where they found the gunman was seriously wounded and later died.
- A co-worker "heard Kate screaming there was a shooter in the building. She put up a fight. She let everyone know there was a shooter in the building. ... She was still screaming and (the gunman) came back."





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## May 31, 2019 - Virginia Beach Municipal Complex Attack

### LESSONS LEARNED from ATTACK – *(continued)*

- Almost ALL bad acts are preceded by bad behavior or concerning behavior
- Rarely do attackers "snap" impulsively usually a process of escalating behavior or "boundary probing"
- Educate employees on warning signs and concerning behavior indicators to look for
- Importance of "reporting mechanism" known/anonymous reporting methods



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## Warning Signs:

- The person is exhibiting many of these behaviors, rather than just a few
- Change in their behavior patterns
- Frequency and intensity of the behaviors are disruptive to the work environment
- Crying, sulking or temper tantrums
- Excessive absenteeism or lateness
- Pushing the limits of acceptable conduct or disregarding the health and safety of others
- Disrespect for authority
- Increased mistakes or errors, or unsatisfactory work quality
- Refusal to acknowledge job performance problems



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## Warning Signs:

- Faulty decision making
- Testing the limits to see what they can get away with.
- Swearing or emotional language.
- Handles criticism poorly
- Making inappropriate statements.
- Forgetfulness, confusion and/or distraction.
- Inability to focus
- Blaming others for mistakes
- Complaints of unfair personal treatment.
- Talking about the same problems repeatedly without resolving them
- Insistence that he or she is always right.
- Misinterpretation of communications from supervisors or co-workers



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## Warning Signs:

- Social isolation
- Personal hygiene is poor or ignored
- Sudden and/or unpredictable change in energy level
- Complaints of unusual and/or non-specific illnesses
- Holds grudges, especially against his or her supervisor
- Verbalizes hope that something negative will happen to the person against whom he or she has the grudge

### “3 OUT” Approach for Lockdown Failure

- **Lock OUT** - Lock the shooter (or potential shooter) out of the building or out of the room.  
**“Lockdown”**
- **Get OUT** - If the shooter is in your area – attempt ESCAPE. If rooms are on 1st or 2nd floor escape through exterior window could be an option.
- **Take OUT** - If the shooter is in your area and you cannot run – FIGHT! Simply taking a position under a desk or furniture in the “*fetal position*” will do NOTHING to prevent you from being a victim.

### Personal “3-OUT Assessment”

**“3-OUT” Questions to Ask Yourself for the following areas:**

- Your assigned work area, or office that you happen to be in
- Common Areas such as reception, lecture halls, lobbies, meeting areas, etc.

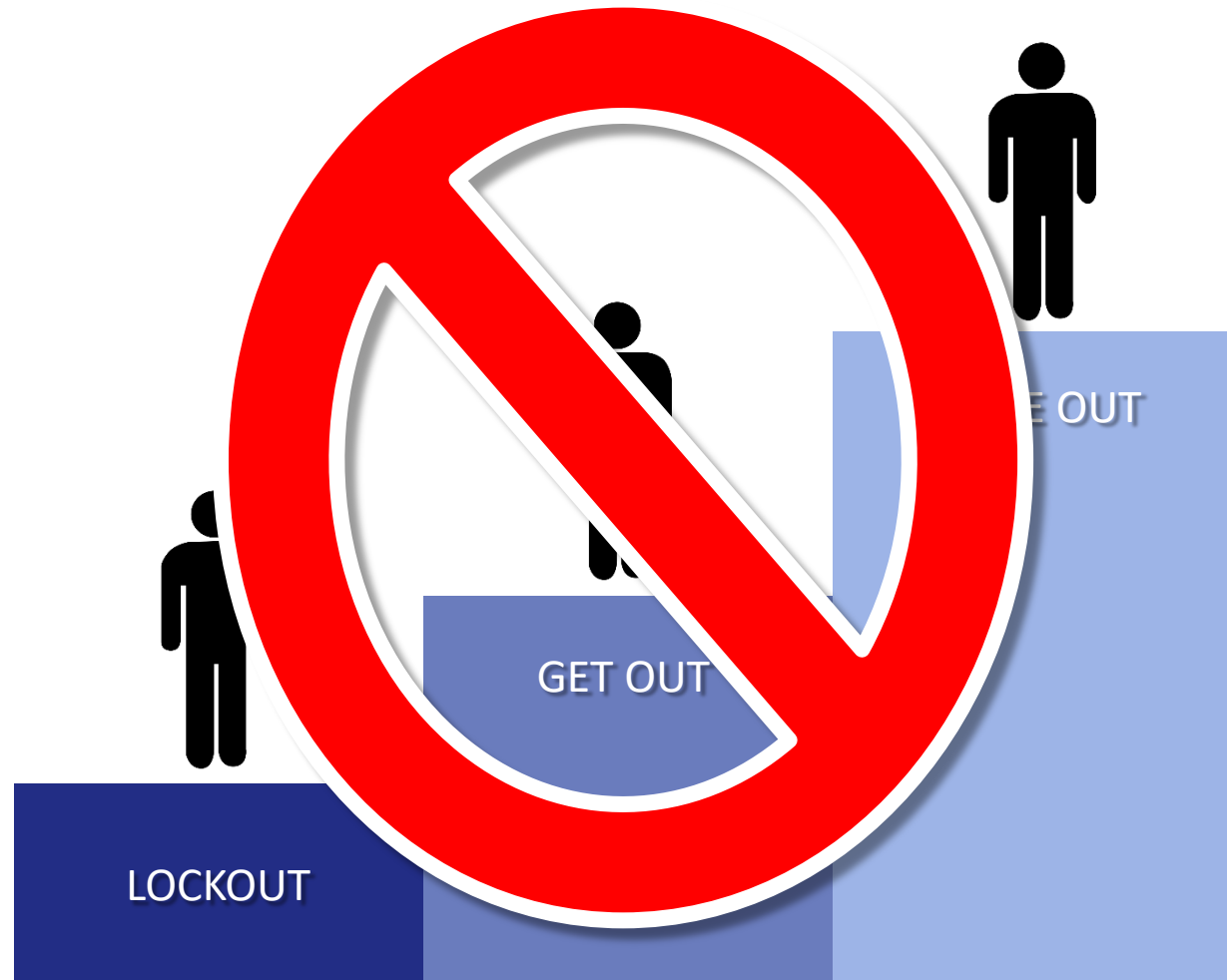
“How could I **lock out** from this area?”

“How could I **get out** from this area?”

“How can I **take out** from this area?”

# What “3 OUT” Decision Making IS NOT!

*Must be a “Non Linear” Approach*





# REMEMBER!

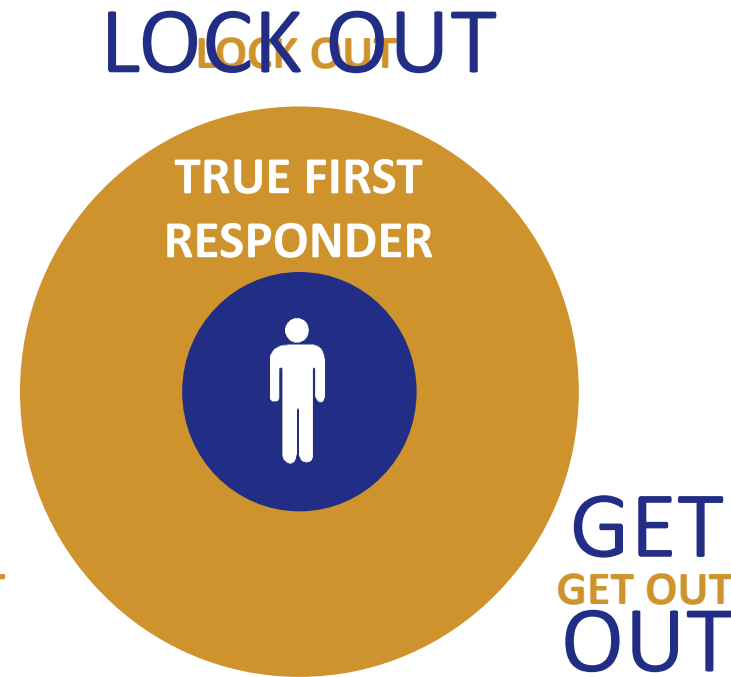
**YOUR location in relation to the  
THREAT  
= PROPER RESPONSE**

**Your Location Relative to the Perceived  
Threat will determine Proper “OUT” to  
utilize**

# CORRECT "3 OUT" Decision Making Model



- Direct Contact in area that cannot be "locked out" immediately
- In an area that cannot be secured in an area that can be
- Moving towards immediate area that can be "locked out" quickly
- Improved objects utilized as weapons, directing others where immediate exit is possible (teenagers or older) in directed group response



### **SURVIVAL vs. PREVAILING - Why Fight Back?**

- Who do you know worth **DYING FOR?**
- Who do you know worth **LIVING FOR?**
- Good Guys Finish Last?
- **NO! . . . . UNPREPARED Good**
- **Guys Finish LAST!**
- Survival vs. **Prevailing**
- Fighting Back – If you are going to get **BEAT . . . Get BEAT doing SOMETHING** not **BEAT doing NOTHING!**





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## SURVIVAL vs. PREVAILING - Why Fight Back?

- **Take OUT** should be a **“last resort”** & it is unrealistic to assume people won't be seriously hurt or killed as a result. It is FAR MORE unrealistic to think that hiding will save any lives at all.
- **YES!**, fighting is an option; it should be your **LAST** option –prepare mentally for this and obtain training for leadership & staff.



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## Lock, Layer, and Reinforce:

Always work fastest to slowest

- Close and **Lock** the door
- Cover the window
- **Layer**
- **Reinforce**



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Take Out: Fire Extinguisher as a Weapon



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## When Law Enforcement Arrives

- Remain calm and follow directions
- Put down any items in your hands
- Raise your hands and spread your fingers
- Always keep hands visible
- Avoid quick movements towards officers such as holding on to them for safety

### When Law Enforcement Arrives

- Avoid pointing, screaming, or yelling
- Do not stop to ask officers help or direction when evacuating
- Provide information:
  - Location of the shooter
  - Number of shooters
  - Physical description of shooter
  - Number and type of weapons help by shooters
  - Number of potential victims at the location



# **“3 OUT Assessment – Principles & Techniques**

### 3-Pronged Strategy for WPV Due Diligence Preparedness

#### PHASE #1 - Workplace Violence Focused Risk Assessment

- Access Control
- Visitor Management
- Safe Room Identification & Preparation

#### PHASE #2 - Workplace Violence Program Review/Development

- Domestic Violence Education & Response Policy
- High Risk Termination Policy
- Intruder Response Policy
- Reporting & Intervention Policy
- Employee Perception WPV Hazard Assessment
- Personal Conduct to Minimize Violence
- Warning Signs of Escalating Behavior

#### PHASE #3 - Training

- In Person
- Virtual
- Drills & Supervised Exercises





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