

Active Shooter & Multi-Hazard Crisis Safety Planning

Response to Business, School, Commercial, Retail,
Medical, Houses of Worship and Workplace Violence
&
Improvised Explosive Devices.



John Sakoian, President
Command Excellence™
ACTION™ Training
CommandExcellence.com



Highly confidential training manual containing Law
Enforcement, School, Private and Commercial Workplace
sensitive information

This training publication is the property of Command Excellence LLC. It
has been created strictly for commercial, workplace, schools and
public safety training purposes. This record contains highly
confidential, public safety sensitive information. Accordingly, the
record's dissemination or reproduction is restricted and only in a
manner at the sole discretion and with the permission of Command
Excellence LLC.

Copyright © 2018

John M. Sakoian, Owner/Founder

412-818-8999

Command Excellence™ LLC, ACTION™

JSakoian@hky.com

www.CommandExcellence.com



Biography

John Sakoian is the President of Command Excellence™ LLC and ACTION™ Training. He is a Director for the international company First Tactical. He is a graduate of the FBI National Academy and currently serving on the Executive Board of the FBI National Academy Associates Western Pennsylvania Chapter. John formulated & instructed the Crisis Incident Command/Management and Active Shooter Training programs for more than 1,200 police officers, over 2,500 educators in K-12 schools & Universities, and over 200 commercial/workplace settings.

His training programs have been approved by Pennsylvania's Municipal Police Officers Education & Training Commission (MPOETC), obtaining twenty-four Pennsylvania grants and three Homeland Security PEMA grants approved by the Pennsylvania State System of Higher Education (PASSHE). He was hired as a subject matter expert by American Military University to produce his programs into Online Education modules. He has also partnered with "Send Word Now" a global emergency notification company that services 70 of the top fortune 100 companies in the world.

His accomplishments include the prior training of police officers who responded to the LA Fitness shooting and the Franklin Regional High School multiple stabbing incidents. John is a retired Police Officer of 40 years with 25 years of tactical command level experience.



Agencies Trained & Endorsements

- **Over 1,200 Law Enforcement & Public Safety officials**
 - PA Municipal Police Officers Training & Ed Commission (MPOETC)
 - 24 PA State Grants
 - 3 Homeland Security Grants
- **Over 2,500 Educators**
 - School Districts & Resource Officers
 - PASSHE (14 PA State Universities)
 - Private Colleges
 - Community Colleges
- **Over 200 Corporations, shops, malls, manufacturing factories, churches, health care, assisted living facilities & other private businesses**

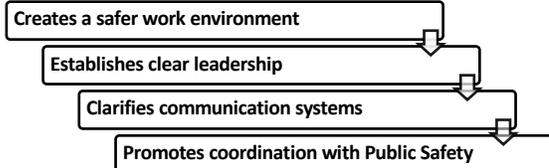


Training for Multi-Hazards

- Natural Disasters
- Travel/Transportation Incidents
- Criminal Activity
- Fire & Hazardous Material Incidents
- Terrorist Actions & Active Shooter(s)
- Self-destruction



ACTION™ Training Benefits



ACTION™ Training Benefits

- **Reduces the risk of:**
 - Injury or death
 - Financial loss
 - loss of business
 - loss of revenue
 - litigation, penalties and fines
 - Damage to brand
 - loss of competitive advantage
 - negative association with the incident
 - negative media coverage
 - loss of confidence
 - Negative impact on operations
 - inability to deliver product or service





FBI & NYPD Study Statistics

- US Active Shooter incidents have tripled in the last 14 years
- 1,043 casualties, 486 killed & 557 wounded (as of 2014)
- 78% occur in either Schools (29%) or Commercial Workplace (49%)
- 60% of incidents are over before police arrive
- 86% end violently: 40% commit suicide & 46% must be forcefully stopped
- 98% perpetrated by a "Lone Wolf" (brittle people with deeply held grievances, leading to acts of catastrophic violence or seeking notoriety)
- 1% flee and 13% Surrender





FBI & NYPD Study Statistics

- 26% kill or assault a family member first
- 36% had multiple weapons
- 60% are current or former employees or a domestic partner of one
- Incidents are usually over in less than 6 minutes (Borsch study)
- 32,000 terrorism deaths in 2014, an 80% increase from 2013 (reasons: Political, Religious, Social Justification)

US Bureau of Labor and Statistics

- Homicide is the leading cause of death to women in the workplace.
- Partners and boyfriends commit 13,000 acts of violence against women in the workplace every year.
- There are approximately 1.6 million incidents of workplace violence incidents in the US each year.





How vulnerable of a target is your business, church or school? Are you prepared?



"Preparation & training makes your own luck"

Chuck Noll
4 Steeler Super Bowls

"To subdue the enemy without fighting is the supreme excellence"

Sun Tzu
Art of War

Steps:

- Identify the threat
- Assess the threat
- Manage the threat



Deadliest Active Shooter Incidents in U.S. History

Lessons Learned

- Las Vegas Nevada October 1, 2017
 - 59 Killed, 527 injured
- Orlando Pulse Club June 12, 2016
 - 49 Killed, 50 injured
- Virginia Tech April 16, 2007
 - 32 Killed, 17 injured
- Sandy Hook Elementary, Dec.14, 2012
 - 27 Killed, 2 injured
- Sutherland Springs Baptist Church Nov. 5, 2017
 - 26 Killed, 27 injured







Lessons Learned from Prior Incidents

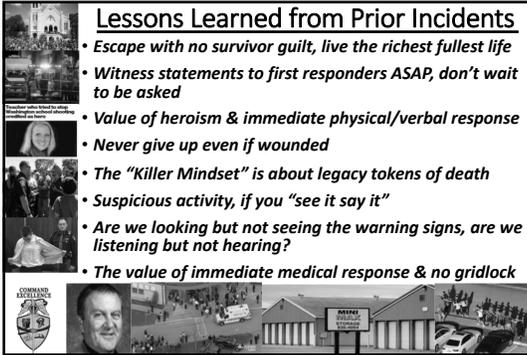
- Importance of Access Controls and Perimeter Security
- Importance of multi-hazard ACTION™ plans for natural and man caused disasters
- Importance of an internal Internal Mass Communication System
- Importance of Immediate Rapid Response & Training
- Beware of an Ambush, Elevation is a Tactical Advantage
- Fire Alarm evacuations funneling into a Kill Zone
- Situational Awareness when traveling (vacation, theater, shopping, hotels, public venues, etc.
- Situational Awareness at our Houses of Worship
- Take ACTION during reloading or other distractions
- Harden the target but evil will try to find a way





Lessons Learned from Prior Incidents

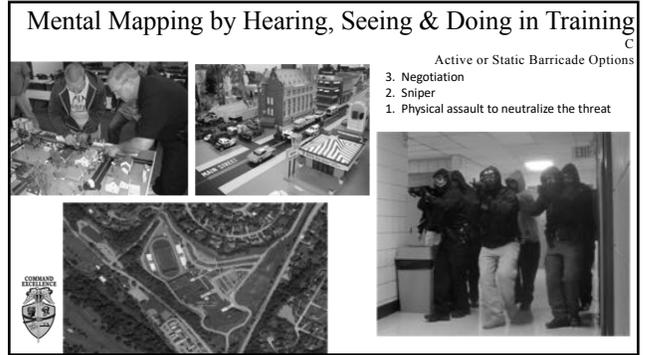
- *Escape with no survivor guilt, live the richest fullest life*
- *Witness statements to first responders ASAP, don't wait to be asked*
- *Value of heroism & immediate physical/verbal response*
- *Never give up even if wounded*
- *The "Killer Mindset" is about legacy tokens of death*
- *Suspicious activity, if you "see it say it"*
- *Are we looking but not seeing the warning signs, are we listening but not hearing?*
- *The value of immediate medical response & no gridlock*

Mental Mapping by Hearing, Seeing & Doing in Training

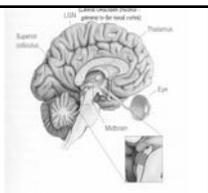
Active or Static Barricade Options

1. Physical assault to neutralize the threat
2. Sniper
3. Negotiation



The Human Brain

- **Frontal Lobe of Fore Brain**
 - Problem solving, judgment, motor skills..
- **Left Hemisphere**
 - Logical & analytical processing.....
- **Right Hemisphere**
 - Intuitive, expressive, creative, innovative.....
- **Mid-Brain** is the smallest part of the brain, acts like a relay station for eyes, ears, body movement (**no rational thought**)
 - Fight, Flight, Freeze, Feed, F... (Reproduction, Eros)
- **Stress/Anxiety/Fear** = +heart rate = Vasoconstriction = Blood Loss = No Rational Thought = unleashing the midbrain **Beast**, unless trained & conditioned on how to respond under stress.
- **Mental Mapping, Trained & Conditioned Response**



Components of Mental Mapping

- Instruction: Audible and Visual learning
- Training: Kinesthetic learning by Exercises/Drills
- Components of Active Shooter training exercises
 - ✓ Recognizing the sound of gunshots
 - ✓ Situational awareness and knowing what to do
 - ❖ **Run, Evacuate and Escape**
 - ❖ **Hide, Lockdown and Barricade**
 - ❖ **Fight, take the Offensive and Defend**
 - ✓ Calling 911 & Activating an Internal Notification System
 - ✓ What to do when law enforcement arrives
 - ✓ Having a survival mindset during a crisis

Retired military leaders say local youth 'unfit' for service

A 2009 Pentagon study found that 75 percent of Americans age 17 to 24 aren't qualified to serve in the military.

Maj. General Stevenson's Reasoning

1. "UNFIT" (Lack of physical fitness)
2. "UNEDUCATED"
3. "UNSCRUPULOUS" (Lack of moral character)



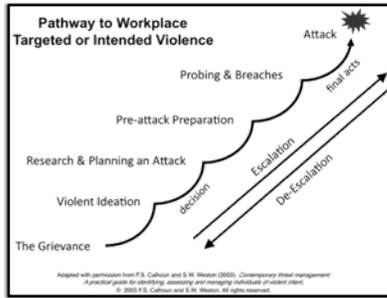
Questions

- Have we created a "Narcissistic" society of "Brittle" people who perceive themselves as "Victims?"
- With extreme sensitivity to slight rejection, who become "Injustice Collectors."
- Who perceive themselves as "Outsiders."
- Who believe they have no other choice, but commit to a "Violent Action Imperative."
- Death and destruction become their "Legacy Token."
- Will people trained for "Convenience" be a match for people trained under "Trial?"

Examples of "Resiliency."



50% of all attackers plan the event for about 2 weeks



Strategic & Operational Planning



Active Shooter & Multi-Hazard Safety Plan

Prevention, Preparation, Response & Recovery

- | | |
|---|---|
| <ul style="list-style-type: none"> • Threat vulnerability & risk assessment • Creating an Emergency ACTION™ Plan (EAP) with owner(s) & administration • Table top exercises • Employee ACTION™ training • Parent/family training • Student training if applicable • Live Drills on site with local public safety | <ul style="list-style-type: none"> • Leadership • Communication systems • Public safety networking • Behavior characteristics • Violence risk factors • Trigger Events • Escalators & De-escalators • Improvised Explosive Devices • Lockdowns, lockouts, controlled evacuations, shelter in place, resistance actions |
|---|---|

Corporate, Commercial & School Pre-plan

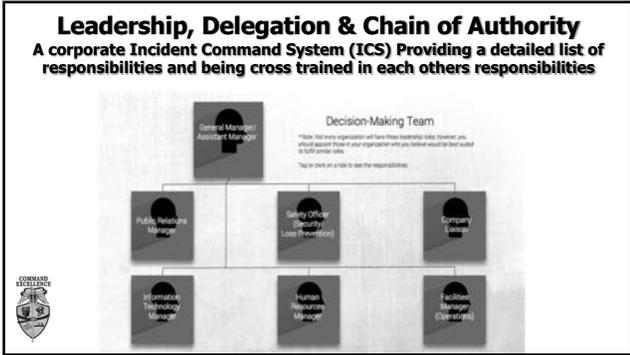
- Threat vulnerability Assessments & organize resources
- Creating an Emergency Action Plan, adopt & implement
- Leadership & Incident Command Structure
- Communication Systems
- Train all stakeholders including multi-agency responders
- Human Resource Responsibilities
- Facility Manger Responsibilities
- Characteristics Of & Phases of a Mass Murder
- Behavioral Threat Assessment Matrix (**Secret Service**)
- Violence triggers & risk factors (**NYPD & FBI Research**)

Risk, Threat & Vulnerability Assessment

- ✓ Perimeter security, building & grounds envelope
- ✓ Leadership management & security team/force profile
- ✓ Access controls, alarms, cameras and surveillance systems
- ✓ Employee badges & visitor policy
- ✓ Utilities and potential natural hazards
- ✓ Administration assessment & Memorandums of Understanding (MOU) in place
- ✓ Standard operating procedures, regulations and guidelines
- ✓ Emergency Action™ response guidelines to natural & man caused incidents
- ✓ Training and drills incorporating public safety officials
- ✓ Behavioral assessments & resilience management profile
- ✓ Emergency management equipment & supplies
- ✓ Continuity of operations plan

Creating an Emergency Action Plan

- An EAP is created to prepare for an effective response through training & effective exercises to minimize casualties & loss of life
- Components of an EAP
 - Method to report (911 & internally), to immediately communicate emergencies
 - Effective response to all man caused & natural hazards
 - ✓ Concentration on prevention, preparation, response and recovery
 - ✓ Coordination with public safety and all first responders
 - ✓ Reunification and casualty plan
 - ✓ Media relations and news releases
 - ✓ Recovery and continuity of operations
 - Escape & route assignments (i.e., floor plans & safe areas)
 - Human Resources, IT and Facility Manager responsibilities clearly defined, cross trained & contact information available
 - Resource information & area hospitals
 - Emergency notification & alert systems



8 Critical ACTION™ Tasks

What to do in the first seconds that saves lives & the first minutes that lasts a lifetime

Public Safety	Private Sector
<i>Goal is to preserve Life, Isolate, Contain, Solve</i>	<i>Goal is to preserve Life, Isolate, Contain, Solve</i>
<ol style="list-style-type: none"> 1. Establish "Communication and Control" 2. Identify the "Kill Zone" & emergency Entry Team 3. Establish the "Inner Perimeter" 4. Establish the "Outer Perimeter" 5. Establish the scene "Command Post" 6. Establish "Staging Areas" 7. Identify and Request "Additional Resources" 8. Make "Notifications" 	<ol style="list-style-type: none"> 1. Call 911 (clear information, location & events) 2. Command (company leadership identified) 3. Communicate (Identify danger areas and give clear direction to your people and your resources) 4. Control (be decisive, delegate tasks, assign liaisons) Internal tasks, command post, tactical operations, media 5. Contain (perimeter integrity & isolate threat) 6. Coordinate (a resolution plan with first responders) 7. Casualties and Reunification 8. Continuity of Operation (resumption of operation)

Corporate Mass Communication System

- ❖ Internal Public Address system with sound and strobe light
- ❖ Portable Radios
- ❖ Internal Mass Communication System with:
 - ✓ Ability to alert by desktop, mobile app or phone
 - ✓ Ability to send voice, text and e-mail alerting
 - ✓ Ability to receive a response back from everyone on the system for accountability & reunification
 - ✓ Ability to conference call with all on the system
 - ✓ Ability to geofence the message by group or location(s)
 - ✓ Ability to send a file or instructions on the alert system

Regular Training & Drills

- ❖ Training and Drills in compliance with Emergency Response Guidelines
 - Lockdowns & Lockouts
 - Controlled Evacuations and Reverse Evacuations
 - Shelter in Place for Weather emergencies or Hazardous Material incidents
 - Survival offensive actions within legal standards
 - Never giving up to fear even if injured
- ❖ Table Top exercises to test your management, ERP's & resilience
 - ✓ Natural disasters
 - ✓ Hazardous materials incidents
 - ✓ Bomb threats and Improvised Explosive Device (IED) incident precautions
 - ✓ Active Shooter(s) incidents
 - ✓ Optional table top relevant to the specific corporate or school facility
- ❖ Availability of online training for self-paced learning & workplace flexibility

Trigger Event Caution

- Romantic breakup
- Substance abuse
- Financial problems
- Mental health issues
- Disciplinary actions
- Terminations
- Downsizing
- School/Company special events
- School/Shareholder meetings
- Press conferences

Violence Risk Factors

Leakage signs to look for include:

- Mental illness, paranoia, depression
- Obsessive interest in violence/weapons
- Use of illegal drugs and or alcohol
- Increased absenteeism
- Decreased attention to hygiene
- Episodes of domestic violence
- Verbal & written threats
- Stalking & harassment
- Physically aggressive behavior

Risk Factors

Leakage signs to look for include:

- Ritual behaviors
- Cleansing & Purification
- Stopping medications
- Extreme political or religious behavior
- Staging weapons
- Staging area to carry out attacks
- Legacy Tokens or Redemption
 - Letters, manifestos
 - Videos
 - Social media postings & blogs
- 26% Kill family member(s) first




Motives

Hemple Maloy Study 1999

- Extreme Anger
- Perception of Persecution
- Paranoia
- Depression
- Narcissism & Fame
- Antisocial
- Major loss in relationship or job
- Political or religious ideology & martyrdom
- Fame
- *Revenge is a Myth*




Behavioral Threat Assessment Goals:

1. Identify potential threat(s)
2. Assess the threat
3. Manage the threat



“Is there evidence to suggest **movement** from thought to action?”




Behavioral Threat Assessment vs. Threat Investigation

- Motivation for threat (intimacy with target)
- Type of threat communication; verbal or written
- Experience of loss or failure (real or perceived)
- Interests in violence, weapons access & perpetrators
- Capability to carryout threat & overt actions
- Mental health issues (stress chart) & family dynamics
- Environmental factors in subjects life
- Corroboration by consistent action, statements
- Substance abuse & other lifestyle changes
- Attack or aggressive behavior, stalking, harassment




Assessment

- Is behavior diagnostic? = exploring options
- Is there a history of violence?
- Are there triggers, stressors and weapons access?
- Is behavior dependent? = dependent personality type
- Is problematic behavior observable? = by family personal relationships, friends, contacts, social media, mental health treatment providers, community activity
- Is behavior temporal in time = observable leakage
 - Imminence indicators - near term – long term
 - Last will or purification process
 - Planning travel
 - Seeking political or religious justification for violence
 - Video production, social media, blogs, manifestos
 - Unusual financial transactions
 - “Lone Wolf or Wolf Pack” behavior




Document Assessment

- Diaries, manifestos & other writings
- Social media postings
- Video recordings
- School records
- Medical records
- Mental health records
- Work records
- Police records
- Military records




ARE YOU READY?

Preparedness layers

Surveillance cameras, locks, access control, ID requirements, visitor policy, automated criminal history checks, hall monitors

- School/business resource officer (armed?)
- Anti-bullying educational programs (cyber safety)
- Climate conducive to reporting, investigation and correction.
- Random locker & computer searches
- HVAC shut down, Utilities security (elec. water, gas)
- Community & facility resource list updated
- Collaboration with police & stakeholders



Risk Planning & Prevention (DHS.gov)



- Form a Crisis Response Team (CRT)
- Conduct regular vulnerability and threat assessments
- Form a Behavioral Evaluation Threat Assessment Team (BETA)
- Designate a security director to develop, implement & coordinate all security activities
- Drills: Lockdown, Lockout, Evacuation
- After action reviews & safety audits
- Establish liaison & regular communication with Public Safety officials to support & enhance.
- Institute layers of security measures.



RISK MITIGATION

Risk Mitigation (DHS.gov)

- Review Unified Incident Command procedures with all stakeholders (Mutual Aid Agreements & Memorandums of Understanding, MOU's)
- Personnel are updated with regular security training
- Provide security information to all patrons
- Advise patrons to be alert & report their suspicions
- Ensure the facility has adequate service capacity to meet normal and emergency needs (generators, food)
- Establish, publish & train evacuation routes
- Establish assembly & staging areas



Monitoring, Surveillance, Inspection

- Develop a monitoring, alarm, surveillance inspection system consistent with facility operations
- Perform security sweeps before & after events
- Screening & limitations on bags/backpacks, bulky clothing prior to entrance www.dhs.gov/cfsector
- Confirm all exit doors leading from the facility have operational locks, not propped open & secured
- Active patrols around the facility before, during & after opening or events
- **Avoid Patterns of Behavior**



ACTION™

Assess: *Situational Awareness*; what is going on?
"OODA Loop" **O**bserve, **O**rient, **D**ecide & **A**ct

Cover & Call 911: *Tactical Movement* to safety, cover stops bullets (explosives); Calling 911, be clear & articulate, identifying yourself & type of threat(s)

Time: *Lockdown or Evacuate* to create time & distance from the threat? (incidents are over in 3-10 minutes)

Inform: Law Enforcement and your people with updates (video surveillance, PA, phone, text, internet, etc.)

Offensive: Fight, resist distract as a last resort if confronted

Never Give Up! to Fear, Helplessness & Horror (PTSD)
Develop the *Skill* and the *Will* to survive!



Tactical Considerations

Lock Down, Evacuate or Active Resistance?



<ul style="list-style-type: none"> Actionable Intelligence Defensible location Perimeter integrity fortification Stealth Cover Concealment Avoid un-cleared areas Masking & crossfire fire High ground Perception & reaction time (1.5 sec) Tunnel vision and hearing 	<p>Tactical Movement</p> <ul style="list-style-type: none"> • ACTION™ personal & family plan • "Mental Map & Conditioned Responses" under stress • Use your speed, surprise, supremacy of ACTION™ to survive • Use diversion, noise, movement • Active resistance & improvised weapons, use force to save lives • Foot positioning (strong/weak) • Facing a gun • Moving at angles • Pie & Peek clearing techniques during evacuation of rooms, hallways and buildings
--	--



Tactical Movement = Survival Perception & Reaction 1.5 sec. time advantage





Response

In an Emergency call 911 first
Communicate
When you see it, say it!
When you hear it, do it!

Activate your Incident Command & Emergency
Internal Communication System(s)

Lockdown & Lockout
Assist people with special needs
Evacuation (controlled) & Reverse Evacuation
Shelter in Place
Resistance Action as a Last Resort





HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES ON THE SCENE

- 1. HOW YOU SHOULD REACT WHEN LAW ENFORCEMENT ARRIVES:**

 - Remain calm, and follow officers' instructions
 - Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises
 - Immediately raise hands and spread fingers
 - Do not point, screaming and/or yelling
 - Keep hands visible at all times
 - Avoid making quick movements toward officers such as attempting to hold on to them for safety
- 2. INFORMATION YOU SHOULD PROVIDE TO LAW ENFORCEMENT OR 911 OPERATOR:**

 - Location of the active shooter
 - Number and type of weapons held by the shooters
 - Physical description of shooters
 - Number of potential victims at the location



BOMB THREAT STAND-OFF CHART

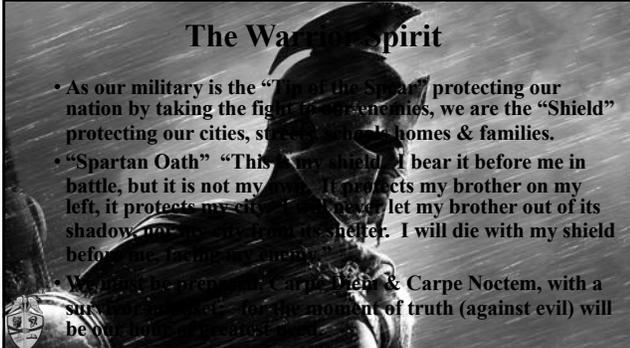
Threat Description Improvised Explosive Device (IED)	Explosives Capacity ¹ (TNT Equivalent)	Building Evacuation Distance ²	Outdoor Evacuation Distance ³
Pipe Bomb	5 LBS	70 FT	1200 FT
Suicide Bomber	20 LBS	110 FT	1700 FT
Briefcase/Suitcase	50 LBS	150 FT	1850 FT
Car	500 LBS	320 FT	1500 FT
SUV/Van	1,000 LBS	400 FT	2400 FT
Small Moving Van/ Delivery Truck	4,000 LBS	640 FT	3800 FT
Moving Van/ Water Truck	10,000 LBS	860 FT	5100 FT
Semi-Trailer	60,000 LBS	1570 FT	9300 FT

1. These capacities are based on the maximum weight of explosive material that could reasonably fit in a container of similar size.
2. Personnel in buildings are provided a high degree of protection from death or serious injury; however, glass breakage and building debris may still cause some injuries. Unreinforced buildings can be expected to sustain damage that approximates five percent of their replacement cost.
3. If personnel cannot enter a building to seek shelter they must evacuate to the minimum distance recommended by Outdoor Evacuation Distance. These distance is governed by the greater hazard of fragmentation distance, glass breakage or threshold for ear drum rupture.



The Warrior Spirit

- As our military is the "Shield of the Spartan" protecting our nation by taking the fight to our enemies, we are the "Shield" protecting our cities, streets, schools, homes & families.
- "Spartan Oath" "This is my shield, I bear it before me in battle, but it is not my shield. It protects my brother on my left, it protects my city on my right, I will let my brother out of its shadow, and I will let my city find its shelter. I will die with my shield before me, facing my enemies."
- With the motto: Carpe Diem & Carpe Noctem, with a spirit of courage, for the moment of truth (against evil) will be our moment of triumph.




John Sakoian
<http://commandexcellence.com/>
JSakoian@hky.com
 412-818-3087

