

**ACTIVE SHOOTER
TAKE COVER NOW**

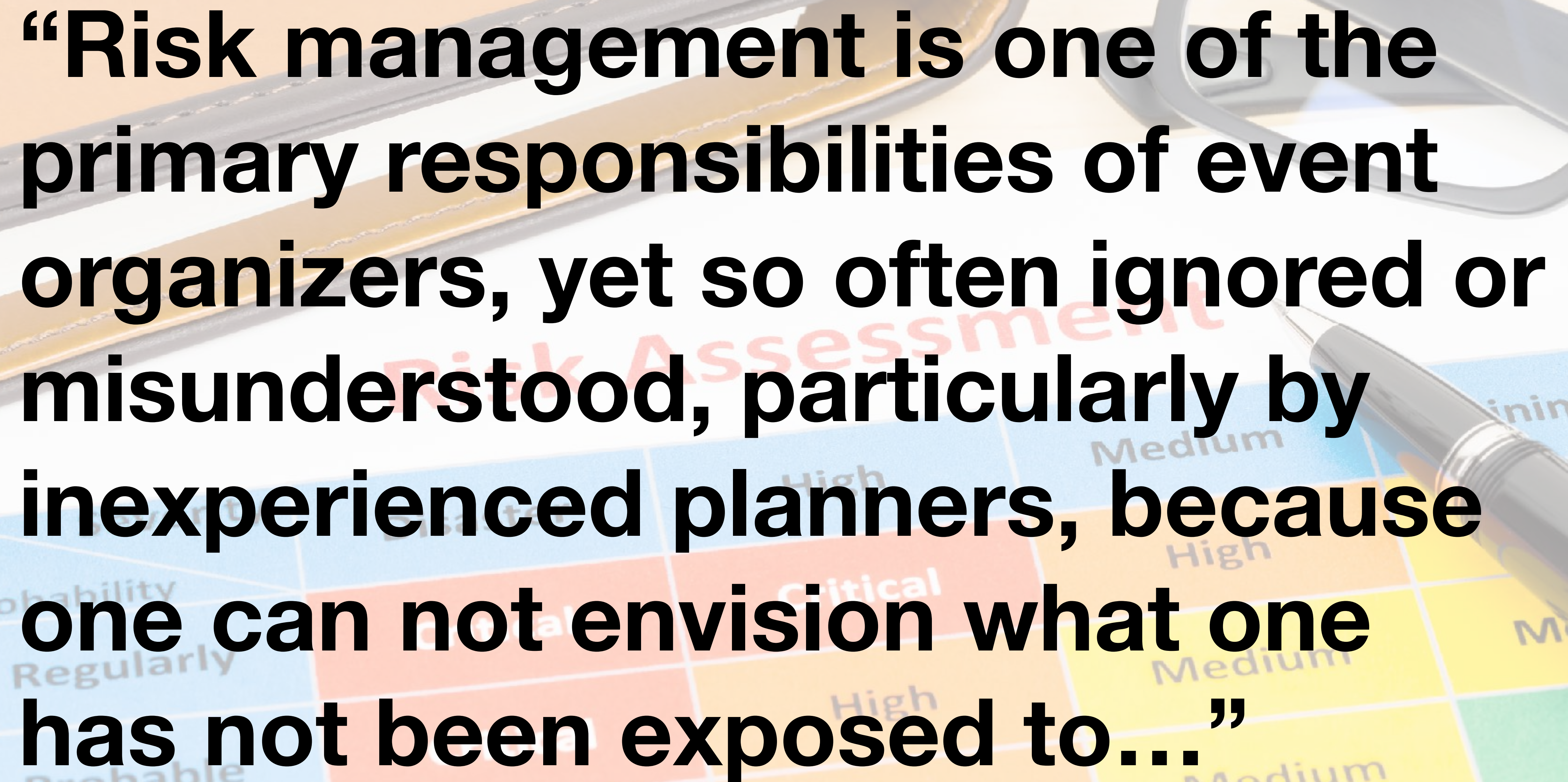
HELLO

I AM...

200 matters involving

AN EXPERT

event and attraction matters of negligence



“Risk management is one of the primary responsibilities of event organizers, yet so often ignored or misunderstood, particularly by inexperienced planners, because one can not envision what one has not been exposed to....”



BASICS

ACTIVE SHOOTER RESPONSE

LEARN HOW TO SURVIVE A SHOOTING EVENT



RUN



HIDE



FIGHT

SHELTER IN PLACE

ACTIVE SHOOTER PROTOCOL



Find nearest room
with door



Secure the area with
lock/barricade door



Allow others to
seek refuge if safe



Close curtains and block
windows

Stay behind solid
objects



Turn off or silence
electronics



Place signs in exterior
windows to identify
your location



Keep calm and quiet



Wait for all-clear message

Your Role During a Shooting...

- **Overpower...**
- If directly confronted by the threatening person, its decision time:
 - ONLY consider to COUNTER if you are in immediate danger and have no other option; and,
 - Lockdown or Evacuate is always a better option if available.
- Items that can be used as weapons in office, etc.
 - Scissors, pens, pencils, thumb tacks, chairs or any other items that can be thrown, etc.
- Think personal safety
- Leader not a HERO
- Remember mentality of shooter

Your Role During a Shooting

- **REMEMBER, there is strength in numbers!**
- **If the threat becomes imminent, yell, throw, and attack the aggressor (high and low), taking the aggressor to the floor.**
- **If possible, dislodge the weapon from the aggressor.**
- **Hold the aggressor down, one person on each limb and one person controlling the aggressor's head.**

Let's Define it...

- **1 or more individuals actively engaged in killing or attempting to kill people in a populated area.**
- **“Active” aspect of the definition implies that both law enforcement personnel and citizens have the potential to affect the outcome of the event based upon their responses to the situation.**

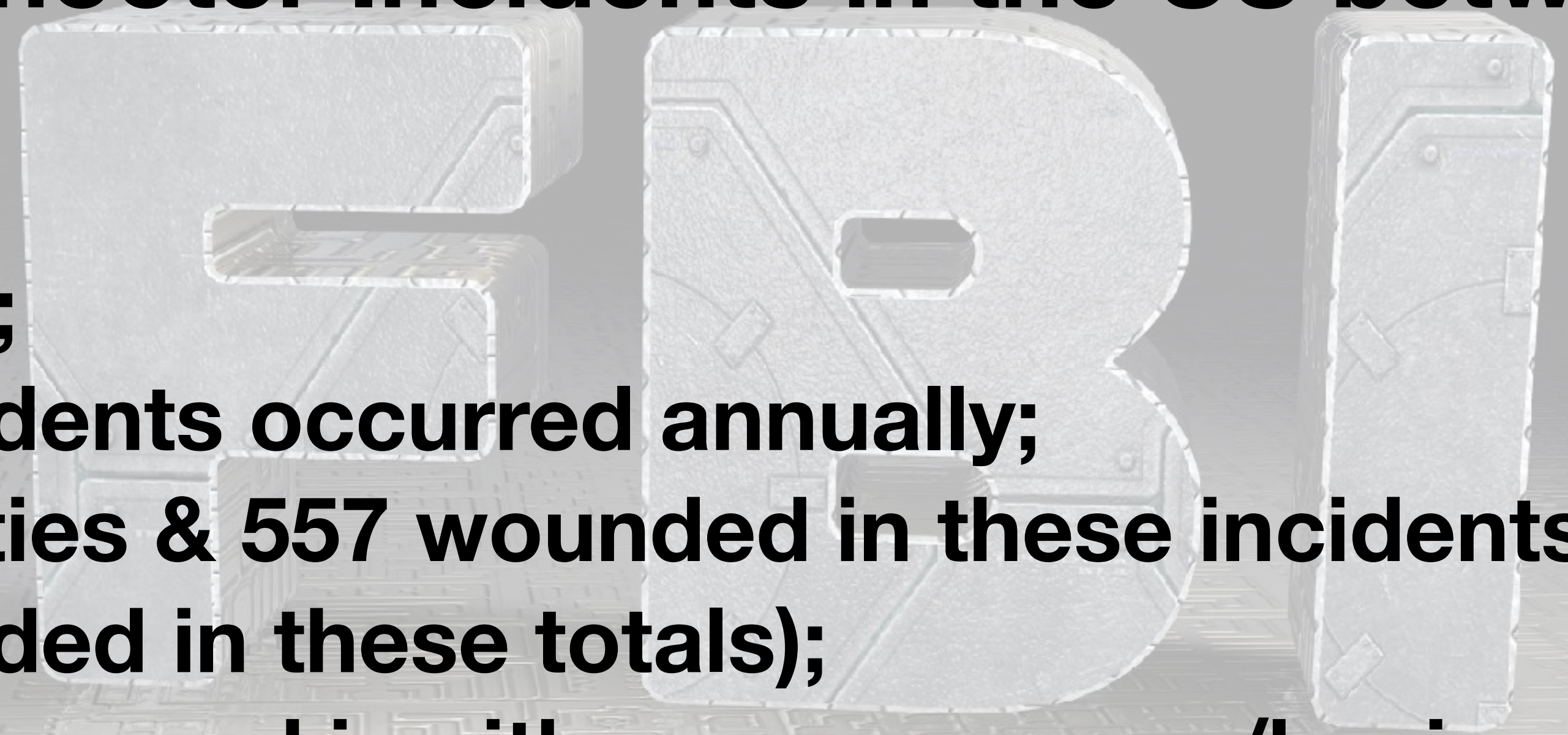
IDENTIFY THE PROBLEM

Mindset of an Active Shooter

- **Desire is to kill and seriously injure without concern for his safety or threat of capture;**
- **Normally has intended victims and will search them out; and,**
- **Will continue to move throughout building/area until stopped by law enforcement, suicide, or other intervention.**

Active Shooter Facts to Consider

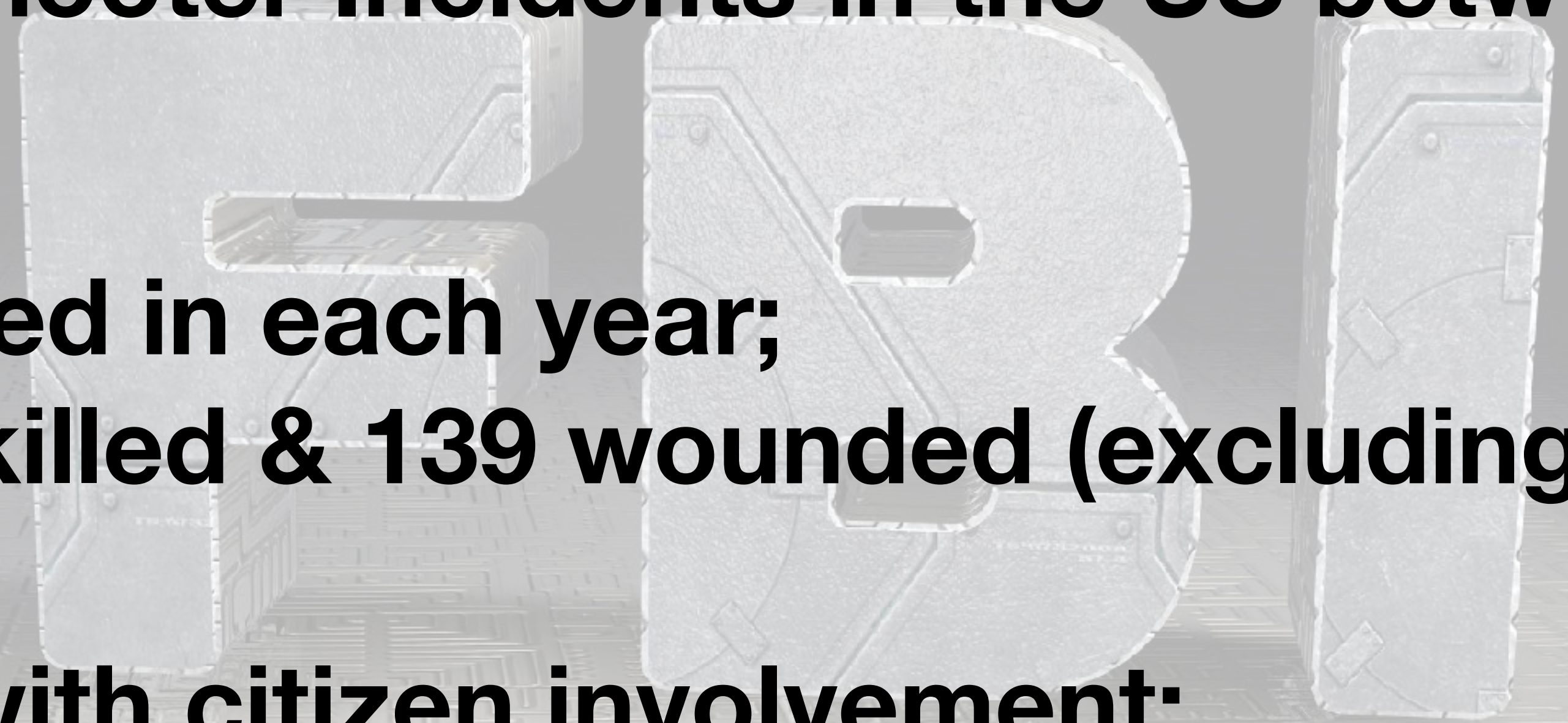
FBI Study of Active Shooter Incidents in the US between 2000-2013



- **160 incidents occurred;**
- **An average of 11.4 incidents occurred annually;**
- **There were 486 casualties & 557 wounded in these incidents. (Shooters are not included in these totals);**
- **70% of the incidents occurred in either a commerce/business or educational environment;**
- **Educational environments were identified as the 2nd most common location for these shootings(39 total incidents); and,**
- **27 were at Schools(Pre-K to 12), 12 were at Institutions of Higher Education.**

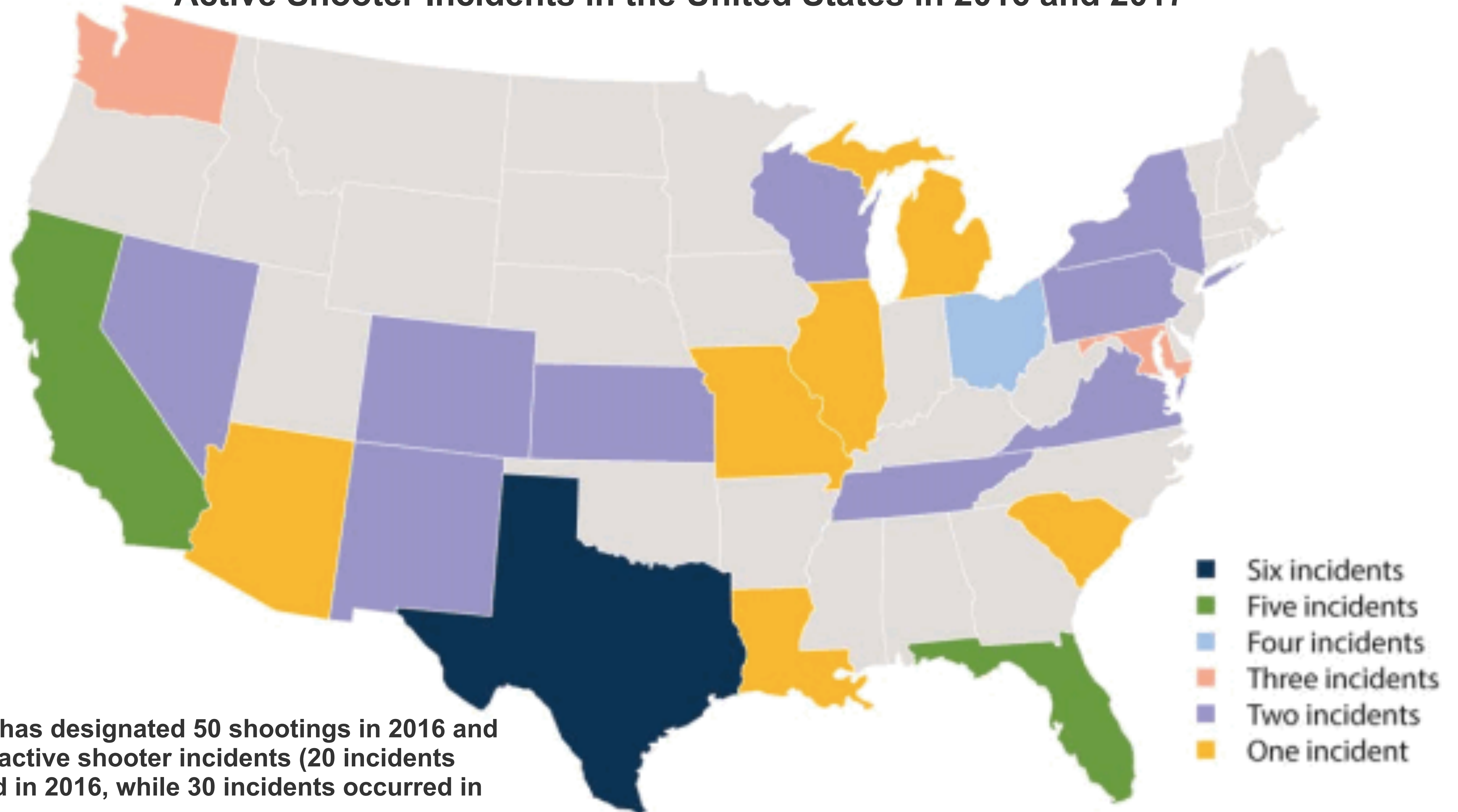
Active Shooter Facts to Consider

FBI Study of Active Shooter Incidents in the US between 2014-2015



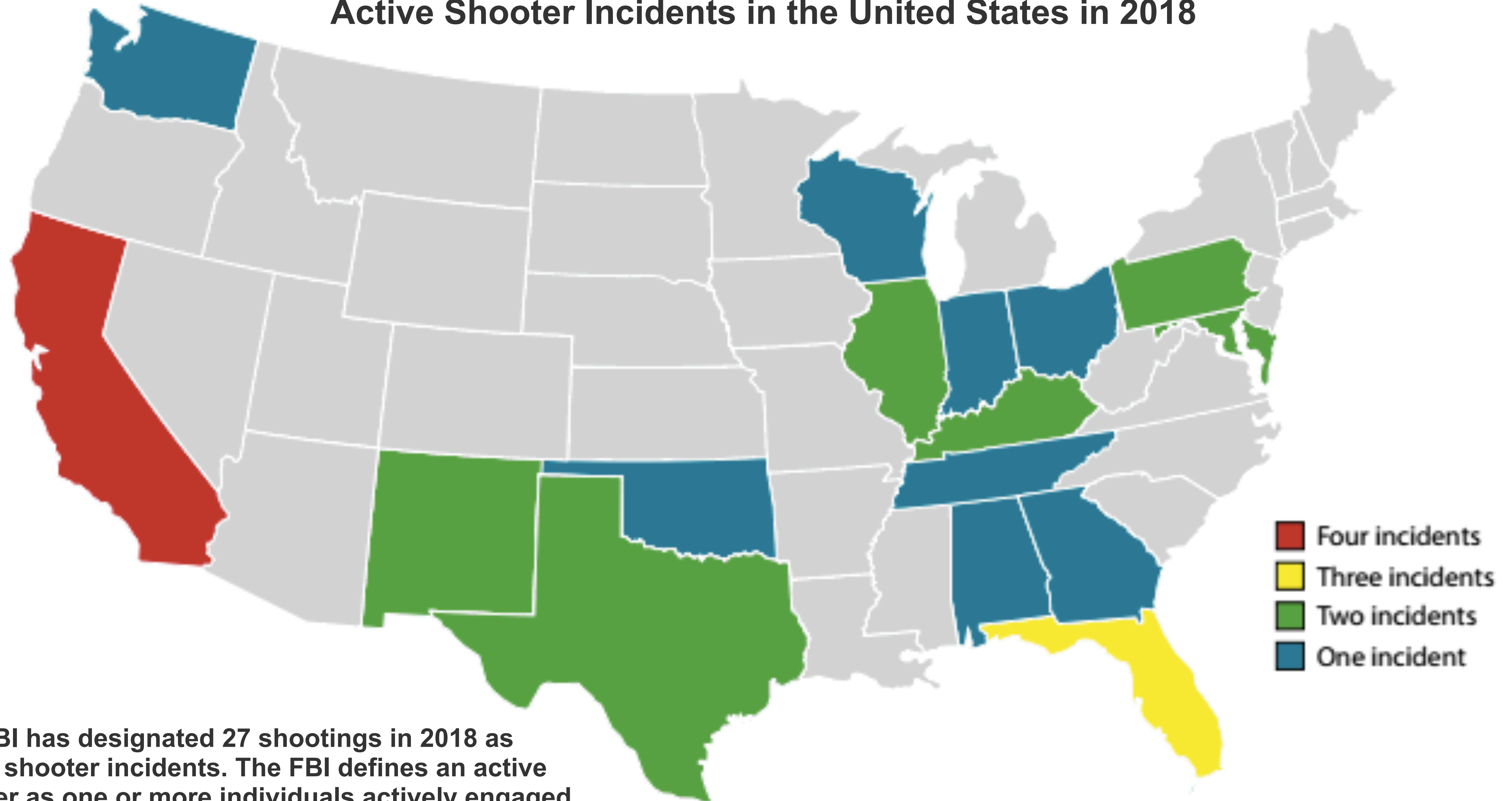
- **20 incidents occurred in each year;**
- **231 Casualties: 92 killed & 139 wounded (excluding the shooter);**
- **6 incidents ended with citizen involvement;**
- **26 incidents ended w/LEO at the scene;**
- **14 incidents ended w/ an exchange of gunfire between 16 shooters & LEO; and,**
- **12 killed, 3 committed suicide, 1 surrendered.**

Active Shooter Incidents in the United States in 2016 and 2017



The FBI has designated 50 shootings in 2016 and 2017 as active shooter incidents (20 incidents occurred in 2016, while 30 incidents occurred in 2017).

Active Shooter Incidents in the United States in 2018



The FBI has designated 27 shootings in 2018 as active shooter incidents. The FBI defines an active shooter as one or more individuals actively engaged in killing or attempting to kill people in a populated area.

List of incidents

Route 91 Harvest Festival (Open Space)

On October 1, 2017, at 10:08 p.m., Stephen Craig Paddock, 64, armed with four rifles (and access to 23 additional weapons in his hotel room) began shooting into a crowd of people attending the Route 91 Harvest Festival in Las Vegas, Nevada, from the 32nd floor of an adjacent hotel. Fifty-eight people were killed (including two law enforcement officers who were attending the concert); 489 people were wounded (many more sustained injuries incidental to the event). The shooter committed suicide at the scene before law enforcement arrived.

GLHF Game Bar (Commerce)

On August 26, 2018, at 1:34 p.m., David Bennett Katz, 24, armed with two handguns, began shooting inside the GLHF Game Bar in the Chicago Pizza and Sports Grill in Jacksonville, Florida, during a video game tournament. After losing a game earlier in the day, the shooter retrieved the guns from his car. He re-entered the game bar and began shooting. Two people were killed; 11 were wounded (two from injuries incidental to the shooting). The shooter committed suicide at the scene before law enforcement arrived.

Typology

- Commerce
- Residence
- House of Worship
- Education
- Government
- Open Space
- Health Care



GILROY GARLIC FESTIVAL

CONTACT

HOME

[Home](#)

While our hearts still ache for those who lost loved ones and we are so grateful for the continuing recovery of those who were wounded, we are returning to Festival business this week.

Even in our mourning, we are taking our first steps toward healing. Recovery begins with appreciation for our entire community—you—who have shared your time, prayers and support. We would like to thank:

Extremist materials found at home of Gilroy Garlic Festival shooter, source says

The famed festival was winding down when authorities allege that Legan crept past a creek and cut through a fence, bypassing entrance security, while armed with an AK-47-style rifle that is illegal to own in California.

Santino William Legan posted the caption about the book “Might is Right,” which claims race determines behavior. It appeared with a photo of Smokey the Bear in front of a “fire danger” sign and also complained about overcrowding towns and paving open space to make room for “hordes” of Latinos and Silicon Valley whites.

In his last Instagram post Sunday, Legan sent a photo from the Gilroy Garlic Festival. Minutes later, he shot into the crowd with an AK-47 style weapon, killing a 6-year-old boy, a 13-year-old girl and a man in his mid-20s .

Under it, he wrote: “Ayyy garlic festival time” and “Come get wasted on overpriced” items. Legan’s since-deleted Instagram account says he is Italian and Iranian.

Shooter crossed creek into festival

The gunman at the Gilroy Garlic Festival crossed a creek, cutting through a fence and evading security, before opening fire.

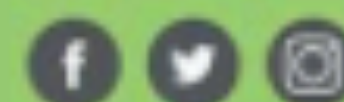


1. Watch the Pyro Chef Flame-Ups on Gourmet Alley
2. Catch a cooking competition on the Challenge Butter Cook-Off Stage
3. Make your own garlic braid as a fun, free souvenir
4. Try the world-famous garlicky food on Gourmet Alley
5. Dance with friends at the Amphitheater Stage
6. Sample local wines in the Wine Garden and try our new Signature Cocktail
7. Shop for official Festival souvenirs at the Garlic Mercantile booths
8. Check out the fun Children's Area
9. Snap a selfie in front of the Burning Bulb
10. Try the FREE Garlic Ice Cream!

ATM	Children's Area	Garden Stage	Shade Tents
Administration	Craft & Commercial Vendors	Gourmet Alley	Shuttle Bus
Amphitheater	Fire Services	Information	Signature Cocktail
Fire Arts	First Aid	Media Tent	Winegard Stage
BBQ Challenge	Food Vendors	Police	Volunteer Check-in
Beer Garden	FREE Garlic Ice Cream	Pyro Chef Flame-Ups	Volunteer Hub & Pub
Bike Parking	FREE Garlic Braiding & Garlic Topping Demos	Rain Tent	Wine Garden
Burning Bulb	Garlic Files	Restrooms	Zip Line
Caltrain Shuttle	Garlic Grow	Rock Climbing Walls	
Challenge Butter Cook-Off Stage	Garlic Mercantile	Security Checkpoint	



Presented by
ST. LOUISE REGIONAL HOSPITAL
 A COMMUNITY HOSPITAL
 County of Santa Clara



GilroyGarlicFestival.com
#GarlicFest19

Thank you to our marketing sponsor



Antiquarian Book Store



Christmas Hill Park
Ranch Site Addition

Uvas Creek

MILLER AVE.

UVAS PARKWAY

Christmas
Hill Park

The Gilroy Garlic Festival is an annual event that draws up to 100,000 attendees. This year's event marked the 40th anniversary and was pierced by tragedy.

Christmas Hill Park
Site Addition



Santino William Legan crosses the creek west of Miller Avenue to break into the park through a fence, police say.

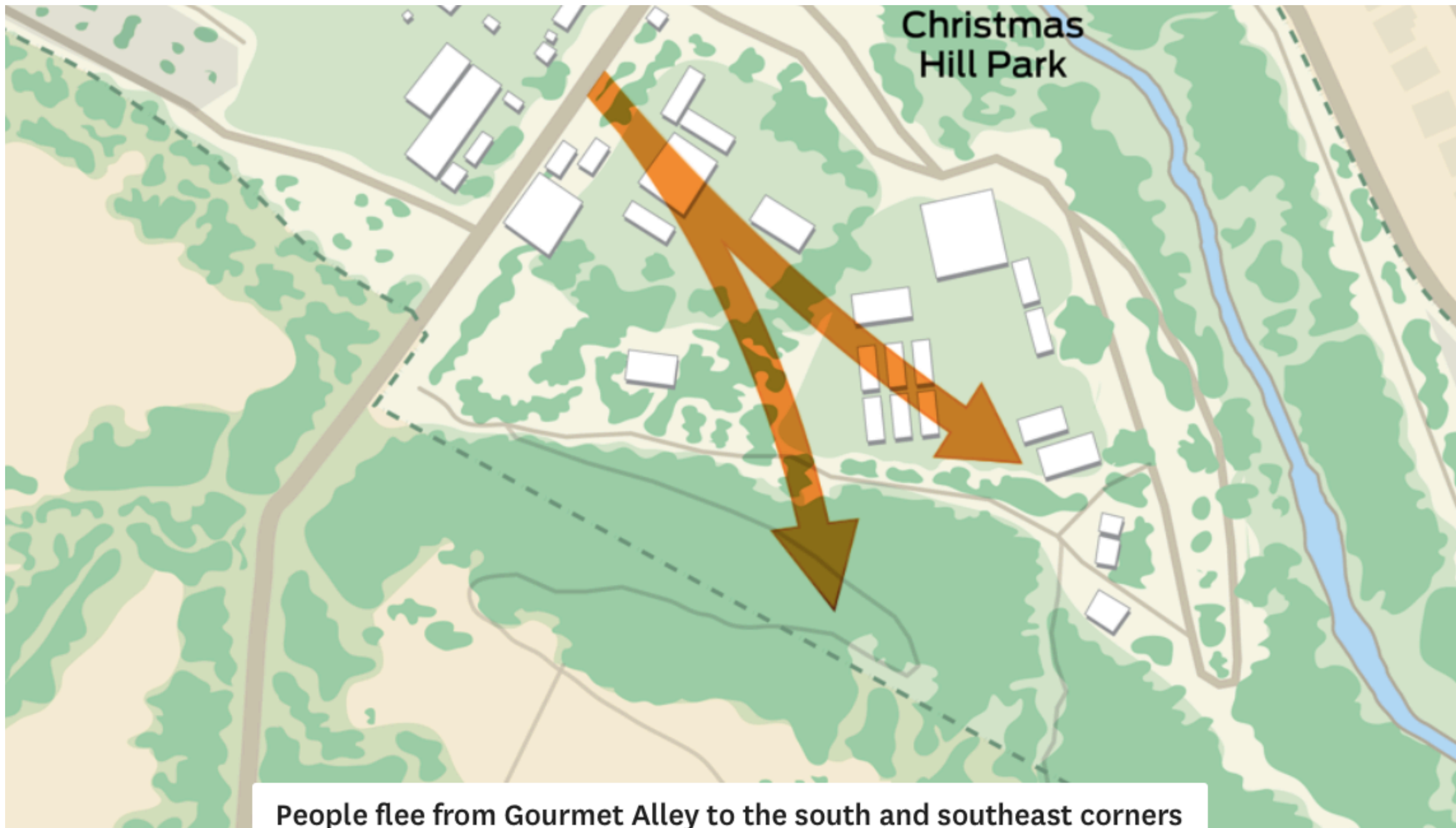
GILROY GARLIC FESTIVAL SHOOTING











People flee from Gourmet Alley to the south and southeast corners of the park.

Gilroy Garlic Festival **Top 10 Can't-Miss**

1. Watch the Pyro Chef Flame-Ups on Gourmet Alley
2. Catch a cooking competition on the Challenge Butter Cook-Off Stage
3. Make your own garlic braid as a fun, free souvenir
4. Try the world-famous garlicky food on Gourmet Alley
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6. Sample local wines in the Wine Garden and try our new Signature Cocktail
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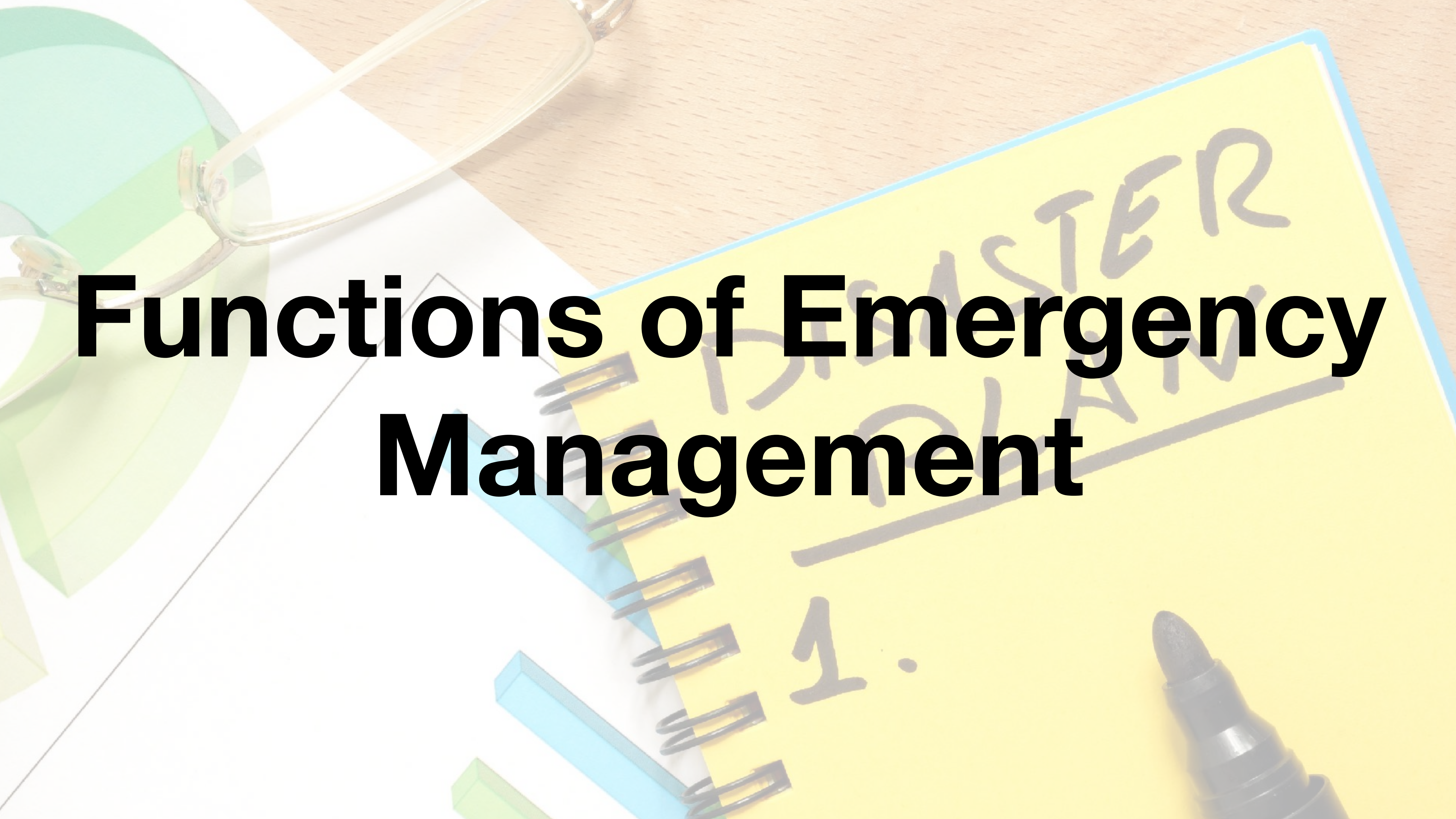
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Administration	Craft & Commercial Vendors	Gourmet Alley	Shuttle Bus
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Burning Bulb	Garlic Piles	Restrooms	Zip Line
Caltrain Shuttle	Garlic Grove	Rock Climbing Walls	
Challenge Butter Cook-Off Stage	Garlic Mercantile	Security Checkpoint	



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GilroyGarlicFestival.com
#GarlicFest19

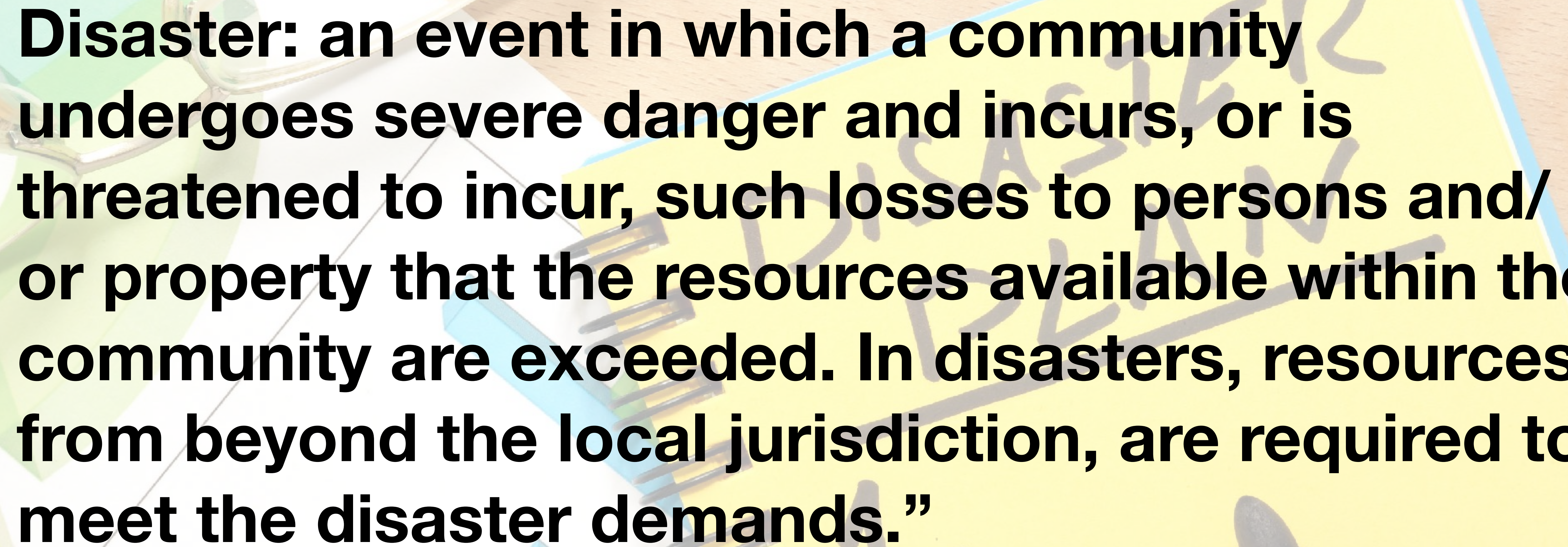
Thank you to our marketing sponsor  Arctic Circle Snow Systems



Functions of Emergency Management

The background of the slide features a blurred image of an emergency scene. On the left, a red and white striped sign with the word "EMERGENCY" in red capital letters is visible. To the right, a blurred ambulance with its emergency lights on is parked. The overall scene is out of focus, emphasizing the text in the foreground.

Emergency: “an unexpected event which places life and/or property in danger and requires an immediate response through the use of routine community resources and procedures.”



Disaster: an event in which a community undergoes severe danger and incurs, or is threatened to incur, such losses to persons and/or property that the resources available within the community are exceeded. In disasters, resources from beyond the local jurisdiction, are required to meet the disaster demands.”

Functions of Emergency Management

1. Preparedness

- **Lessen damage;**
- **Enhance response operations; and,**
- **Prepare organizations and individuals to respond.**

Functions of Emergency Management

2. Response

- **Provide emergency assistance;**
- **Reduce probability of additional injuries or damage; and,**
- **Speed recovery operations.**

Functions of Emergency Management

3. Mitigation

- Occur before the emergency or disaster;**
- Eliminate/reduce the probability of occurrence;**
- Include actions to postpone, dissipate or lessen the effect; and,**
- May also occur after a disaster as officials seek to rebuild better and implement 'lessons learned.'**

Functions of Emergency Management

4. Recovery

- Purpose is to return systems to normal levels; and,
- Short-term and long-term.

Functions of Emergency Management

Common Mistakes

- **No written plan,**
- **Minimal informal planning,**
- **Failure to use functional approaches,**
 - **This refers to plans that are not multi-hazard and/or those that do not include all four disaster phases, e.g., mitigation, preparedness, response and recovery.**
- **Not property specific,**
- **Out of date,**
- **Inadequate staff training,**
- **No exercise,**
- **Little emphasis on a planning process,**
- **Minimal top level commitment.**

EVENTS

What are they?

A gathering of individuals with a common interest who have been brought together for a shared unique experience.

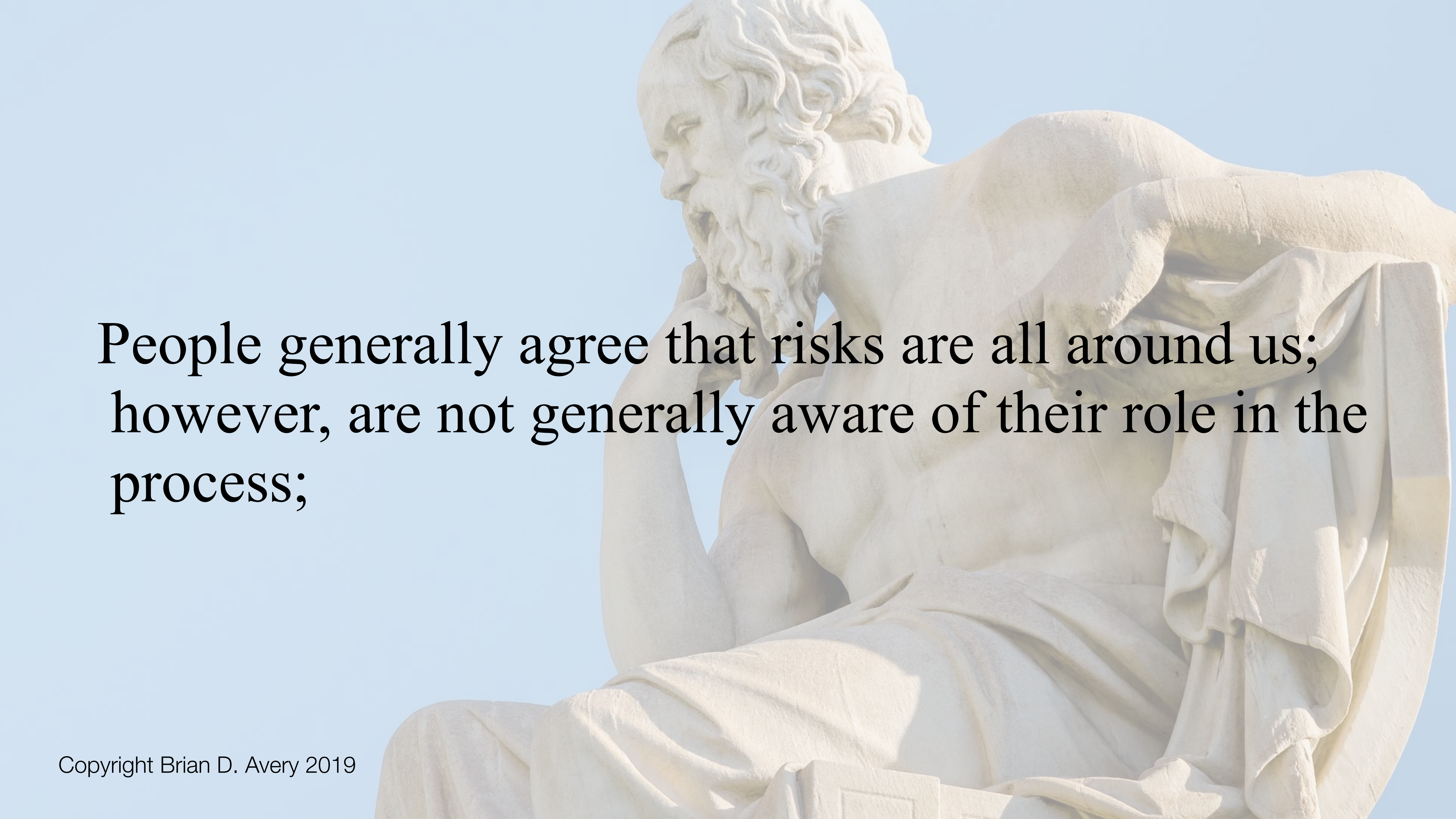
Events are often planned as one-off occurrences, although they can also be a regular occasion and may be organized for celebratory, educational and/or fundraising purposes.

Events are typically made up of mostly intangible offerings, which may include atmosphere, audience interaction, decorating, theming, entertainment, venue aesthetics and various additional novelties.

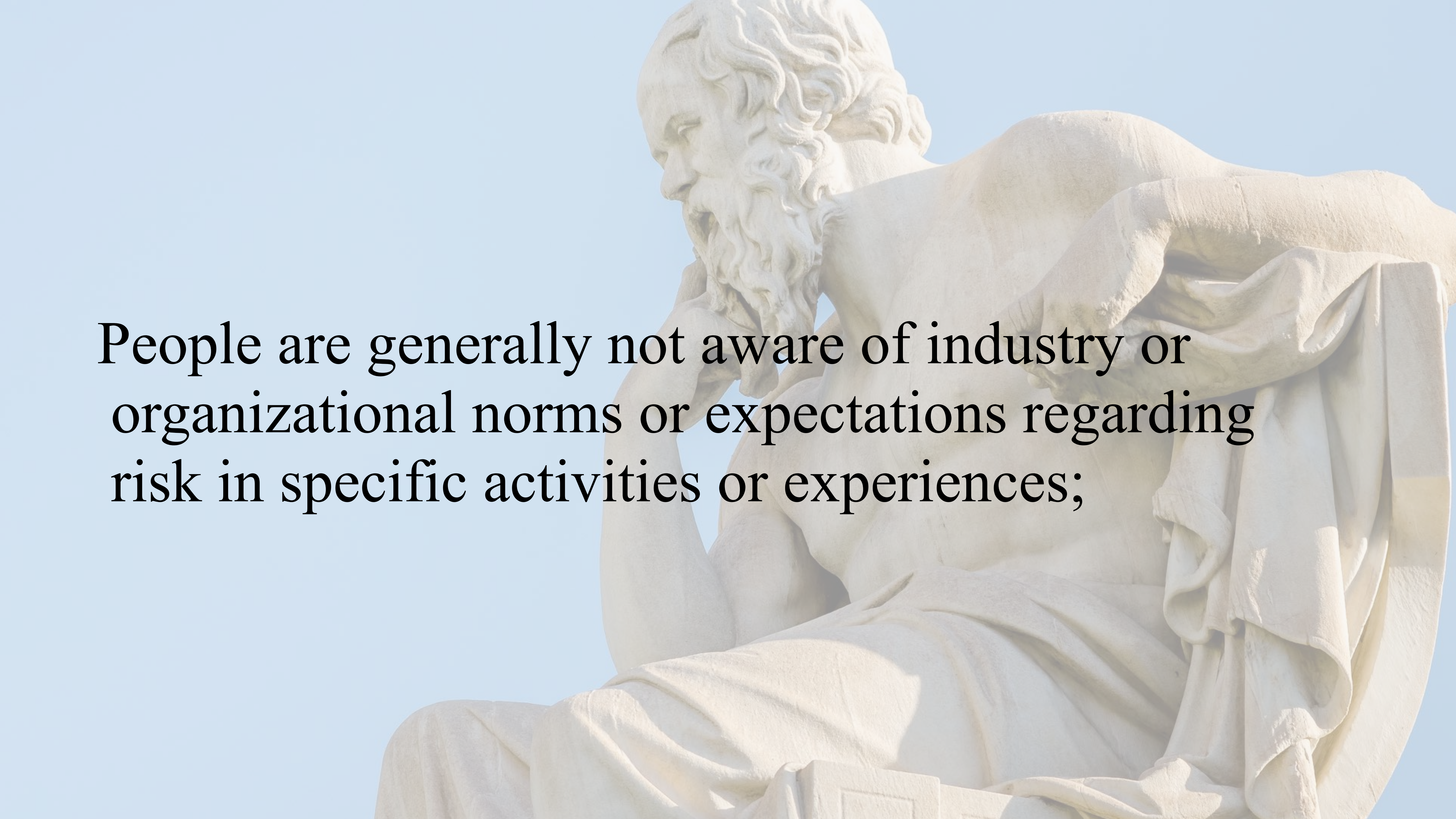


**KNOW
YOUR
ROLE**

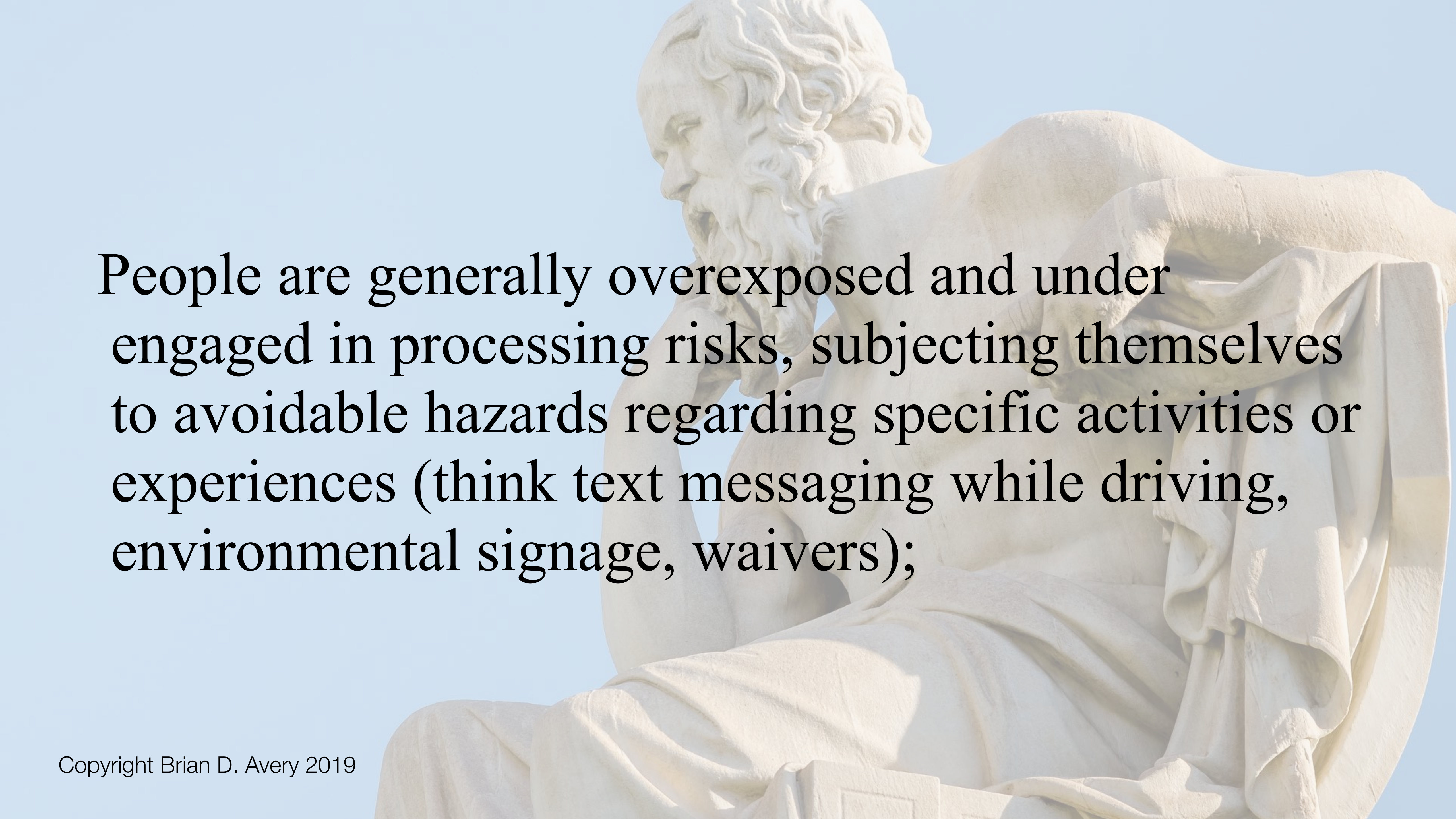
Risk perception: “. . . an individual’s probabilistic estimate of a future threat.”




People generally agree that risks are all around us;
however, are not generally aware of their role in the
process;



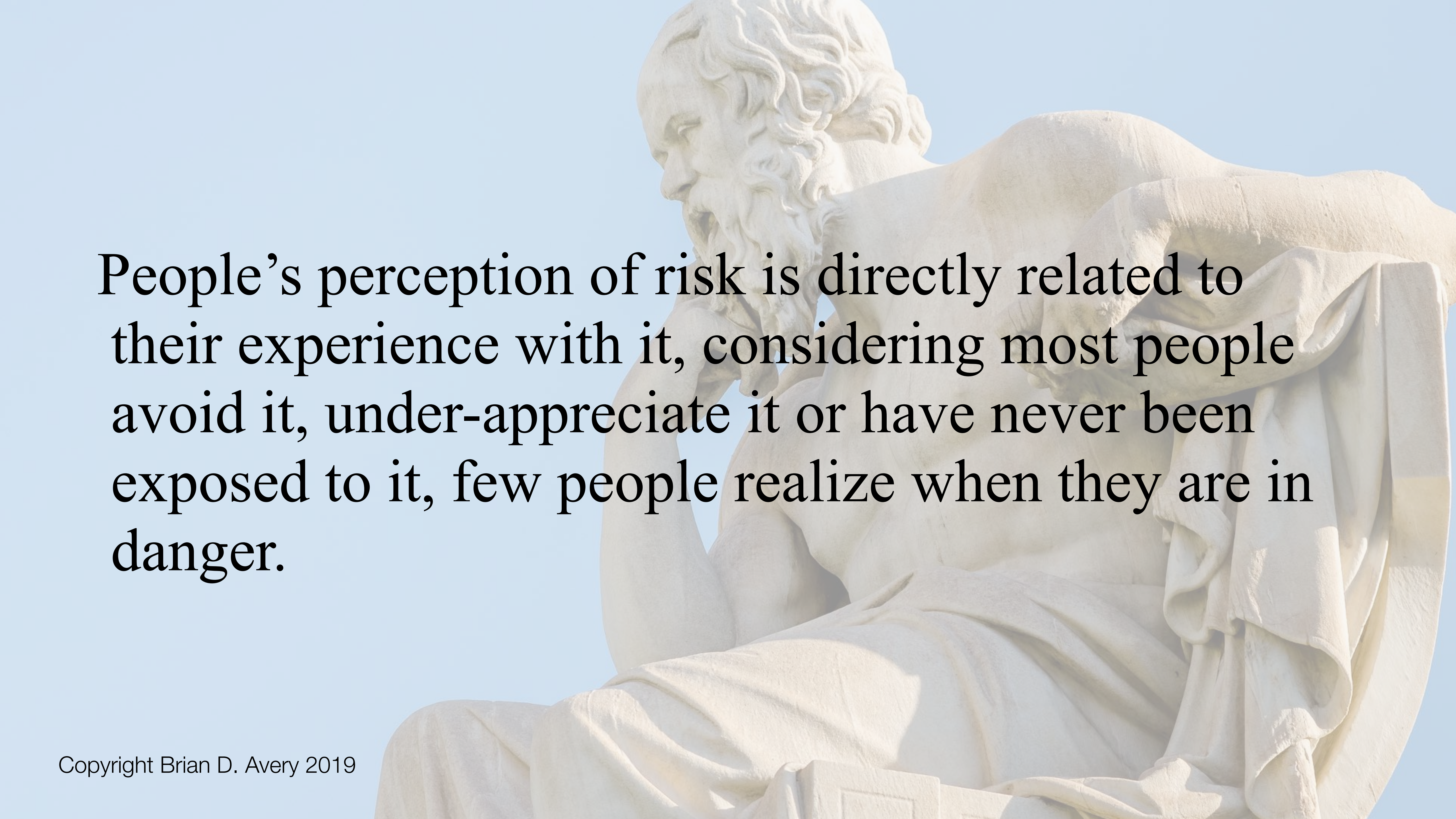
People are generally not aware of industry or organizational norms or expectations regarding risk in specific activities or experiences;



People are generally overexposed and under engaged in processing risks, subjecting themselves to avoidable hazards regarding specific activities or experiences (think text messaging while driving, environmental signage, waivers);




People wrongly believe that controlled environments are safe environments (think Disney, cruise ships, sporting events); and,



People's perception of risk is directly related to their experience with it, considering most people avoid it, under-appreciate it or have never been exposed to it, few people realize when they are in danger.



Our Job?

Two red pushpins are pinned to the top edge of a yellow sticky note. The pushpins are positioned close together, with one slightly overlapping the other.

Is to identify the
known and
foreseeable



Through a
Systematic
Process...

WHO
WHAT
WHEN
WHERE
WHY

FIVE

WH

?

A recognized **international framework** addressing the knowledge and skills essential to create, develop and deliver an event.

Event management is made up of **five areas** of management: Design, Administration, Marketing, Operations and ***Risk***.

The process includes **assessment** (identification and analysis), **selection** (goal-oriented), **monitoring** (progress and status), **communication** (acquisition and distribution) and **documentation** (data and evidence).

www.kk



The purpose and role of the
event and/or attraction



The audience and the stakeholders



The date and duration



The location and space



The resources available and
desired outcomes

Primary Duties to Supervise - According to Recreation Law

- **Effective planning - take into account foreseeable dangers or risk**
- **Provide proper instruction - basic rules and procedures**
- **Warning of risks - duty to warn about what is known and foreseeable**
- **Provide a safe environment - tasked with not tightening the risk**
- **Provide emergency care - response based on accepted practices and protocols**



A person wearing a dark blue t-shirt with the word "SECURITY" printed in white capital letters on the back. The person is standing in front of a blurred crowd of people, suggesting a public event or festival. The background is out of focus, showing various people in different clothing and hats.

SECURITY

What is it?
What it isn't....

Example police matrix

Low Risk - Medium Risk - High Risk							
Estimate # of Attendance	0-100	101-200	201-500	501-1000	1001-2000	2001-3000	3000+
Invited guest/speakers	2 officers	2 officers	3 officers	3 officers 1 Sergeant	4 officers 1 Sergeant	6 officers 1 Sergeant	for each 500 attendees 2 additional officers
Fairs/Festivals	0	0	2 officers	3 officers 1 Sergeant	5 officers 1 sergeant 8 private security	6 officers 1 sergeant 10 private security	for each 500 attendees 2 additional officers
Dances	0	2 private security	2 officers	2 officers 2 private security	5 officers 1 sergeant 4 private security	6 officers 1 sergeant 6 private security	for each 500 attendees 2 additional officers
Live Concerts	0	2 private security	2 officers 4 private security	3 officers 1 sergeant 6 private security	5 officers 1 sergeant 8 private security	8 officers 2 sergeant 10 private security	for each 500 attendees 2 additional officers

Event Scripting Examples:

Event Safety Message

“Ladies and gentlemen, may I have your attention please. In the event of an emergency, and we are required to evacuate, please locate the closest emergency exit. Please exit immediately but calmly. _____ (eg. Security, volunteers in green t-shirts, etc.) will direct you to the closest exit. The following locations will be provided to you as a gathering point: _____ (eg. City Hall, North Parking Lot, etc.) Thank you for your understanding and cooperation.”

Pre-event

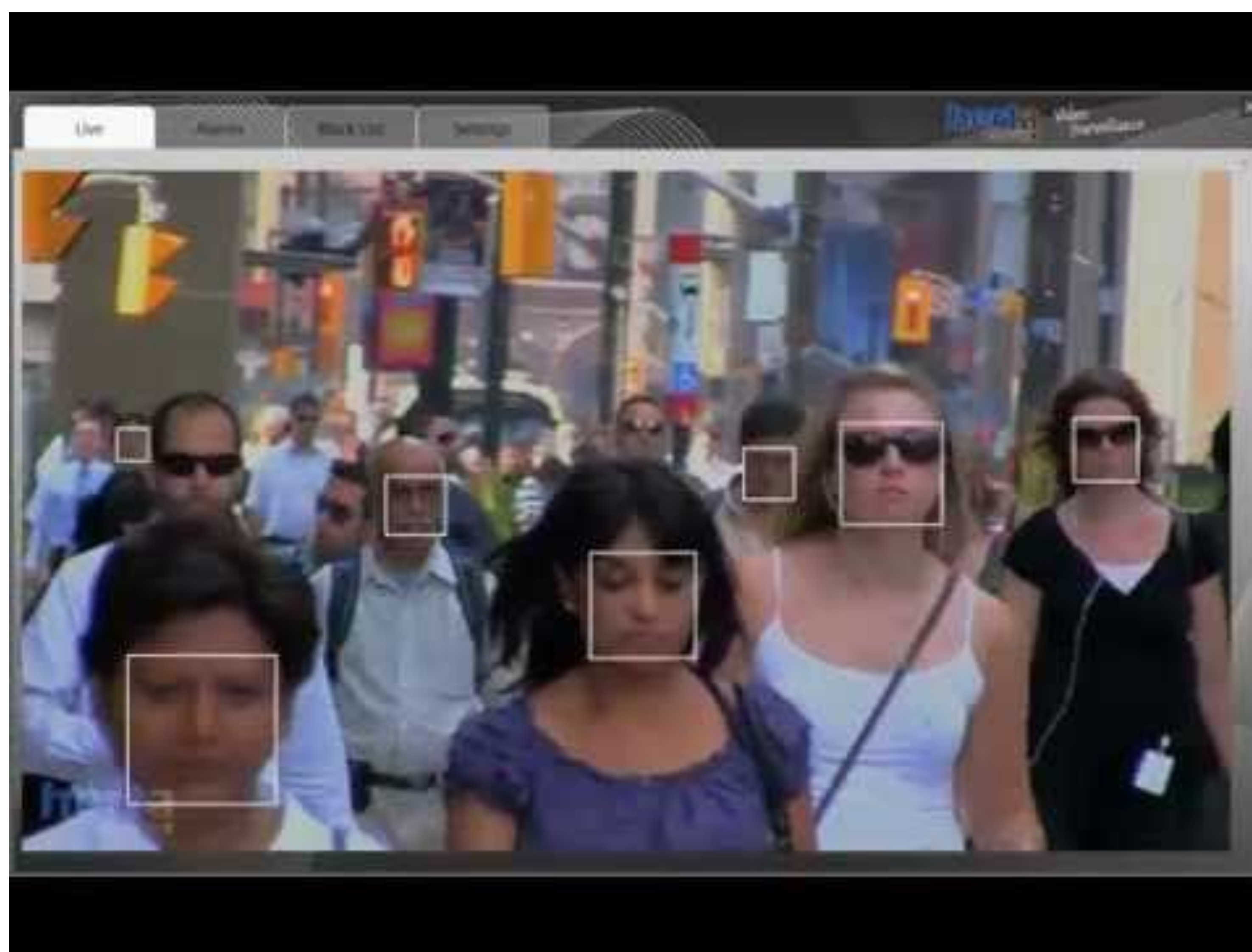
"I understand that most patrons are aware, but there truly isn't an expectation when a person is going to an event that something is going to occur," said Avery, whose company provides safety consulting and expert witness services. "It's not front of mind. 'What's my role in it? Where should I go and what should I do?' "

Avery said a safety message similar to what flight attendants say on planes could be ingrained in concert attendees and result in minimal panic in moments of crisis.

"Over time, that message is delivered and the expectations are understood," Avery said. "And it's heard by many."

Indy Star

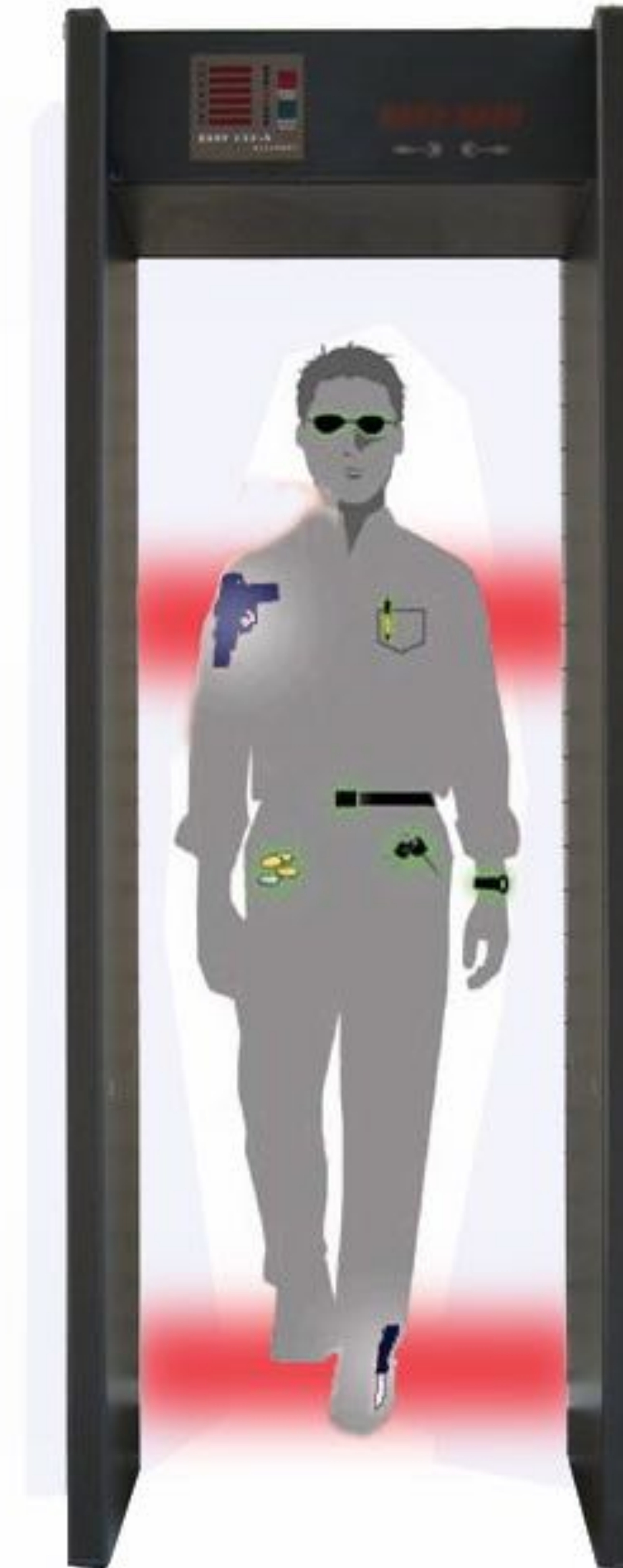
**'Minutes could have taken their lives': Experts say
Rascal Flatts crowd deserved more info**



Security cameras

Walk-through

Metal detectors



Clear bags







Suspicious Activity Reporting Indicators and Behaviors

Tools for
Analysts and
Investigators

Behaviors

Descriptions

Defined Criminal Activity and Potential Terrorism Nexus Activity

Breach/Attempted Intrusion	Unauthorized personnel attempting to enter or actually entering a restricted area, secured protected site, or nonpublic area. Impersonation of authorized personnel (e.g., police/security officers, janitor, or other personnel).
Misrepresentation	Presenting false information or misusing insignia, documents, and/or identification to misrepresent one's affiliation as a means of concealing possible illegal activity.
Theft/Loss/Diversion	Stealing or diverting something associated with a facility/infrastructure or secured protected site (e.g., badges, uniforms, identification, emergency vehicles, technology, or documents {classified or unclassified}), which are proprietary to the facility/infrastructure or secured protected site.
Sabotage/Tampering/Vandalism	Damaging, manipulating, defacing, or destroying part of a facility/infrastructure or secured protected site.
Cyberattack	Compromising or attempting to compromise or disrupt an organization's information technology infrastructure.
Expressed or Implied Threat	Communicating a spoken or written threat to commit a crime that will result in death or bodily injury to another person or persons or to damage or compromise a facility/infrastructure or secured protected site.
Aviation Activity	Learning to operate, or operating an aircraft, or interfering with the operation of an aircraft in a manner that poses a threat of harm to people or property and that would arouse suspicion of terrorism or other criminality in a reasonable person. Such activity may or may not be a violation of Federal Aviation Regulations.

Potential Criminal or Non-Criminal Activities Requiring Additional Information During Vetting



Manual Call Tree



Automated Call Tree

Phone tree



Additional Action Items

- **Ask the venue / facility for its policy on firearms and other weapons;**
- **Familiarize yourself with applicable laws;**
- **Do a risk profile of the event;**
- **Get security training for all event staff; and,**
- **Hiring security beyond what is provided/required.**



Active Shooter Scenario Omni Championsgate

PURPOSE

To examine/discuss current concerns regarding response to an active shooter at an event setting.

OBJECTIVES

- **Recognition of available resources.**
- **Identify mitigation and preparedness needs (planning process).**
- **Understand emergency operations planning.**
- **We know more then we think...**

RULES OF THE ROAD

- **Creativity/group problem solving (3/4 to a group)**
- **Use the knowledge and information available in the room**
- **Active thinking**
- **Active listening**
- **Active participation**
- ***Respect –we challenge ideas, not people***

EXERCISE GUIDELINES

- **Discuss and present multiple options and possible solutions.**
- **Be aware that you will not have a complete resolution.**
- **If more information is needed, ask.**
- **Assume any agencies that are requested are initiating their response plans.**

BACKGROUND

- **The Omni Championsgate has 73 meeting rooms.**
- **The Omni Championsgate has 248,111 sq. Ft. of meeting space.**
- **The Omni Championsgate has acres of outdoor function space.**
- **The Omni Championsgate could accommodate @25,000 ppl.**
- **Unarmed security is provided at each major event.**
- **No known police presence on property.**

SCENARIO (PRE-EVENT)

- **The Omni Championsgate planned to host the FRPA Annual Conference.**
- **Approximately 900 FRPA members will be attending the FRPA Annual Conference.**
- **The Omni Championsgate planned to provide unarmed roaming security for the event.**
- **Police are positioned within a 3-mile radius of the property.**
- **The Director of Omni Championsgate security will be on property during the event.**

SITUATIONAL AWARENESS

- **What, if any, potential issues exist?**
- ***Who attending is aware of an active shooter plan for the conference and/or the property?***
- ***Who has met with the Director of Security and verified the property has developed and trained their staff on an active shooter plan?***
- ***Does the FRPA include an active shooter plan in their emergency response plan?***

SCENARIO (DURING EVENT)

- **It August 27, 2019. Suddenly, a disturbance breaks out in the exhibit hall at approximately 2:30 pm.**
- **Several loud cracks are heard, which sounds like gun fire.**
- **The attendees/exhibitors panic and starts to disperse.**
- **At the time of the initial shooting, the unarmed security guards flee.**
- **Additional shots are fired.**

SCENARIO (DURING EVENT)

- **A potential description of the suspect is provided by a patron, a white male in a white Oxford long-sleeve shirt with black vest and pants.**
- **The Davenport Police Dept. (recently reaccredited) arrives on scene within about 3 mins.**
- **The Polk County Sheriffs Office soon follows.**
- **A perimeter is established.**
- **It is believed that approximately 15 people have suffered gunshot wounds.**
- **An ICC is activated.**

SITUATIONAL AWARENESS

- **Could this have been prevented? How?**
- **Who is the keeper of information for your event/property?**
- **How does the transfer of information occur to those in charge/responding?**
- **How do we know who's at the meeting?**
- **How are they accounted for?**
- **Who should be notified?**
- **Should the property be evacuated?**

SCENARIO (POST-EVENT)

- **It had been reported via a social media post, that a disgruntled employee, who's little brother was maimed on aquatic playground equipment, was seeking revenge on FRPA members about 3-days prior to the conference.**
- **It had also been reported that a meeting was held prior to the conference between police officials and Omni Championsgate security. It was determined that adequate procedures were in place to address any potential issues.**

SITUATIONAL AWARENESS

- **Should more have been done to try and determine if this was a credible threat?**
- **Should an ICC been activated prior to the conference?**
- **Should FRPA been informed of the threat? What could they have done?**
- **Was there adequate presence of police/security?**
- **Could the absence of law enforcement influence the decision-making process of a shooter? How?**
- **Identify several options that could have mitigated this event.**

ACTION PLAN

The lessons learned during this table top exercise are: (finish the phrase)

- **Keep Doing...**
- **Stop Doing...**
- **Start Doing...**

HOT WASH

- **Did this exercise increase your awareness of event preparedness needs? How?**
- **What can be done to improve police/security at events?**
- **What groups are required to work together at events in order to address similar situations (internal/external)?**
- **Who responds to the media and why?**

PREPARE

- **Planning – multi-hazard plans for events (must be specific).**
- **Training – train on the hazards that pose potential threats to your operation.**
- **Coordination – communicate with co-workers, with safety and security and first responders.**
- **Goal is to lessen disaster fallout and to enhance disaster response operations.**

RESPOND

- **The objective is to reduce the probability of additional injuries or damage and speed recovery operations.**
- **If this is crime, or an unsafe situation, get to a place of safety.**
- **Call 911 if this is an immediate situation.**
- **Requirements of first responders (fire, police, EMS)**
- **Remain calm and use any training you have.**
- **Activate your emergency plans as appropriate.**
- **Communication: notification v. warning**

RECOVER

- **If possible, play a positive role in emotional, economic, and physical restoration.**
- **Assess and implement any lessons learned.**
- **Should always be added to your emergency plan.**



GILROY GARLIC FESTIVAL

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While our hearts still ache for those who lost loved ones and we are so grateful for the continuing recovery of those who were wounded, we are returning to Festival business this week.

Even in our mourning, we are taking our first steps toward healing. Recovery begins with appreciation for our entire community—you—who have shared your time, prayers and support. We would like to thank:

Questions?

Brian D. Avery
Professor / Expert Witness

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Thank
You!

