



# Active Shooter and Lessons from 21st Century Incidents for Hospitality, Amusement Parks and Entertainment Venues

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# Lessons from 21st Century Incidents for Hospitality, Amusement Parks, and Entertainment Venues



Fort Hood



Mumbai



Las Vegas



# Active Shooter

- Generally, an armed person who has used or attempted to use deadly physical force on other persons and aggressively continues to do so while having unrestricted access to additional victims





Active shooter tactics by definition, are essentially the same as terrorist tactics by definition:

**Kill a lot of innocent people  
indiscriminately**



# Soft Target

- Active Shooter is part of the security landscape today
- No company is immune – **Soft Targets** are most vulnerable to Active shooters: **Schools, Malls, Movie Theaters**
- Best opportunity to control events *is before they happen*
- Obligation to prepare & train

**We do a decent job on New Years Eve in Las Vegas & New York**

**Hardening a soft target on one particular night**











# Mumbai

- Extensive Pre-Operational Planning
- **Strategic planning began over one year prior to attack**
- Visits to targets
- Shooters employed at target hotels
- Open source aerial photos -- Google Earth, bad guy's dream come true
- **Four-month planning cycle**
- Reconnaissance trips posing as students
- Rented an apartment near Jewish Center
- Chief planner returned one month prior to attack
- Photos and video of hotel layouts





# Columbine

- For months, Columbine killers kept journals of their progress
- Documented their arsenal with video tapes which were kept secret
- The pair hoped that after setting off bombs in the cafeteria, they would rampage through the school and shoot any survivors, then continue their attack on surrounding houses as neighbors came out to see the commotion

# Virginia Tech



- According to a former FBI agent and ABC consultant, "**This was no spur-of-the-moment crime.** He's been thinking about this for several months prior to the shooting."
- A report criticized Virginia Tech educators, administrators and mental health staff in failing to "**connect the dots**" from numerous incidents that were warning signs of Cho's mental instability beginning in his junior year.
- During the time period between the two shooting events on April 16, Cho visited a local post office near the Virginia Tech campus where he mailed a parcel with a DVD inside to the New York headquarters of NBC News, which contained video photographs, and a manifesto explaining the reasons for his actions



# Weapons

- Mumbai - AK 47 / AK 56 rifles, 9 mm Pistols, Military-type grenades, RDX explosives concealed inside of backpacks
- Ft Hood - He had two handguns: an FN Five-seven semi-automatic pistol, which he had purchased at a gun store, and a .357 Magnum revolver that he may not have used. “A medic who treated Hasan said the pockets of his combat fatigues were full of pistol magazines.”
- NY, NY - Las Vegas— .9 mm Handgun, at least 5 extra magazines
- VA Tech - In a backpack, he carried several chains, locks, a hammer, a knife, two semi-auto handguns, nineteen 10- and 15-round magazines, and almost 400 rounds of ammunition



# The Attacks

- VA Tech - Columbine - Ft Hood - Mumbai - Kabul in 2008
  - **Front door style attacks on Soft Targets**  
(Mumbai a little different)
- This style of frontal attack and assault designed for maximum casualties seen before
  - **Serena Hotel attack in Kabul - Gym target Westerners**
  - **Bali Nightclubs – 2002**
  - **Indian Parliament attack December 2001**
- Soft targeting not new - Why was Ft. Hood a soft target?
- Innovative amphibious infiltration - Mumbai
- NY, NY in Las Vegas

**Differences in shooters and terrorist attacks were multi-terrorists attacking several targets**



# Are Priorities In Place?



- **U.S. schools extensively guard against fire**
- Fire drills
- Sprinkler systems
- Building codes
- Yet not one child had died from fire in any U.S. school in over 25 years (excluding dorm fires)
- Well over 200 deaths have occurred by active shooters in the same period here, and thousands in terror attacks worldwide
- But training and preparation for these events meets with stiff resistance

# Are Priorities in Place?

- The U.S. Secret Service , in conjunction with the U.S. Department of Education, has developed guidelines for better understanding and preventing school shootings. These guidelines can be used for any venue, not just schools



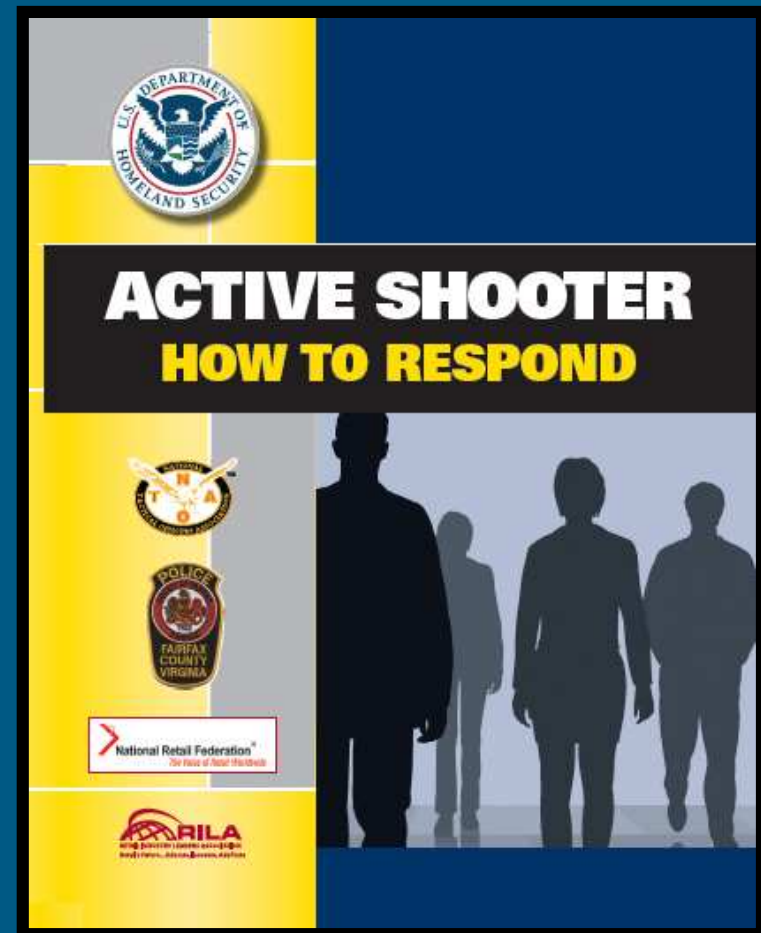




# Active Shooter

## Guide Book

This pamphlet provides guidance to individuals, including managers and employees, who may be caught in an active shooter situation, and discusses how to react when law enforcement responds.





U.S. Department of Education

# LESSONS LEARNED

## From School Crises and Emergencies

Vol. 2, Issue 6, 2007

### RESPONDING TO AND RECOVERING FROM AN ACTIVE SHOOTER INCIDENT THAT TURNS INTO A HOSTAGE SITUATION

In recent years, schools nationwide have experienced active shooter incidents. An “active shooter” is a person who is actively discharging a firearm causing the immediate death or serious injury of one or more individuals. The duration of an active shooter situation may vary considerably from a short period of time, such as a few minutes, to a long period of time, such as several hours. The details of these incidents also tend to evolve and change as site-specific information about hostages, victims, weapons, bombs and other activities is obtained. This type of emergency requires that school officials and first responders react immediately to implement practices and procedures outlined in emergency management plans. They also must institute an Incident Command System (ICS) to establish control over the event and maintain a safe environment for staff and students until an evacuation can occur.

An active shooter incident occurred in the Valley School District,<sup>1</sup> a small district located in a rural community, with approximately 1,300

and an elementary school. The Peak High School houses 476 students in grades 9–12 and shares a common building with a middle school, connected by a hallway, which serves 311 students in grades 6–8. The campus also includes a building that houses administrative offices, a large gymnasium, additional classrooms and a swimming pool. An elementary school that houses 550 students is located approximately 10 minutes by car (or about seven miles) from the main campus. The incident below describes how an active shooter situation quickly became a hostage situation that required multiple law enforcement agencies and other first responders and agencies to coordinate response and recovery efforts.

#### Pre-incident Preparedness

Several weeks before the incident, the Valley School District staff, faculty and first responders conducted an active shooter drill. Prior to the drill, first responders detonated equipment to demonstrate the sounds made by explosives and



[Article Link](#)



New York City Police Department

# Active Shooter

*Recommendations and Analysis  
for Risk Mitigation*

**Raymond W. Kelly**  
*Police Commissioner*



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## Active Shooter Resources





# Security Staff

- Security **staff can likely do more to mitigate** the loss of life than the police, due to being on scene when the shooting starts
- The need **for training security staff** in how to recognize, react to and prevent Active Shooter events is CRITICAL
- **Implementing a training plan** for security staff is simply not enough preparation/training for an Active Shooter event!
- Training EVERY member of your **facility is paramount!**

# The Worst Case Scenario



- Zero Sum Deadly Contest: He doesn't value life, including possibly even his own, whereas life is what we value most. His intent is to kill ... **ours is to stop him**
- He only needs to kill one employee, guest, student ... **even if we save 20**





# Lone Wolf Shooter

- The act will often involve preparation & knowledge...  
giving him significant advantages:
  - **He chooses the time & place**
  - **He can rehearse his actions**
  - **He can exploit our vulnerabilities**
- Fundamentally, his advantages are: **Speed, Surprise, and Violence of Action**

# Lone Wolf & Casino Shooting in Las Vegas



**Aug 1, 2007- New York - New York Hotel Casino**

- Armed with a **semiautomatic handgun, at least five loaded magazines and dozens of extra cartridges**, Steven Zegrean walked into New York-New York on Thursday night prepared to open fire, police said
- The 51-year-old, depressed and suicidal after losing his job, hoped to spark a violent confrontation with authorities and commit "suicide by cop"

# Previous Shootings in Southern Nevada Casinos



- November 1999: Gloria Cohns killed by former boyfriend while dealing blackjack at the Golden Gate in downtown Las Vegas
- February 2000: Anthony Cuccia fatally shot Philip Greenspan in Stardust sports book
- September 2000: Stephen Mullen killed Heather Vitarelli in Harrah's while being detained by security for a theft
- April 2002: Three people killed during Laughlin River Run brawl between rival motorcycle clubs
- June 2006: Allen Tyrone Smith fatally shot inside Silver Nugget in North Las Vegas
- Possibly most recently, Willebaldo Dorantes Antonio was killed in a May 7 bomb blast in the Luxor parking garage. Two arrests were made.



# Facility Planning Issues



- How will first observers/responders communicate the threat? To whom?
- How will the threat be communicated to everyone in the facility?  
Code words?
- Lockdown or evacuate? When? How?
- Train all employees in use of the radio in emergencies

- Media monitors 911 dispatching & emergency services
- Local media may start calling the facility or begin arriving
- How should you prevent media and others from entering the site?
- How do you respond

Do we enlist other employees to watch gates or entrance/exit locations to prevent unauthorized access?

## **PROPER PLANNING**





# Planning / Preparation





# Hospitality Industry

American companies provide an enormous amount of training for their employees. Training is provided in:

- Sexual Harassment
- Workplace Violence
- Diversity
- Document Retention
- Customer Service
- First Aid
- Safety
- Company Policies
- Robbery & Theft

However, not many companies provide training in the area of Active Shooter.





# Planning

- There are many good plans. Organizations such as IACP, ASIS, DHS, NEA, and the U.S. Department of Education have developed plans to provide companies a starting foundation. Even a Google search provides many good plans.
- Companies should pick a starting point and develop a plan specific for their organization.
- Plans must involve top management (President, CEO), senior management (General Managers), and facilities (Security, Maintenance) and operational management (Guest Services, Valet, Casino, Restaurant, Catering).
- Enlist the assistance of outside resources (Insurance Carrier, Consultants) to evaluate your organization's operations, facilities, and development of a plan and assistance with providing employee training where necessary.
- Investigate with your Broker whether you have adequate coverage for crisis situations and response (Do your current policies provide coverage for unplanned events? (Pre - and Post - event)

# Security Force Objective



## Security Force Objective

- Facilitate a successful resolution in a manner that minimizes the risk of injury or loss of life & prevents the incident from escalating



# Prevention & Deterrence

The best opportunity to control events and **deny the perpetrator(s)** the advantages of **Speed, Surprise, and Violence of Action** is before the act, through:

- PREVENTION & DETERRENCE

# Prevention



- Scrupulous application of best-practice security measures
- Ensure threats are fully & appropriately communicated and acted on
- Advocate a strong workplace violence program
- For Gaming--Gaming Security 'Watch List': Disgruntled gamblers & employees; complaint file
- **Educate** the company workforce
- **Train, drill, exercise**

# Deterrence



- Maintain the highest possible visible security footprint consistent with reality (“People want protection without being reminded that they need it.”)
- Actively practice good community policing and encourage the same with law enforcement
- Respond to suspicious persons with multiple officers whenever possible

# Security



- As Facility Security's **first line of defense**, a Security **Officer or Guard** may be the first contact with a potentially violent offender.
- How that first contact is **handled** may be critical to the final outcome.

CONTACT

BELLAGIO EXAMPLE

# Expectations of Security

- No fail safe way to accomplish this objective
- There is no guarantee of safety
- **Nobody** is expendable
- Apprehension of offenders **is a Police function**
- Yet, there are undeniable expectations of the Security Force





# Expectations



- The expectation is that the **security officer will not flee** - ---- as they did in Mumbai
- Employees will most frequently resort to their **training** under stress

# Mumbai



- Inadequate Training and Equipment for the Local Police - **What about Security?**
- Security was ill-equipped and not trained in any basic response for crises management, active shooter, let alone a terrorist act

## **Problem:**

Many active shooter incidents have no, or a limited and unarmed, security presence - Schools, Malls, Movie Theaters

# Response to the Violent Offender

- Observe & Report (immediate notification to security staff, Surveillance & 911)
  - Description of incident
  - Location and / or direction of travel of offender
  - Number & description of offenders
  - Weapons
  - Injuries, hostages

**Has security, or employees, been trained in providing guidance to employees for this type of emergency.**



## Response Continued

- Assist the public in escaping the threat
- Alert facility occupants & provide guidance (evacuate or shelter in place)
- Render aid to victims
- Locate, isolate, contain & limit movement of offenders w/out confronting
- Remote Surveillance



# Law Enforcement

- Identify yourself to responding law enforcement officers in a **non-threatening manner**
- Assist responding officers by providing information and complying with their instructions
- Offer up a liaison officer to the command post, or at least a 24/7 point of contact – become the police officer's best friend

# Prep for The Police Response



- **Be prepared to *rapidly* provide police with:**
  - Details (who, what, when, where, how)
  - Access & keys - ***Rapid response kit***
  - Floor plans, photographs & construction details
  - Utilities including shut offs
  - Access to Communications (telephone, PA system)
  - Surveillance tapes that capture subject's image
  - Identities, descriptions & photographs of known
  - Hostages or unaccounted for persons
  - Facilities for command post, observation positions & rehearsal sites

# What to expect from Police: What employees need to know



- Among the most dangerous situations police face - **they will be hyper-vigilant**
- First arriving officers will usually attempt to contain the situation (establish perimeters) & make contact with you. Make it easy for them.
- Fire/Rescue & EMS will respond and stage nearby
- Once contained, police will typically not allow a situation to go mobile

# What to expect from Police



## **What to expect from law enforcement:**

- Active Shooter situations will normally require the police to take immediate action to terminate the threat to the public

## **Changes since 9-11 and Columbine**

- **Old Philosophy** - Given time (hostage/barricade) they will usually attempt to resolve the situation peacefully through negotiation

**NOT IN THE CASE OF AN ACTIVE SHOOTER**



# What to expect from Police



- Negotiations take time and patience
- May involve incremental releases of hostages
- If the situation escalates, expect a rapid change in police tactics
- Police tactics are situational driven & typically involve marksman intervention or entry

\*\*\*\*\* Active Shooter Response - Entry by Police -  
Fundamentals are **Speed, Surprise, Violence of Action**

# What the workforce needs to know



- In an Active Shooter scenario your options are generally to:
  - Escape the threat by putting as much distance between you and the assailant as quickly as possible
  - Barricade & hide
  - Pretend to be dead
  - Fight back
  - Plead
  - Assist the public (especially special-needs customers)

# To Flee or not to Flee



## **Statistical reasons to FLEE and put distance between you & the assailant:**

- Handguns are easily concealed, but hard to aim especially under stress
- Most handgun shootings occur at fewer than 7 yards
- Only 11% of assailants' and 25% of police bullets hit the intended target
- The measured fatality rate is under 15% for criminal gunshot wounding

# Lockdown or Evacuate



- Currently, **a lockdown is often advocated** in an active shooter situation. That is, secure the potential victims in a locked room(s). But is that possible in a soft target environment - a potential victim wants to get out of the potential kill zone?
- **Mumbai - shooters went room to room, as did Columbine and VA Tech killers – New York – New York Indiscriminate firing**
- Consider evacuation and escape as alternatives to lockdown

# What the workforce needs to know



What the workforce needs to know:

**\*\*During a police tactical entry, everyone is a threat\*\***

- If you can't be a fly on the wall, then be a sheep
- Try to remain calm and clear headed
- Keep your hands clearly visible and have absolutely nothing in them
- Do not run towards the police or in any way present a threat
- Make no furtive movements
- Immediately comply with instructions

# What the workforce needs to know



- Expect chaos: loud diversions (blinding flash, smoke, explosions), dynamic movement, rapid gunfire, forceful commands and rough treatment
- Best to go prone and stay there until ordered to stand up – even if temporarily left alone
- Expect to be restrained with flex cuffs or handcuffs
- The police entry team must determine instantly if you are a threat or not. Shoot / No Shoot decisions will largely be based on what is in your hands and what you are doing with them

# What the workforce needs to know



## *Hands, Hands, Hands!*

The police entry team must determine instantly if you are a threat or not.

**Shoot / No Shoot decisions** will largely be based on what is in your hands and what you are doing with them.

**Hollywood jewelry store tragedy**





**RUN > HIDE > FIGHT**

**>>> SURVIVING AN ACTIVE SHOOTER EVENT**

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# Questions and Answers



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