

Active Shooter Preparedness Workshop Supplemental Materials: Video Transcripts

Full-Day Workshop

2016



**Homeland
Security**

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Module 1, Slide 3: Aurora, Colorado, Theater Shooter

This video contains an example of the information sharing process between 911 dispatchers and first responders. The example highlighted occurred in the response to the Aurora theater shooting in Aurora, Colorado. In the exchange, police try to ascertain the situation within the theater.

Full transcript

Female Voice: [Inaudible code number] Shooting at Century Theaters, 14300 East Alameda Avenue, they're saying somebody is shooting in the auditorium. 15 entry 14, that leaves at least one person that's been shot, but they're saying there's hundreds of people just running around...somebody is still shooting inside theater number nine, per an employee.

Male Voice: [Inaudible code number] Somebody is spraying gas in here too.

Female Voice: Copy, somebody is spraying gas.

Female Voice 2: [Inaudible code number] We got another person outside, shot in the leg, a female, I got people running out of the theater that are shot in room nine.

Male Voice 2: Get us some damn gas masks for theater nine. We can't get in it.

Female Voice: We're letting rescue know, as well.

Module 1, Slide 9: Options for Consideration

“Options for Consideration” is an educational video to outline the processes behind “Run, Hide, Fight.”

Full transcript

Male Voice: [Over a radio] We have an active shooter. Stand by for further information.

Narrator: Tragedies, such as the 2007 mass shooting on the campus of Virginia Tech, the 2009 shooting at the Fort Hood Texas military post, and the 2011 attempted assassination of Representative Gabrielle Giffords at a public appearance in Arizona, are all examples of active shooter situations. [Pictures appear of the shooters from each of these active shooter incidents.] An active shooter is an individual actively engaged in killing, or attempting to kill people, inside an occupied structure or outside in a populated area. In most cases, there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. It is important to be prepared for such an event. Make it a practice to identify potential escape routes and have a plan in mind, even if you are just visiting a facility.

In the event of a shooting at your location, you must quickly determine the most reasonable way to protect your own life. You will need to determine if the best course of action is to evacuate or to hide. Call 911 when it is safe to do so. If there is an accessible escape route, attempt to evacuate. Be sure to leave your belongings behind. Help others escape if possible, but do not attempt to move wounded people. Evacuate regardless of whether others agree to follow. Warn

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individuals not to enter an area where the active shooter may be and follow the instructions of any police officers. If evacuation is not the best option, find a place to hide where the shooter is less likely to find you. And be sure your hiding place does not trap or restrict you or your options for movement.

Consider the difference between cover and concealment. Cover will protect you from gunfire. And concealment will hide you from the view of the shooter. Quickly choose the best option. If you are caught out in the open and cannot conceal yourself or take cover, you might consider trying to overpower the shooter with whatever means are available. To protect your hiding place, lock the door if you can. Block the door with heavy furniture, and close, cover, and move away from windows. Hide behind large items such as cabinets or desks. Remain quiet. Silence your cell phone and/or pager. Even the vibration setting can give away a hiding position.

When you call 911, remember to tell the operator the location of the active shooter, if there are multiple shooters, physical description of and number of weapons held by the shooter, as well as the number of potential victims at the location. When law enforcement arrives on the scene, their primary goal is to eliminate the threat and stop the shooter as soon as possible. First responders will not be able to stop to help injured persons until the environment is safe. Knowing what to expect will help keep you calm and allow law enforcement to quickly neutralize the threat. Officers may arrive in teams with tactical equipment such as vests, helmets, and rifles. They will need to take command of the situation. Expect to experience officers shouting orders and even pushing people to the ground for their safety. It is possible that officers from multiple jurisdictions will arrive on the scene.

When law enforcement officials arrive, it is important that you keep your hands visible at all times. Avoid making any sudden movements. Avoid pointing, screaming, and/or yelling. Put down any items. Immediately raise your hands and spread your fingers. Remain calm and follow instructions. Do not stop to ask officers for help, while evacuating. Just proceed in the direction from which officers are entering the location. For more awareness resources, please visit www.dhs.gov/criticalinfrastructure.

Module 2, Slide 5: Pathway to Violence

“The Pathway to Violence” is an educational video featuring Gene Deisinger, a behavioral psychologist and subject matter expert, whose work is at the forefront of understanding the active shooter phenomenon.

Gene Deisinger is a behavioral psychologist who is considered an expert in understanding violent patterns and the behaviors that typically proceed violent outburst. He has first-hand experience in active shooter preparedness, as Virginia Tech hired him in the wake of their 2007 shooting to design and implement a readiness plan to mitigate future threats.

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Full transcript

Dr. Gene Deisinger: The pathway to violence is really a nice description of the transition from idea to action. Ideation about the use of violence in response to a perceived grievance is actually a pretty high base rate human behavior. Lots of people have those thoughts, at least in passing or intermittently, that don't escalate beyond the ideation point. So, what folks like Calhoun and Weston did is lay out a process or a pathway that is pretty typical for escalation to serious violence or to targeted violence more generally. Foundationally it starts with a grievance, a perceived or real wrongdoing, oft times the people that come to our attention are referred to as "injustice collectors." It's not just one grievance, it may be a series of grievances over time. They begin to attribute the ideation of the use of violence to address that grievance. That tends to take some time to percolate and to develop, but when we get that ideation in response to the grievance, rather than the more adaptive coping styles or response strategies, that's when we begin to be more concerned.

From the ideation, then, if the person moves into a planning phase—you're investing more emotional and cognitive energy into not just "I'd like this person to pay for what they did," but "How would I like them to pay? What would it take for that? What would I need for that? What weapons, if I were going to use a weapon? What would be my methodology? What are the barriers to that? What do I have to overcome?" In describing that, I think you can see it takes more "intensity of effort" is the phrase that's more commonly used in the field. It takes more energy than just a fleeting thought or reaction about the use of violence in response to the grievance.

The good news is that most people that get involved, who engage themselves in the planning phase, stop at that point and don't move forward with it. They resolve the concern, they realize there are too many barriers, too many inhibitors to moving forward with the plan, and they stop. When they move into that next phase, which I would refer to as the "Acquisition" phase, is acquisition of the means, the method, the opportunity, and the proximity to the identified target or targets. That's when our concern increases significantly, and particularly in terms of the timeliness of potential harm. As a person is in that stage and they are acquiring the materials that they need to execute the plan that they've developed, and more accurately, refine the plan that they've developed, we may now have very little time.

And then the next step would be probing and breaching and surveillance, which may feed back into both the ideation, the planning, and the acquisition. So there is a feedback loop there as well.

One of the things that's gathering increased attention about the pathway to violence, as we look at the horizontal dimension, being time, as we move to the right there tends to be a compression of time. So the process escalates in its rate as we move forward. Therefore, it's really incumbent upon processes that are identifying and detecting and assessing to be prepared to respond the further they see someone along the continuum.

Module 2, Slide 7: Contagion Effect: How Violence Can Spread

“The Contagion Effect” is an educational video featuring Gene Deisinger, a behavioral psychologist and subject matter expert whose work is at the forefront of understanding the Active Shooter phenomenon.

Gene Deisinger is a behavioral psychologist who is considered an expert in understanding violent patterns and the behaviors that typically proceed violent outburst. He has first-hand experience in active shooter preparedness, as Virginia Tech hired him in the wake of their 2007 shooting to design and implement a readiness plan to mitigate future threats.

Full transcript

Dr. Gene Deisinger: “Copycat” presumes that this individual, this second individual, is trying to mimic—which they may or may not be doing—and instead, a recent incident may destabilize an individual that was in that pathway, but had inhibitors, and didn’t see a way through those and now sees some aspects—either from a given incident or from a collection of incidents—that is the tipping point for them.

The literature on that among targeted violence is a bit mixed. It’s also very difficult research to do, to show the degree to which this incident was related to a previous one. But there is a growing belief that there is some limited affect, some limited vulnerability in the next several days after a high-profile incident, or an incident of local prominence, maybe it’s a smaller scale, but of more local significance.

And those are times when teams should probably scale up, to look at their existing caseload and say, “Do we have anybody that we’re already dealing with that reminds us of the grievances, the motivations, that are being recounted about the perpetrator of this other incident, or their tactics and methods?” Or, has other similarities to, or perceives themselves as having similarities to. Those would be some of the questions we routinely look at when we’re assessing cases.

Module 2, Slide 9: Organizational Preparedness: Virginia Tech Lessons Learned

“Organizational Preparedness: Virginia Tech Lessons Learned” is an educational video featuring survivors of the 2007 Virginia Tech shooting, as well as the faculty tasked with identifying and implementing lessons learned in the period after the shooting.

Kristina Anderson is a survivor of the 2007 Virginia Tech shooting. Ms. Anderson was wounded three times in the attack and was one of the few survivors. She presently runs the Koshka Foundation for Safe Schools, which is a nonprofit working to improve campus safety, empower student activism, and create a network for survivors of various causes.

Gene Deisinger is a behavioral psychologist who is considered an expert in understanding violent patterns and the behaviors that typically proceed violent outburst. He has first-hand

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experience in active shooter preparedness, as Virginia Tech hired him in the wake of their 2007 shooting to design and implement a readiness plan to mitigate future threats.

Erv Blythe was the Chief Technology Officer at Virginia Tech during and after the attack. He witnessed the difficulties in communicating the threat across the campus and to law enforcement personnel first hand, and identified the gaps in reporting that might have led to the shooter's identification as a threat prior to the event.

FULL TRANSCRIPT

Kristina Anderson: It started like any other day. I was a sophomore in college at Virginia Tech. I jumped out of bed, I got dressed, we sped to campus, and we did talk about skipping class that day because we were already running pretty late and, you know, it's awkward to be pretty late when you walk into a small classroom. Our teacher would intentionally kind of move us around so we'd get to meet other colleagues and, you know, people in the class for the morning's activity. Well, because we were late, we missed that portion. So while everyone else is really not sitting in their usual seats with their book bags and everything, you know, the day has begun, we're just kind of disruptingly showing up. She was very nice about our being late, handed us our assignments, we just quickly sat down ... and it was right after that, basically, that we heard the first gunshots.

The closest thing I could relate to was like an ax being taken to a piece of wood. It felt like a very quick, sharp, "Chop, chop, chop, chop." And, my teacher was in the front of the class, and I mean it went from normal chatter to just complete silence. Kind of a sense of urgency of "Something is wrong," but no one really knew what. And as she peered in the hallway, I mean, she probably saw him, but when she came back in she said, "Call 911." And I just remember seeing this utter look of panic and color drained from her face. The last thing I remember seeing before I looked away was two students in front of my class, Matt and Henry, I remember seeing their arms extend, and I think what they were trying to do, most likely, was help her get their desk to the door to block it. But, literally, as they pushed, he walked in. So he shot them first, walked to the other side of the classroom, and took an active shooter stance there and started shooting. And so, as he got there, it was very, very quick. It was probably, looking back, 5-7 seconds between acknowledging there's some noise out here to them being physically in our classroom. I think that's one of the scariest things about this is that, for those twelve minutes or however long of those minutes he was in our classroom, because we were so unaware and unprepared he had full control of what happened.

There was a lot of discussion about our perpetrator before the shooting. He was on the faculty's radar, he was on the care team's radar, he was a little bit on law enforcement's radar, he was on his roommate's radar, but they were not communicating together in that way, and so I think that has definitely changed coming out of this event.

Dr. Gene Deisinger: Several individuals had knowledge of pieces of the puzzle, but there wasn't a mechanism, there wasn't a structure, there wasn't an authorized capacity for one entity to be able to be the centralized clearinghouse, if you will, for those data points.

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Erv Blythe: There was a lot of information out there about Cho. I believe that there was information in the ether ... that if Cho—once he was deemed to be a threat, maybe to himself, maybe to others—if that information were looked at from one place—all that information were looked at from one place, I think he might've been identified.

Dr. Gene Deisinger: There were potential opportunities that were not capitalized on. And so, the institution was quick to see, “How can we do that more effectively?” Of course, being mindful of relevant laws and professional ethics that come into play about sharing of information.

Kristina Anderson: So Dr. Gene Deisinger was brought in to lead the organization, and so now Virginia, Connecticut, and Illinois have to have threat assessment teams in practice, which I think is one of the best, comprehensively proactive, things you can do. Because it's addressing that this is an ongoing issue, you know, regardless.

Dr. Gene Deisinger: The threat management process was new to the campus. While pieces of it had been in place for a long time, as a structure itself it was new. One of the things that was one of my first initiatives was increasing the public awareness of that process and outreach and engagement with the community about the perceived barriers to using that process. Fears about what it meant to use that process. Would students that we had minor concerns, thought they needed to be followed up, but would they end up on a watch list and be persecuted? That was a fair concern. It wasn't happening, to my knowledge, but it was an understandable concern. And so I felt it important to meet those people where they were at with their fears and perceptions, try to address those, and build relationships with them.

Module 2, Slide 15: Workplace Violence

“Workplace Violence” is an educational video featuring a fictional vignette to illustrate a potential workplace violence incident.

FULL TRANSCRIPT

[A man recklessly drives a minivan through a parking garage, screeching his tires and nearly clipping another man walking in the parking garage.]

Man in White Shirt and Tie (Mark): [Talking on a cell phone] She can't take half of my money. I'm the one who worked for it.

[A woman in another car puts on her left blinker.]

Mark: You're a lawyer, do something about it.

[The woman in the car pulls into a parking space.]

Mark: She's getting the house, too?

[Mark screeches to a halt behind the parking spot as the woman parks in the parking space he wanted, and hastily gets out of his van.]

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Mark: What?! Are you blind?!

[Mark walks around his van to the back of the car to confront the woman as another man in a black suit approaches.]

Mark: Hey, this is my parking space!

[The woman is getting out of her own vehicle.]

Woman: Come on Mark, I got here before you did.

[Mark flashes a disgusted look on his face.]

Man in Black Suit: Mark, there are plenty of other parking spaces back there.

Mark: Mind your own business. [Mark points and hits the man's chest with his finger.] This is between me and her. [Mark points at the woman.]

Woman: Look, you saw me use a turn signal.

[Mark turns to the right in anger.]

Man in Black Suit: It's ridiculous to get upset over a parking space.

[Mark throws his hands down in disgust, slams his hand on the hood of his van, and angrily drives off, screeching his tires again.]

Man in Black Suit: Geez. [Shaking his head and approaching the woman.] Are you okay?

Woman: Yeah.

[Both look in the direction that Mark drove as his tires are still screeching in the parking garage.]

[Later, in the company break room, the same man, now wearing a dress shirt and tie with his sleeves rolled up, approaches the female driver, who is getting a cup of coffee.]

Man: Hey.

Woman: Hey.

[Man addresses another woman in the break room. Camera catches Mark angrily walking through the break room and everyone glances at Mark.]

Man (to another female coworker): Well, uh, good luck on that presentation today.

Female Coworker: Thanks, have a good day. [Leaves the break room.]

Woman: [Turning to the man] So what is eating Mark? He used to be one of the nicer guys around here.

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Man in Black Suit: I don't know, he's been really difficult to work with lately. The other day in a meeting, I heard he left in a huff, and last week at lunch—ok, I saw it—he totally flipped out because a waitress got his order wrong.

Woman: Well, I heard he was going through a really messy divorce.

Man in Black Suit: Well that's no reason to threaten your coworker, you know? We should go to HR.

Woman: I really don't want to do that. I don't want to spend my whole morning at HR.

[Another woman, an HR administrator, approaches, interrupting their conversation.]

Woman: Hey.

Man: Hey.

HR Administrator: Hello! [Addressing the woman] I heard about what happened in the parking garage. Are you ok?

Woman: Yeah. Yeah, it's just not a great way to start your morning ... How did you hear?

HR Administrator: Office gossip. [Waves her hand in dismissive way.] But, don't worry. I'll take care of it, okay?

Man: Gotcha.

HR Administrator: No problem. See ya. [Waves bye and turns to leave the room.]

Man: See ya.

Woman: Bye.

Man: Have a good day.

HR Administrator: You, too.

Man: Thanks.

[Later, in the HR Administrator's office, the HR Administrator is sitting at her desk reading a document. Mark walks in with a defiant look on his face.]

Mark: You wanted to see me?

HR Administrator: Yeah, please, have a seat. [Places the document on her desk.]

Mark: I'll stand.

HR Administrator: [Stands and points to the door] Would you mind closing the door, please? [Mark closes her office door and returns to his standing location.] Mark, I heard about the incident today in the parking garage. [Mark rolls his eyes.] I have to tell you, there have been some consistent complaints about your aggressive behavior and that type of behavior is not

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acceptable here. Do you understand? I also need to speak with you about your performance lately. [Mark lowers his eyes and looks down.] Your work quality has been very poor, and we've decided that we need to place you on a probationary period of one month. [Mark sighs in exasperation.] We'll be evaluating you weekly, [Camera shows Mark clenching his fists] and, at the end of that period, if we don't see some significant improvement then there will be some serious consequences. [Leaning forward toward Mark.] Mark, you could lose your job over this.

Mark: [Mark clenches his jaw.] Fine.

HR Administrator: Do you want to discuss this further? I'm happy to answer any questions you have?

Mark: No. Are we done here?

HR Administrator: Yes. [Lets out a loud sigh.] We're done.

[Mark snorts and storms off, muttering to himself. As he walks through the hallways, Mark angrily gestures, rubs his forehead, and loosens his tie. He walks to the building's stairwell and goes down the stairs to his vehicle in the parking garage.]

Mark: [While walking to his car.] This is it. I can't take this anymore.

[Mark opens the rear door of his van, takes off his tie, and throws it into the van. He pauses momentarily and then grabs a black bag out of his van. He pauses again and then quickly walks back to the stairwell carrying the black bag. The camera changes to a security camera watching him walk to the stairwell.]

Module 3, Slide 2: Security Considerations

The video on this slide shows security camera footage of a drunk driver turning into the exit lane of the parking lot at a federal courthouse and hitting the gate arm with his car. Upon impact, the arm gate readily opens and stays up as the drunk driver continues into the parking lot. This physical security measure has a major flaw that might not have been detected until too late.

Module 3, Slide 6: Security Measures

“Security Measures” is an educational video featuring Chris Wood, a survivor of the Discovery Channel hostage situation, discussing the changes made to the Discovery Channel building in the wake of the attack.

Chris Wood is a survivor of the Discovery Channel hostage situation. Mr. Wood initiated the “run” from a man wearing an explosive suicide device and armed with (what was later found to be) an imitation firearm. Following the incident, Mr. Wood says that the actions of the Discovery Channel, including psychological counseling, greatly aided him during his ongoing recovery.

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FULL TRANSCRIPT

Interviewer: How did the company learn and change after the event? And what observable measures were you able to see that they'd be better prepared for an event like this in the future, you know, God forbid.

Chris Wood: I think they immediately began changing their response and they began talking about if there is a hostage situation, a gunman, violence in the workplace, they began putting that together. They put together a video that was talking about what to do in certain situations, about locking yourself in interior doors, paying attention to email, communicating with your upper-level management, checking in with people. And some of the things they were already doing, but I think some of the things that they had not communicated before.

Before there was just a receptionist and the security guard kind of stood around, as where now there is a security guard, typically an off-duty police officer, and a panic button somewhere in there. And so, I think having all three of those things, especially if you're in a high-profile industry, it's a lot cheaper to hire an off-duty police officer and having ... putting those security measures in place than actually having something happen. You never know what's going to happen.

What I also didn't realize, which I later found out, was that every room is cameraed, which you'd expect in a corporation, but it's also miked. So they could hear everything that was going on inside. They also had 24-hour security surveillance on all the cameras, and so as far as knowing exactly what was happening immediately, they knew immediately what was going on, and were able to begin communicating with employees.

There was three major entry points into the building. Sometimes there would be guards standing outside the less-descript doors, and just checking badges before you actually scan them in. At that point in time, there could've been more security, but I'm not sure that they needed it. Since then, they've now installed stalls that you have to go through—well you can't even get into the building if you're a visitor. The furthest you can get is into a vestibule. You can't get into the main lobby. So, unfortunately, like most situations, the changes that are necessary were not made until afterwards, but I think, as far as security procedures to make sure there was some cushion before you actually got into the heart of the building, that was there.

Module 3, Slide 10: Community Collaboration

“Community Resilience” is an educational video featuring Sgt. RJ Baker, a first responder with Howard County Police to the Columbia Mall Shooting, to discuss first response to an active shooter incident.

FULL TRANSCRIPT

Sgt. Baker: We know how we're going to respond. We have plans in place for any situation; however, we don't have a plan specifically to your business or to your community center. Reach out. Invite us in for a tour, let us walk through the business, let us become familiar with the

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layout. Give us the opportunity to train. The biggest thing for us is, we run out of training areas a lot of the time. And the reason we run out of training areas is we use them to exhaustion, until we know what's behind this next wall. We want to be able to do that for your business. We want to be able to know what's behind that next wall when we make entry. So, as far as what the community can do, they have to be prepared. They have to be prepared that this type of thing is going to happen in today's society. Be prepared to Run, Hide, and Fight. They need to reach out to us and allow us to make recommendations in their business in how to label doors, how to put signage inside their businesses that'll assist us when we respond, but also assist them in evacuating. These are all different things—it's collaborative, working together with your local police department is absolutely a point that's missed in a lot of communities around the country.

Module 4, Slide 6: Protective Actions

“Protective Actions” is an educational video featuring four survivors of the 2011 Gabrielle (“Gabby”) Giffords shooting in Tucson, Arizona. In this video, the survivors talk about their experiences that day and how they reacted differently when faced with imminent danger.

Pat Maisch was one of the first to show up to Congresswoman Giffords' event on January 8, 2011. Mrs. Maisch initially sheltered in place when the shooting started, but was later able to grab and help disarm the gunman by taking away his spare magazines.

Jim and Doris Tucker arrived at Congresswoman Giffords' “Congress on Your Corner” event to discuss local politics. Their photo with the congresswoman takes place moments before the incident, and is thought to be the last image taken prior to the shooting. Jim was wounded several times in the attack, but has since recovered, and Doris was unharmed.

Mary Reed brought her son, daughter, and husband to the event. Her daughter had been a page for Congresswoman Giffords, but had never thought to have a photo taken with her. The Reed family came to meet and take a photo with the representative, but never had the opportunity. When the shooting began, Mary Reed sheltered in place and used her own body to shield her daughter. she was wounded several times, though her daughter remained unharmed. Her husband, meanwhile, was able to take their son and escape from the scene.

FULL TRANSCRIPT

[Video cuts to each individual when they are talking.]

Pat Maisch: So I'd gotten a rotocall from Gabby Giffords saying she was going to have a “Congress on Your Corner” in my neighborhood, and I decided I was going to go. I got there early, which is not my MO, and I signed in with Daniel Hernandez and asked if he was going to take people in order—I think I was the third one on the list—and he said “Yes.” So I went into the grocery store—it was right after Christmas—I was going to see what things were on the sale racks.

[Picture shifts to picture of the Reed family.]

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Mary Reed: My daughter Emma was a senior in high school. She had spent the entire summer being Gabrielle Giffords' page, but she had never taken the time to get a picture with Gabrielle Giffords. We saw that Gabrielle Giffords would be at Congress on Your Corner, [picture of signage for the event pans across the screen] and it is literally on the way.

Jim Tucker: We went there, got there early, and then we went over and signed up on the list to talk with her. There was one person already in line, so Doris was number two on the list, and I was number three.

Pat Maisch: Now there's twenty people there, and I asked Daniel, "Are you still going to take people in order?" And he hesitated and said, "I'll try." And I said, "Not necessary, I'm just going to go to the end of the line." Which, in this case, I think may have saved me from being injured or killed.

Doris Tucker: [Picture of Jim and Doris Tucker talking with Representative Giffords at the event pans across the screen.] I started talking to her. We finished with that, then we were talking about some other issues.

Pat Maisch: All of a sudden I heard a bang.

Jim Tucker: ... shot Giffords, then shot me, and then he turned and, you know, shot them. So there was about like, a little over four seconds, there were twelve shots ... a total of thirty-three shots in about seventeen seconds.

Mary Reed: My husband and son were able to run. And my daughter and I were unable to run. [Run, Hide, and Fight flashes across the screen. Run dissipates.] There was no thought attached to it—I had picked up my daughter, who was a small teenager, and I had thrown her against the wall and I had covered her. [Mary spreads her arms to demonstrate. Fight dissipates, leaving Hide on the screen.]

Pat Maisch: If I run to the west or the north I am liable to make myself a target. [Run, Hide, and Fight flashes across the screen. Run dissipates.] So I decided my best chance for survival was to lay down on the ground and hope that the shooter missed me. Didn't see me.

Jim Tucker: I was instantly down. I really was kinda temporarily paralyzed when I hit the concrete. Thankfully, Doris was not shot.

Pat Maisch: [Hide and Fight are again on the screen.] At that point, he ran out of ammunition. He reloaded, and Roger Salzgeber and Bill Badger got up from the shock of the shooting and chased after him and knocked him down at that point. [Hide dissipates, leaving Fight on the screen.] And the magazine fell to the ground.

Mary Reed: And so then I looked over, and the woman standing behind me in line—which I now know is Pat Maisch—had looked at this young man and grabbed the magazine out of his hands.

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Pat Maisch: His gun was in his right hand—it was outstretched—they were shouting, “Get the gun, get the magazine!” I knelt up, and, at that time, I was at the small of his back, and they had him pinned on the right side. But I noticed that with his left hand he was taking another magazine out of his pocket, and I was able to take that away from him.

Doris Tucker: At that moment I reached for my cell phone to call 911, and so I was amazed that in this trauma situation that I had the presence of mind to think about calling 911.

Pat Maisch: What was the most amazing thing about that day? And I believe it was my mind—that my mind could process a number of things at the same time. And I guess I would tell people, in this day and age, you’d hate to have your adrenaline on high all the time. But, to just try and become more observant, more aware of your surroundings. I don’t know that I would say, “Be alert all the time,” because I think that’s a very difficult thing to do.

Module 4, Slide 9: Reporting to 9-1-1

“Reporting to 9-1-1” is a series of two audio clips demonstrating the interaction between a real active shooter witness and a 911 operator.

FULL TRANSCRIPT, AUDIO ONE

911 Operator: 911, emergency.

Female Voice: [Unintelligible]

911 Operator: 911, do you have an emergency?

Female Voice: Yes, [unintelligible] ... already got somebody ... [unintelligible].

911 Operator: You are being robbed? What did you say?

Female Voice: We are being robbed.

911 Operator: You are being robbed?

Female Voice: Yes.

911 Operator: Hold on. Hold on.

Female Voice: Hold on, I think he is with them. He’s with them? ... He’s with them, it’s alright. Hello?

911 Operator: Another person?

[Phone rings]

Female Voice: We got to [unintelligible]. Just a second.

[Call disconnects]

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FULL TRANSCRIPT, AUDIO TWO

911 Operator: Fairfield 911, you have an emergency at People's Bank?

Male Voice: Yes ma'am, I have a woman who was just held up outside in the parking lot.

911 Operator: Ok, hold on one moment, okay?

Male Voice: Yes ma'am.

911 Operator: Any weapons?

Male Voice: Yes, she said he brandished a gun—a firearm. He... it didn't have a license plate on it.

911 Operator: Ok, give me a description of the vehicle—which way did it go?

Male Voice: It was a burgundy Toyota Corolla.

911 Operator: Burgundy Toyota Corolla—which way did it go?

Male Voice: I'm not sure. (To witness) What direction did the car go?

Female Voice: I believe—to the right.

Male Voice: To the right of our parking lot. He had on a blue hoodie.

911 Operator: White, black, or Hispanic male?

Male Voice: Uh, I believe he was white. The vehicle did not have a license plate on it.

911 Operator: It did not have a plate?

Male Voice: It did not have a license plate.

911 Operator: She did not see a plate.

Male Voice: No, I'm telling you, I saw the vehicle. It did not have a license plate on the back of it.

911 Operator: Is she injured?

Male Voice: No, she is not.

911 Operator: What was taken?

Male Voice: Nothing, they held her up but then she started screaming and they ran off.

911 Operator: Did you say "they"? There's more than one?

Male Voice: Yes ma'am, he got into the passenger seat and there was a driver in the car waiting for him.

911 Operator: Did you see the driver?

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Male Voice: I did not.

911 Operator: Okay. [Audio ends.]

Module 5, Slide 3: Situational Awareness

“Situational Awareness” is an educational video featuring Chris Wood, a survivor of the Discovery Channel hostage situation. In this video, he discusses what kept him safe during the attack.

Chris Wood is a survivor of the Discovery Channel hostage situation. Mr. Wood initiated the “run” from a man wearing an explosive suicide device, and armed with (what was later found to be) an imitation firearm. Following the incident, Mr. Wood says that the actions of the Discovery Channel, including psychological counseling, greatly aided him during his ongoing recovery.

FULL TRANSCRIPT

Chris Wood: I think that there is a couple things, and one is more of the situation and the other is more of the aftermath. In the situation itself, I think that one of the most important things and things that kept me safe in this particular instance, or as safe as I could be, was, one, staying calm and being very aware of what was going on in my surroundings, looking to communicate where I could, being able to communicate with the outside world and, as I said, communicate with that one employee, they were then able to call the police and describe *me*. So then that gave the police an opportunity to know who I was and that I was a Discovery employee. So if there is an opportunity to communicate, stay calm, stay focused on the situation—I think is really key.

Module 5, Slide 5: The First Minutes

“Preparedness” is an educational video featuring survivors of active shooter events and Sgt. RJ Baker, a first responder with Howard County Police to the Columbia Mall Shooting, to discuss the critical first moments in an active shooter incident.

Sgt. Baker was a first responder to the Columbia Mall Shooting in Columbia, Maryland.

Pat Maisch was one of the first to show up to Congresswoman Giffords’ event on January 8, 2011. Mrs. Maisch initially sheltered in place when the shooting started, but was later able to grab and help disarm the gunman by taking away his spare magazines.

Jim and Doris Tucker arrived at Congresswoman Giffords’ “Congress on Your Corner” event to discuss local politics. Their photo with the congresswoman takes place moments before the incident and is thought to be the last image taken prior to the shooting. Jim was wounded several times in the attack, but has since recovered, and Doris was unharmed.

Mary Reed brought her son, daughter, and husband to the event. Her daughter had been a page for Congresswoman Giffords, but had never thought to have a photo taken with her. The Reed family came to meet and take a photo with the representative, but never had the opportunity. When the shooting began, Mary Reed sheltered in place and used her own body to shield her

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daughter. She was wounded several times, though her daughter remained unharmed. Her husband, meanwhile, was able to take their son and escape from the scene.

FULL TRANSCRIPT

Sgt. Baker: You have to be prepared on your own. You have to train your people in the Run, Hide, Fight, you have to teach them what to do. The first time to think about what to do is not when it's happening, it's well before. Have a plan and execute it. It's the only thing that's going to save lives. Most active shooters are done within 90 seconds to three-four minutes. There's no way first responders can get there in order to make any difference. The difference has to come on your end.

Mary Reed: From the time it started, to the time he had murdered 6 and injured 13, was 22 seconds. And that is not a lot of time. I sheltered my daughter, but again I didn't think. I mean, 22 seconds is just ... no time to do it.

Pat Maisch: If you asked me if I would ever suspect that something like that would happen to me or on the corner of Ina/Oracle at a Safeway in a relatively calm part of town, I would tell you "No." Now, I'm not so naïve. It can happen anywhere. If it can happen at Safeway, it can happen anywhere. When I am in a public place now, I sort of even am more vigilant and think, "Where would I go in an airport if something happened?" I'm generally observant, but since the shooting I have been more observant.

Jim Tucker: And it's not so much going about your life, you know, in fear of what's happening, but rather to be aware in what you would do—how would you react?

Sgt. Baker: So, train your people, let them know what they need to do and let them make up their mind what they're going to do before it ever happens. It's going to reduce time and likely save lives. It did in the Columbia Mall Shooting, and I have no doubt that it would do that throughout the country in the future.

Module 5, Slide 12: Media Report

"Media Report" is an educational video showcasing how a major news outlet (in this case, CNN) handles coverage of breaking active shooter news.

FULL TRANSCRIPT

Anchor: Don, this is what law enforcement sources suggest now happened during this midnight movie. They believe this suspect came into the theater with a ticket, went out through an exit door to the right of the screen, toward his car, which was parked just outside of that exit. And there they think that he geared up for the attack and, at approximately 12:37 or 12:38, he came back in. Now what witnesses say they saw is that at some point a canister was tossed in here spraying gas into the room—some sort of tear gas or pepper spray. They say he fired into the ceiling first and then this man, who was wearing all black with a bullet proof vest and a gas mask on, started shooting into the crowd. Police would later say that he was using an AR-15 assault

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rifle, a Remington shotgun, and a .40 caliber Glock handgun. A lot of firepower no matter how you look at it.

12:39, by this time police say hundreds of calls are flooding into police headquarters to 911 and officers are racing to the theater. They find victims staggering through the lobby, they surround the place, call for more help. 12:42, some witnesses say the gunman is still shooting inside. Officers urgently call for gas masks so they can get into theater 9, cause it's choking in there. At 12:46, at some point here, the witnesses say the shooter simply stops shooting and walks out the way he came in, toward his car, and that's where the police grab him right outside. They say he still has two weapons on him, he dropped one in the theater, they find another one inside his car. They also say, in addition to the vest and gas mask, he's wearing a ballistic throat protector and a groin protector, and he's wearing black, tactical gloves.

Simultaneously, officers flood into theater 9 where they find a scene of unimaginable carnage. People shot in the head and the arm and the legs, and the body, some of them children, some of them so hurt they couldn't possibly run—some who can't even be moved. By 12:46 they have the suspect, they've gone to look at his apartment, they're seeing what they can do next, and they're transporting people to the hospital in their cars simply because there aren't enough ambulances to carry them all. Don.

Module 5, Slide 13: Media Response

“Media Response” is an educational video featuring survivors of several traumatic incidents, as well as members of the news media. In this video, survivors discuss their recovery process and how interaction with the media impacted that process. Members of the news media provide their perspective on breaking news coverage of tragic events, as well as the perceived role of news media in assisting the public and victims alike.

Pat Maisch was one of the first to show up to Congresswoman Giffords' event on January 8, 2011. Mrs. Maisch initially sheltered in place when the shooting started, but was later able to grab and help disarm the gunman by taking away his spare magazines.

Jim Nintzel is a journalist who has provided reporting for the *Tucson Weekly* paper and website. He was one of the first journalists on the scene to the Gabrielle Giffords shooting and continued to cover the story locally long after national news outlets had left Tucson.

Terry Wimmer is a Pulitzer Prize-winning journalist and professor of journalism at the University of Arizona in Tucson. He has covered breaking news and mass tragedies for more than three decades.

Chris Wood is a survivor of the Discovery Channel hostage situation. Mr. Wood initiated the “run” from a man wearing an explosive suicide device and armed with (what was later found to be) an imitation firearm.

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FULL TRANSCRIPT

Pat Maisch: I was shocked that it turned out to be as big an event as it did. Here again as a civilian, I'm not thinking, "Federal agents are involved. This is a big deal, a federal judge was shot and killed. Gabrielle Giffords had an assassination attempt." So, as civilians, we don't think about those kind of things. So it was shocking to have 60 reporters on my front yard 24 hours after that shooting. In my case I found it disruptive, but not an impossible task.

Jim Nintzel: I was at home and I got a phone call from a friend asking me what I had heard. And I said, "What do you mean?" And he said, "Gabby's been shot," and it was a very chilling moment, and there was no word anywhere. So, this was ahead of the news outlets getting a hold of it. Quickly, I started making some phone calls, got something up on my blog as quickly as possible—the *Tucson Weekly* blog—as quickly as possible, saying we had heard that the congresswoman had been shot, details to follow. And from there it was just a blur of a day.

There weren't a whole lot of details coming out at that point, and there was a lot of different rumors. The big one was, of course, that Gabby had been killed. That story was actually put out by PBS and then retracted. There were rumors that the shooter was walking along, naming his victims as he shot them—members of the congressional staff—that was unfounded. The shooter, I don't think, knew very much about who he was shooting at. The numbers of people who were shot, and the number of people who had been killed, stuff along those lines.

Terry Wimmer: People want information to help calm their fears. And so, the role of journalists in breaking news is to provide enough detail and perspective to know that something is contained, that something is understood, to understand the harm that has existed so that in some ways it helps society begin that healing process.

Jim Nintzel: We were there to tell the story of how the community came together. And the local press was here, you know, long after the national press parachuted in to tell the larger elements of the story and the president's visit—things of that nature—but it was really the community itself that came together. And as journalists we told the stories of the people who were killed that day. We told the stories of the people who were injured. We were there to talk about how we came together as a community after that.

Terry Wimmer: For a reporter, the sensitivity is to think, "This is someone's mother. This is someone's child. Am I being sensitive to their family if they're reading or picking this up? And do I really need to use their name? Do I really need to be so descriptive in the details of how they died? Isn't that painful. Is it essential for the reader or the viewer to have that at this instance?" So in breaking news, it's sensitivity to the victims and sensitivity to the feelings of the community that I think are paramount for reporters to keep in their mind.

Pat Maisch: I think it's important for people who are part of those kind of things to be able to say, "Enough." I didn't want my house filmed, they were respectful of that. I didn't want my neighbors' homes to be. So I said, "I will speak to you all at one time." When I saw the number of people out in my front yard I went outside, I asked the person who was here if they would just

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let me have a word with them, and I said, “I will be out to speak with you if you will be respectful, I will be out shortly.”

Chris Wood: In the initial aftermath it’s really important to get a bubble around those people—not to suffocate them, not to close them out from the world—but to make sure they’re protected and they’re not bombarded by media, that they’re not bombarded by people trying to reach out to them. I think that’s the other important thing that, in this situation, Discovery did. Within the first two weeks, we were allowed to speak with media as we wanted to. We were allowed to voice our accounts of it, which I think was really important as part of the healing process. We told our story.

Terry Wimmer: Sensitivity is the most important attribute that a good journalist brings to the game. People want to share their stories. It helps people to talk about what happened to them. [Pictures of media interviewing a woman for TV and memorial with flowers, candles, and notes at the Gabrielle Giffords’ office sign.] If we give them that ability to share their stories without being rude in the process, of welcoming their stories, then it helps communities understand and it helps people here, and then I think we’ve done our duty.

Module 6, Slide 3: Impact of Traumatic Event

“Recovery After Tragedy” is an educational video featuring survivors of terrorist and active shooter situations talking about their experiences during the recovery process that follows a traumatic incident.

Chris Wood is a survivor of the Discovery Channel hostage situation. Mr. Wood initiated the “run” from a man wearing an explosive suicide device, and armed with (what was later found to be) an imitation firearm. Following the incident, Mr. Wood says that the actions of the Discovery Channel, including psychological counseling, greatly aided him during his ongoing recovery.

Kristina Anderson is a survivor of the 2007 Virginia Tech shooting. Ms. Anderson was wounded three times in the attack and was one of the few survivors. She presently runs the Koshka Foundation for Safe Schools, which is a non-profit working to improve campus safety, empower student activism, and create a network for survivors of various causes.

FULL TRANSCRIPT

Chris Wood: I think the most important thing, when you’re dealing with individuals in that situation, is that it impacts everybody differently. In this situation, you had a security guard who was former military, and then two employees who had no formal training, and so we all reacted to it differently. And I think that’s an important thing to recognize that everybody responds differently to it. PTSD is ... can impact individuals in very, very different ways, and some people need to go back to work sooner, some people need a little bit more time. It can trigger some things for people that the employer might not necessarily realize.

Kristina Anderson: The mistake that I made when I went back to college, right after the shooting, was that I was gonna jump back into being the same girl I was before. The same type

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of person, the same social activities, same kind of friends, and when things sunk in—when I found myself afraid of being in small rooms, or claustrophobic, or scared in classrooms—I tried to push those away and reject them. And, about eight months after the shooting, I had, basically, a post-traumatic stress breakdown. Just balling on the floor, nothing really triggered me, and then having to go and research PTSD and all that, owning that event. And so, saying “It’s ok, it changed you. How do we make that less painful?” So I sat in therapy for about two years.

Chris Wood: I took a little bit more time than others. I reevaluated some things in life, but I eventually went back to the corporation. Although it was in a different location, it was on the west coast, it did allow me to continue to work there for two more years. And while I continued to heal and figure things out, and I think that that’s important as well.

Kristina Anderson: It’s a journey, unfortunately, and one I didn’t necessarily want to embark on, but one that you’re forced into. And then you embrace it, and then you find a new conversation—a new way of thinking about it that’s more positive and empowering. And I think that it’s kind of finding a new normal. It will never, ever go away. It will always be a part of me. That month of April will always be really hard. Thinking about the victims, and the anniversary will always be difficult, but off the bat, what it first questioned about me and changed was my notions of security, obviously, and safety. I was hyper-vigilant, I was anxious, I was very skeptical of the world and of individuals very quickly on. And it wasn’t until I went into counseling for, you know, several years in different spurts, to figure out that we can only really control our response to things and our attitude. And so, being able to sit with, I can’t change what happened at Virginia Tech, but I can change the outcome of how either I live my life or I think about school safety and of violence and prevention, on that level, that’s more empowering. If the story ended at, “I was the girl who got shot at Virginia Tech,” that’s not a very empowering story five years after. But to be able to say that I found, hopefully, some positive out of this experience, and then that helped change the way that a teacher or a student or anyone thinks about their safety or their school or whatever it may be, then that’s, hopefully, using the memory of those that we lost in a positive way. [Picture of memorial at Virginia Tech.]

I think the worst thing we can do is to forget about, you know, all the different shootings and the individuals. Because that’s when we’ll allow it, as a society, to happen again.

Module 6, Slide 13: Implementing the Plan

“Stakeholder Perspectives” is an educational video featuring Leslie Miller, an administrator of 22 states’ blood donor facilities, and a participant in the 2015 Active Shooter Preparedness Workshop in Tucson, Arizona. Miller discusses the importance of active shooter training in her organization, and what her company has done in an effort to protect employees and customers.

FULL TRANSCRIPT

Leslie Miller: I am the disaster planner in 22 states where we have blood donor facilities, and I am responsible for disaster preparedness at all those facilities.

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All of our employees need to be aware of how to react to an active shooter situation. That is specifically what we were addressing here today. We want every employee to Run, Hide, or Fight—that's the program that we've been using for them—and every employee needs to know the right procedure to do and to do it correctly the first time because it might depend on their life. To do that, we do fire drills, we do disaster drills, and active shooter has become one of those drills that we do every year with every employee. Drills do harden the target to make sure the staff is prepared for any type of an incident that might affect our business, and then we also are considering, as the banking industry is, putting bulletproof glass for frontline employees to protect them. That hardens the target.

Times are changing, and we are all aware of that in the emerging response industry. We want to work with the police and do drills and practice these things before they might happen in one of our facilities. They are the experts in active shooters.