

West Coast Urban District Forum

Walnut Creek, CA

March 2018



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Resilience On the Street: Preparing For The Unexpected

Wednesday, March 14 | 2:30pm – 4:00pm

Speakers:

David Schuld, Lead of Hagerty's Active Threat Portfolio, Hagerty Consulting, Evanston, IL

John Bwarie, Founder & CEO, Stratiscope



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Presentation Objectives

- Provide a foundation in understanding the dynamics of an active threat event.
- Discuss the Life Cycle of an Active Threat Event.
- Apply preparedness principles and activities to an downtown business district.

The Use of Case Studies

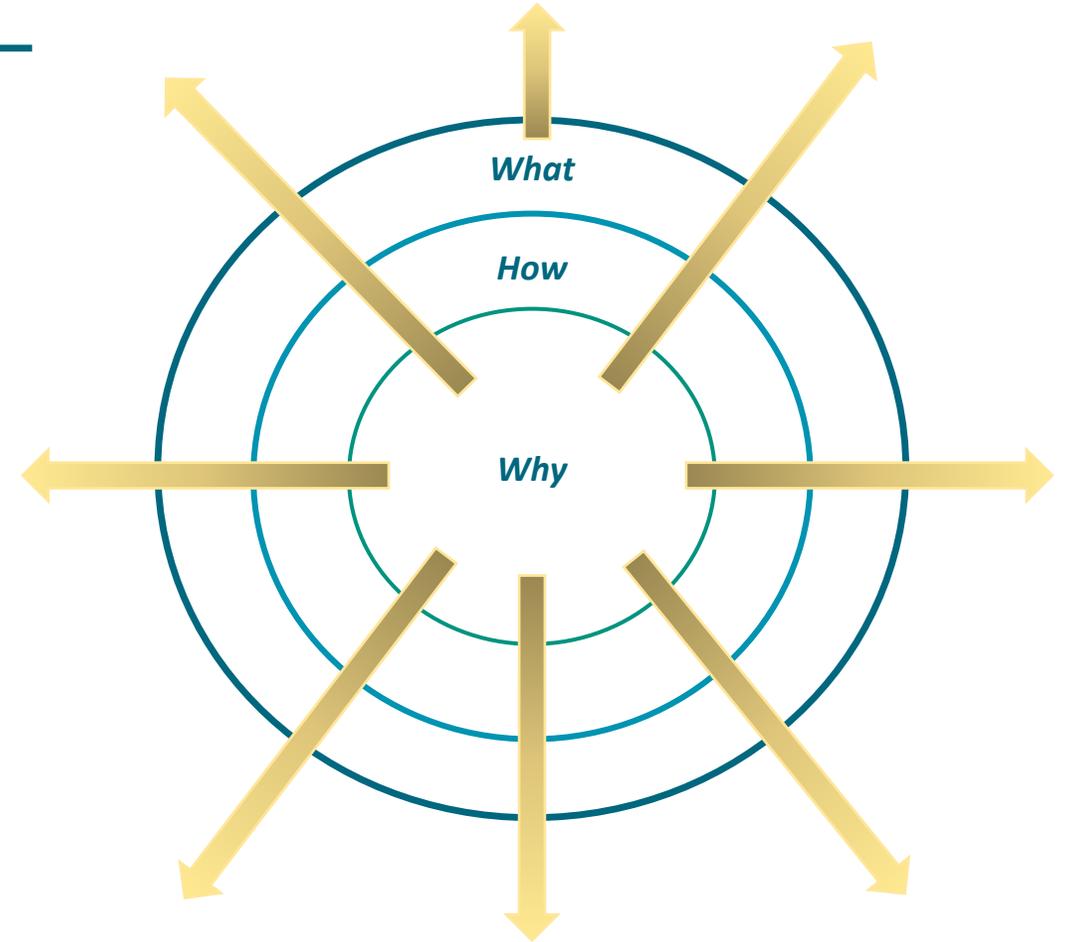
- This briefing uses case studies.
- None of use can place ourselves into the shoes of the individuals who were part of or responding to an active threat.
- Case studies provide avenues to gain an understanding of how to prepare for future events.
- We use case studies as learning tools, not personal critiques on responses.

Review of Pre-Briefing Surveys

- Sheets of paper with questions were provided to all attendees.
- Questions included:
 - Have you ever been at the scene or a victim of an active threat?
 - Does your BID have a district-wide strategy for emergency situations?
 - Does your BID utilize an Incident Command Structure (ICS) in disaster planning and response?
 - Does your BID practice active threat-related responses (either through training, exercises, or both?)

Why We Do What We Do

- **The threat is real.**
- The threat **can occur at any place at any time.**
- **No community or stakeholder is immune** from this threat.
- Armed with knowledge, trained on skills, we are laying the foundation for **all stakeholders to be empowered to act.**



Source: Simon Sinek, TED Talk, How Great Leaders Inspire Action

About the Active Threat Portfolio

- Became a formal portfolio of Hagerty in 2014.
- Since then, we have supported communities across the United States and Canada learn, plan, train, and exercise to enhance readiness against active threat events.
- Our approach includes a whole community perspective to tactical, operational, and strategic actions prior to, during, and following an active threat event.



Urban Areas supported by Hagerty's Active Threat Portfolio

Economic Effects of an Active Threat (Continued)

The act or attempted act of rapid mass murder in a confined and populated area.

Whether the active threat is a lone perpetrator or a more complex attack; the efforts associated with preventing, mitigating, responding to and recovering from an active threat event **affects the whole community.**

Economic Effects of an Active Threat (Continued)

- Perpetrators of active threat events can use a variety of weapons:
 - Firearms
 - Bombs
 - Knives
 - Vehicles
 - Fire as a Weapon
- Active threat events are dynamic:
 - **Columbine High School**
 - Original plan called for bombing the school, then shooting from outside as individuals evacuated the school
 - **Virginia Tech**
 - Deadliest shooting carried out using solely pistols in US history
 - **San Bernardino**
 - Plans began to be put in place six years before
 - Original plans called to attack an interstate highway

Active Shooter Incident Averages

3 Minutes

For Law Enforcement to arrive at the scene of an active shooter.

12 Minutes

For the perpetrator of an active shooter to be neutralized by Law Enforcement.

2/4

On average, two people are killed, and four injured in an active shooter incident.

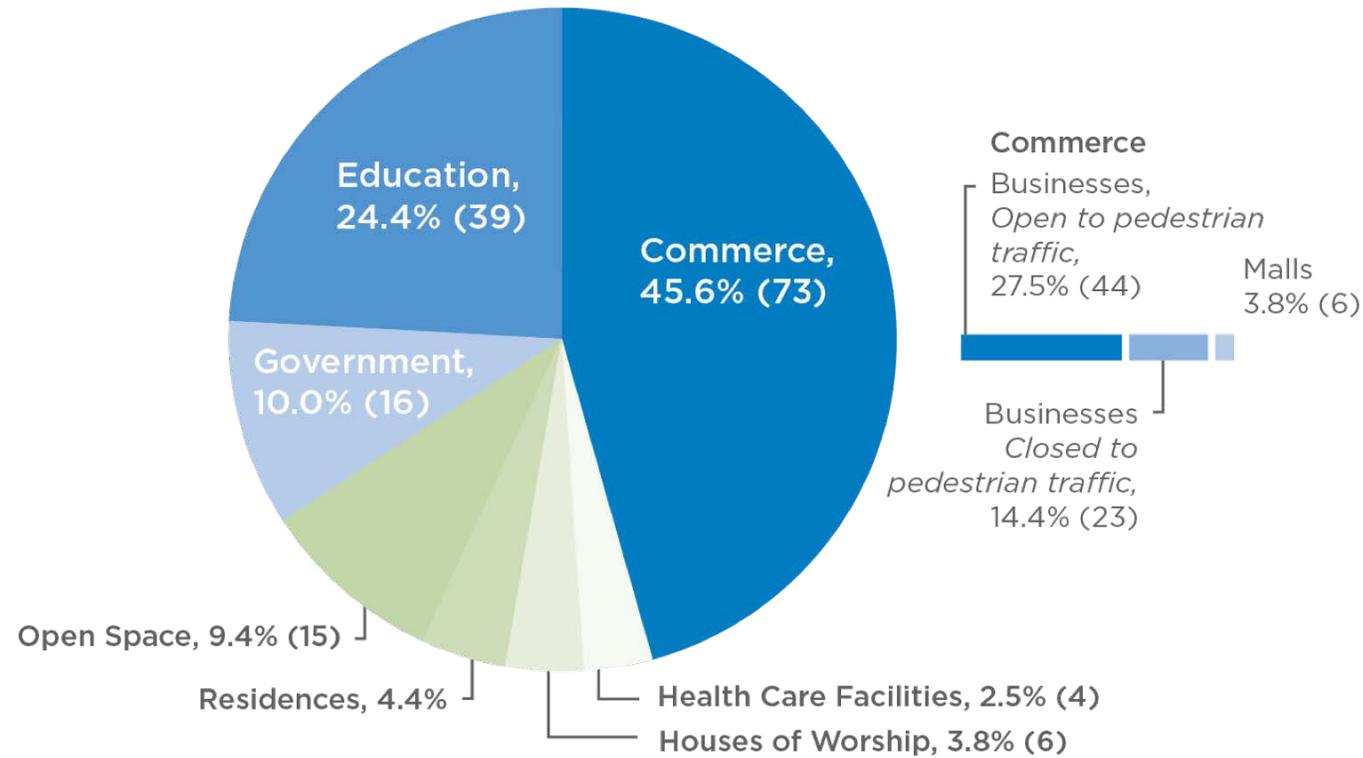
Source: Federal Bureau of Investigations

What Does This Mean?

- Organizations cannot assume that the police will be on scene immediately:
 - **Virginia Tech:** Police arrive on scene in two minutes, takes five minutes to get to perpetrator
 - **Parkland:** 911 calls received 15 seconds after the shooting began, Law Enforcement enter Building 12 3 minutes after the first 911 calls
- **What does this mean?** Action plans must be developed and personnel empowered and trained to act to save lives.

Location of Active Threat Events (Active Shooter Incidents)

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013
Location Categories

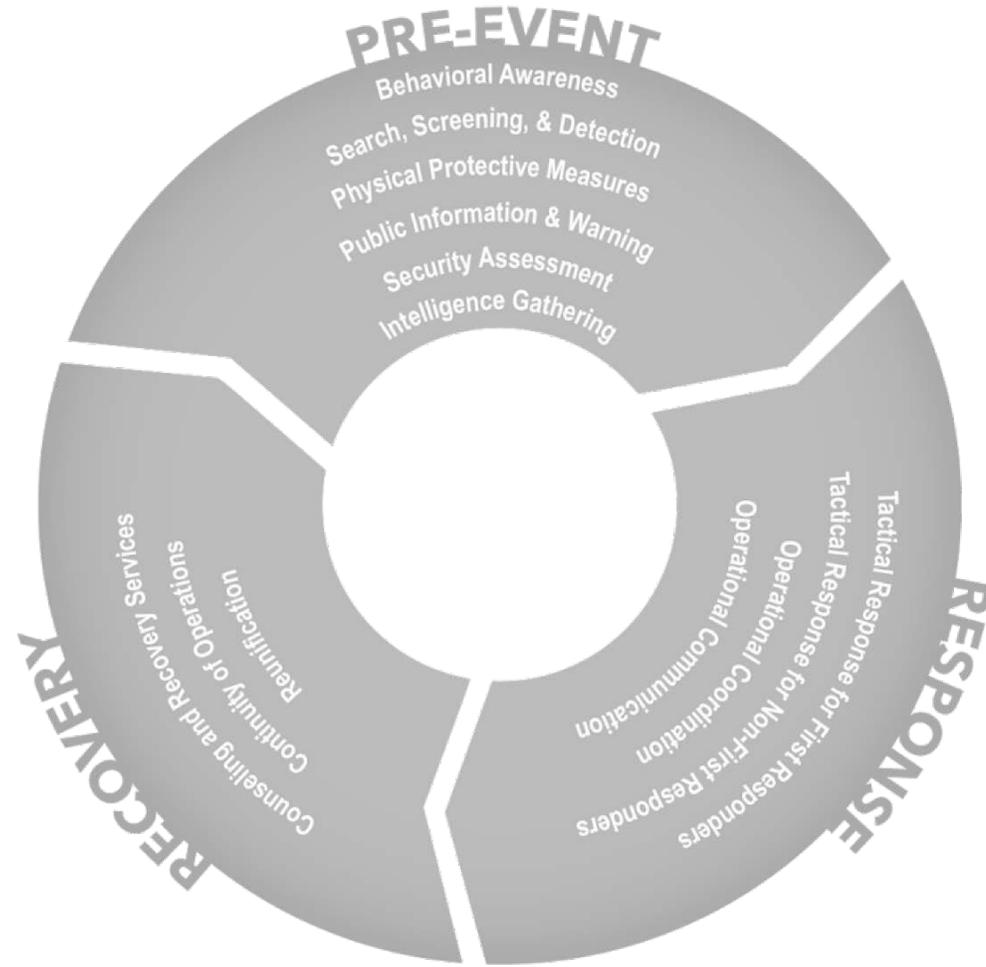


Source: Federal Bureau of Investigation, 2014

A Fuller Spectrum of Capabilities is Needed

- An active threat event is not only about the tactical response to an attack – **Protective Actions and Neutralization** – but a component in a larger, integrated framework of actions across all phases of preparedness.
- We call this framework the Life Cycle of an Active Threat Event:
 - The Life Cycle **takes into account activities and capabilities prior to an active threat event, during an active threat event, and following an active threat event**
 - The Life Cycle is scalable, and **can be applied to urban areas, downtown districts, and individual organizations**
 - **Only by understanding the capabilities put into play at all levels (tactical, operational, strategic), across the life of an active threat event, can you truly appreciate the intertwined avenues of preparedness**

Life Cycle of an Active Threat



Prior to an Active Threat

- Behavioral Pattern Recognition:

- What behavior patterns can inform an individual's intention?

- Intelligence and Information Sharing:

- If you see something, who do you say something to, and how?
- How is the BID connected with local public safety agencies to share information?

- Threat Assessment:

- Who is involved in assessing credible threats?

- Security Assessment:

- Is the security (physical, technology, policy) assessed on a regular basis for a comprehensive set of threats?

- Physical Protective Measures:

- Deployment of cameras, access points, bollards, personnel:
 - Following the Las Vegas mass shooting, 800 bollards installed on Las Vegas strip in two months, with an additional 7,500 bollards to be installed by October 2018

Deployment of Bollards Post-Mass Shooting



Responding to an Active Threat

- **Tactical Response:**
 - Tactical Response for the True First Responders...
 - Tactical Response for Professional First Responders...
- **Operational Coordination:**
 - At the location?
 - With your bosses?
 - With members of the community (agencies, organizations)?
- **Operational Communication:**
 - Alert Notifications...
 - Notifying those near the vicinity...
 - Notifying Public Safety...
 - Notifying those who need to know...

Washington Navy Yard Response



Parkland Response



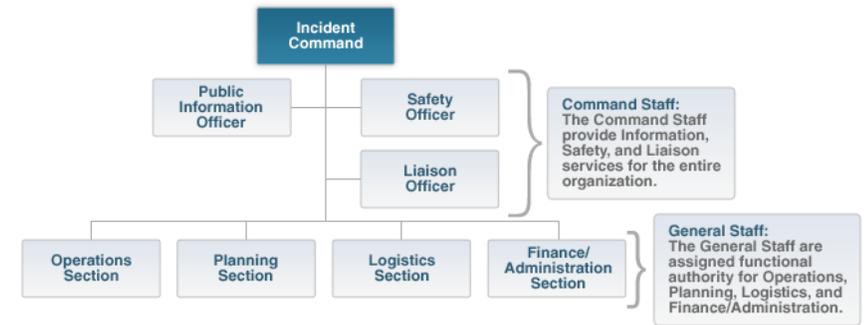
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The Principal's Dilemma

- Working with school principals, we often see:
 - Authority to manage the response is solely in their hands
 - Want to be at:
 - Incident Command Post
 - Media Staging Area
 - Reunification Center
 - Not realizing:
 - They may not be there on the day the aggressor acts...
 - May be killed or injured...
 - That once an active threat occurs, primary incident command is transitioned to public safety
 - A number of stakeholder groups will be responding, and it is a “system of systems” response

Incident Command and Emergency Planning

- Incident Command System (ICS) is a nationally recognized structure that guides incident management.
- ICS allows the integration of multiple stakeholder groups into a unified incident management model:
 - Not only to be used by public safety agencies!
 - Schools
 - Places of Commerce
 - BIDs



Public Information and Warning

- Messaging during an active threat event:
 - How is information being provided?
 - To first responders?
 - To victims/witnesses?
 - To the immediate public?
 - To the general public?
 - What methods is information being provided?
 - Traditional media
 - Social media
- Facebook Safety Check in Paris Attacks:
 - 4.1 million Facebook users checked in using the tool in the first 24 hours after the attack
 - 1/3rd of the 12.1 million people who live in the Paris metropolitan area
- Cellular network collapse
- Who is lead for providing updates?
 - Who has permission to respond?
- How is rumors and additional information being identified/addressed?



Translation: Stay where you are, avoid all movement, prioritize communications by text or social networks.

Following an Active Threat Event

- Reunification and Family Assistance
- Mental Health
- Counseling and Remembrance
- Continuity of Operations
- Restoration of Services
- Cost Recovery
- Economic Recovery

Reunification

- How are victims of an active threat event being reunified with their loved ones?
 - Not just a school issue...
 - Washington Navy Yard shooting had 2,000 employees who needed to be reunited with loved ones
 - Las Vegas Music Festival had 22,000 attendees
- Where are victims of an active threat event being reunified?
- Who is supporting the reunification process?

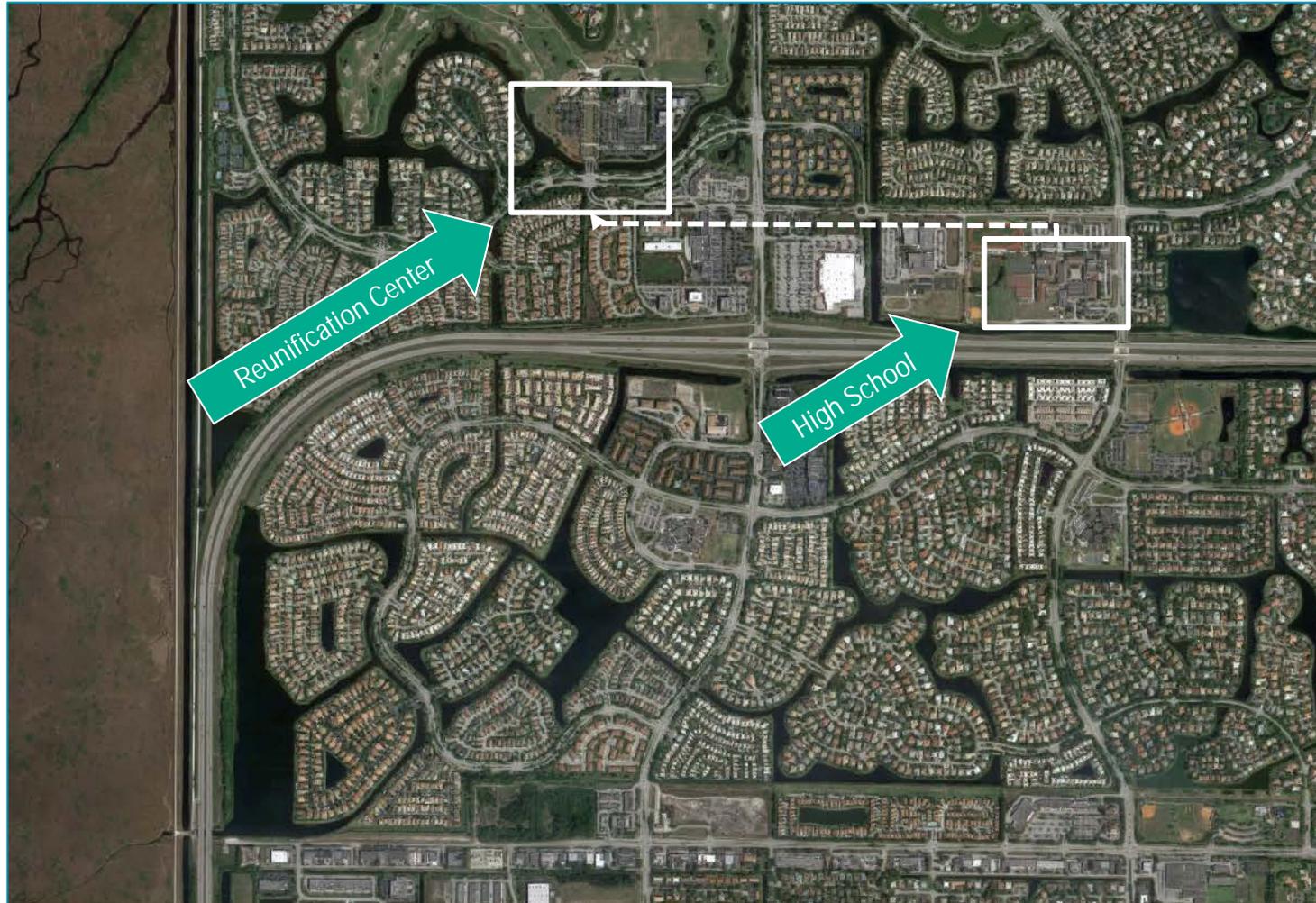
San Bernardino (CA) Reunification



Aurora (CO) Reunification



Parkland (FL) Reunification



Brussels (BEL) Reunification



Continuity of Operations: University of Alabama in Huntsville

- Occurred in February 2010.
- Biology professor was denied tenure:
 - 50 minutes into staff meeting, she pulled a weapon from her purse
 - Killed three fellow professors and injured three (out of 14 department members)
 - Event took place in less than a minute
- Shooting left:
 - Nine undergraduate courses without teachers
 - 21 master's and doctoral students without mentors
 - Seven research grants lost their principal investigators
- One year later, Biology Department was still trying to fill vacant professor spots.
- Conference room where shooting took place was still not open a year after attack.

Economic Effects of an Active Threat (Continued)



Economic Effects of an Active Threat

- Aside from the human tragedies of an active threat, there are economic effects.
- Following the Las Vegas mass shooting in October 1, 2017:
 - Tourism was down by 3.6 million people for the remainder of the month
 - Casino win for October was down by \$40 million



Monetary Costs per Fatality at 2017 Las Vegas Mass Shooting

- The Pacific Institute for Research and Evaluation(PIRE) estimated that the mass shooting that occurred in Las Vegas will cost over \$600 million.
- PIRE estimate that the cost per fatal firearm assault for this tragedy will be around \$7.8 million, which accounts for factors such as medical care, mental health, work loss, emergency transport, police work, employer costs and quality of life.

Insurance Costs Following Las Vegas Mass Shooting

- Las Vegas mass shooting will like cost insurers over \$1 billion.
- Due to the Federal Government not declaring the mass shooting an act of terrorism, the U.S. Department of Treasury cannot offer protections to shield insurers from loses:
 - Several organizations in Las Vegas are facing lawsuits by victims for failing to protect the event

Initiatives to Take to Enhance Preparedness

■ Organization-wide:

- Comprehensive Emergency Operations Plan (EOP)
- Continuity of Operations Plan (COOP)
- Agreement and training of protective actions
- Integration with public safety agencies
- Development of threat assessment protocols
- Training and Exercises
- Understanding vertical-integration operational coordination
- Use of social media and reputation management training

■ District-wide:

- District-wide integrated planning
- Partnership in notification and alert messaging
- Regular exercises between neighboring organizations in your district
- Integration with public safety agencies



Simple Exercise and Assessment Tool

- A simple exercise and assessment tool has been provided to you.
- The tool allows you to customize the scenario.
- As an individual or group, work through the questions provided on the tool.
- A list and definition of capabilities to consider is also provided.

Contact Information:

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Expect the Unexpected: Natural Hazards in Your District

John Bwarie

Founder & CEO, Stratiscope (@Stratiscope)

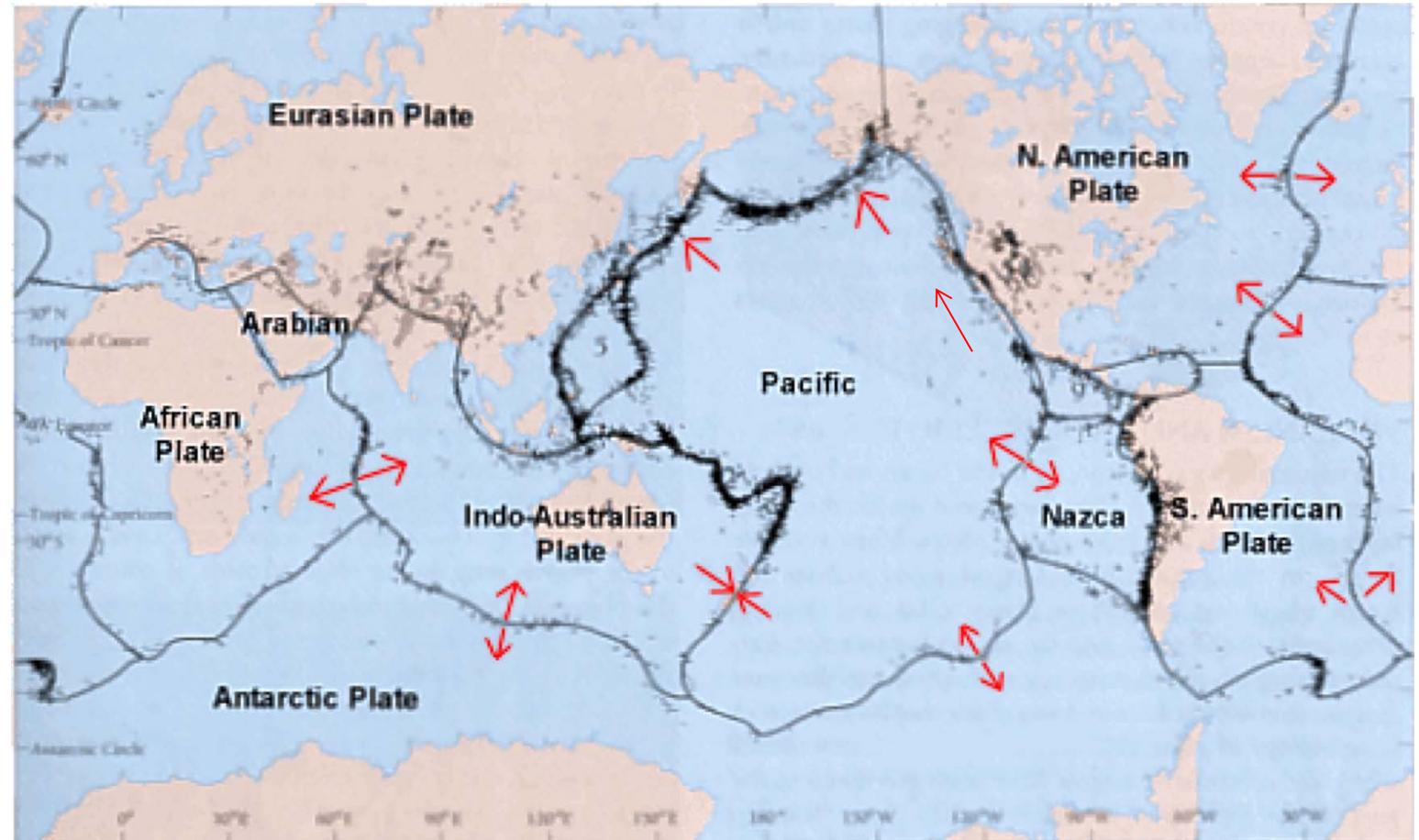
Deputy Director, Dr. Lucy Jones Center for Science and Society (@DLJCSS)

Earthquakes



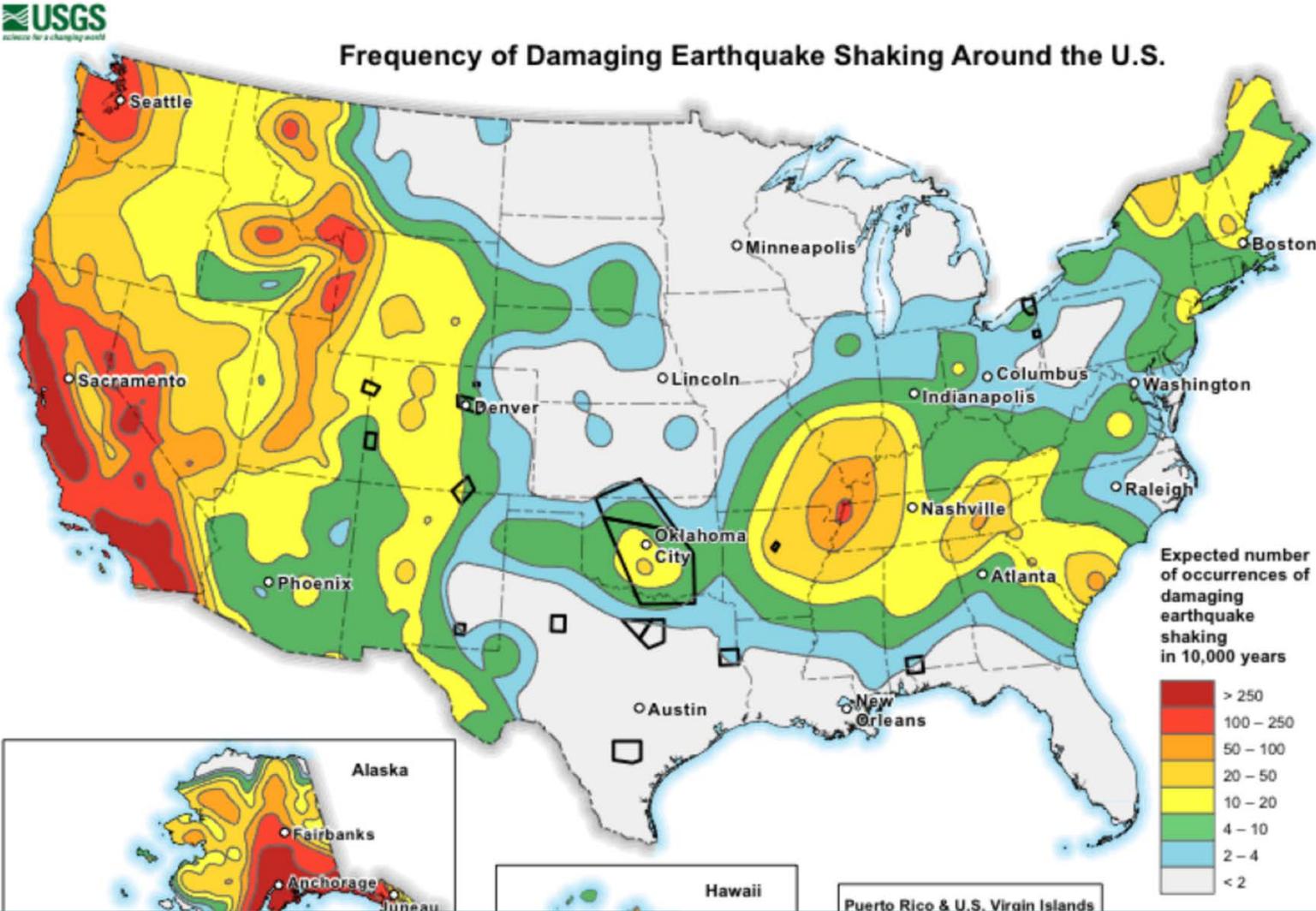
Earthquakes: Risks

Thousands of earthquakes a day worldwide



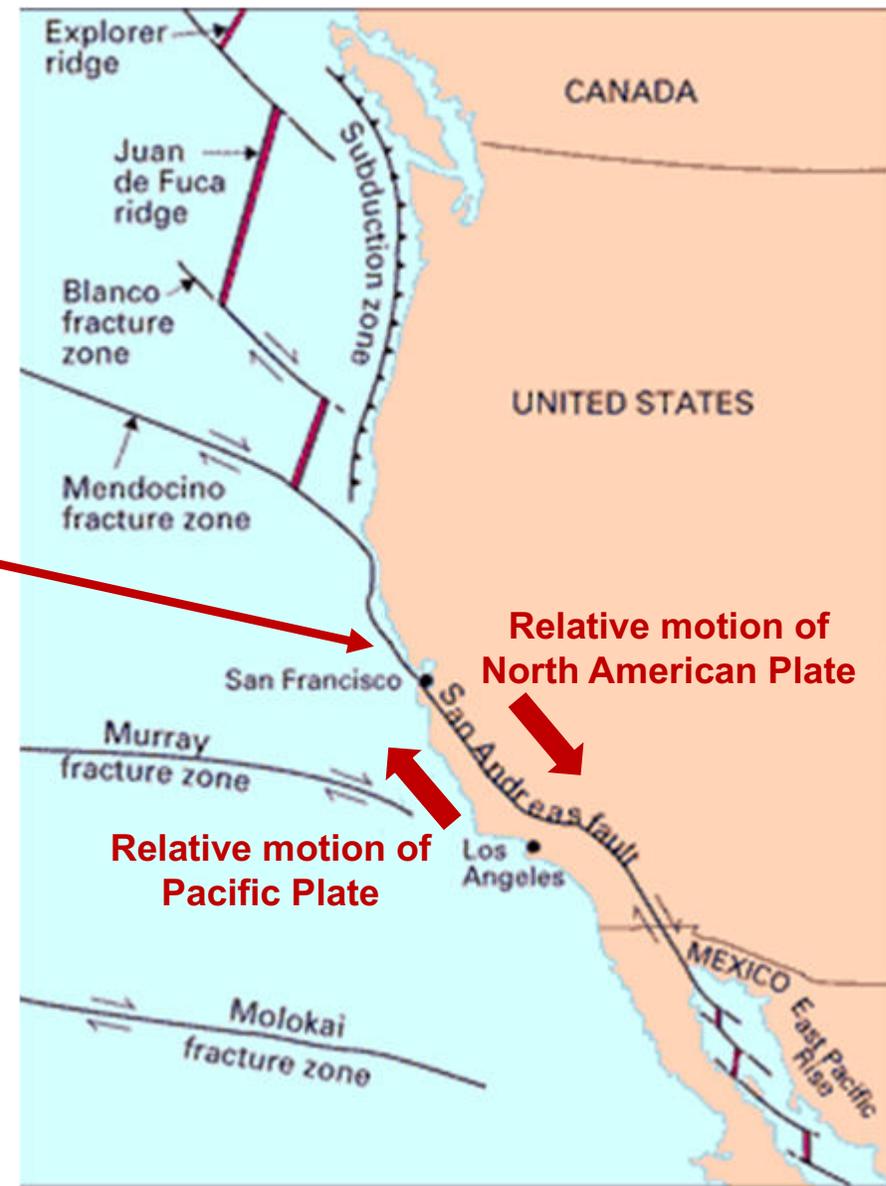
Earthquakes: Risks

US Earthquake Shaking Frequency

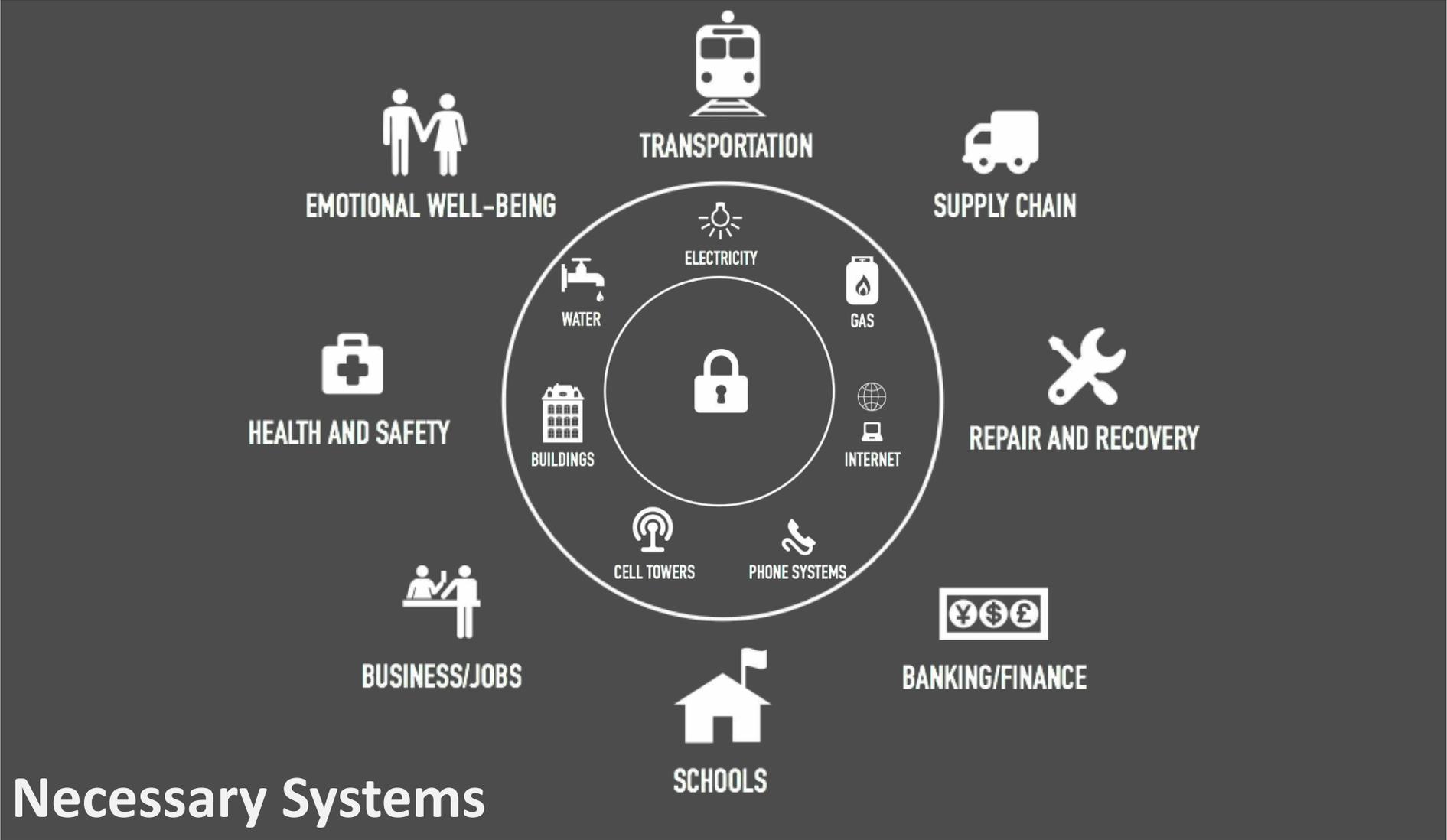


West Coast Fault Systems

- Boundary between Pacific Plate and North American Plate = **San Andreas Fault system**.
- Two plates are moving past each other ~ 2 inches a year – about the rate that fingernails grow.
- Subduction Zone in PNW



Earthquakes: Impacts



Necessary Systems

Earthquakes: Impacts

Buildings that Can Kill...

- Unreinforced masonry (pre-1935)
- Soft-first-story (pre-1980)
- Non-ductile concrete (pre-1980)
- Steel moment frames (pre-1997)



Earthquakes: Impacts

Current building code...

- In worst earthquake, 90% probability of not collapsing
- 10% probability of collapse = 10% of new buildings collapsing
- ~50% chance of being red-tagged

= Half of CODE COMPLIANT buildings could be unusable

Earthquakes: Impacts

Event	M7.8 ShakeOut scenario	M7.2 El Mayor Cucapah	M6.7 Northridge	M6.0 Napa
\$ Losses	\$213B	\$100M	\$40B	\$400M - \$1B
Building damage	300,000 buildings sig. damaged	52 mobile homes off foundations, 30 business bldgs destroyed	~85,000 comm. & res. units damaged/destroyed. Cracks steel bldgs	1400 bldgs. destroyed
Infrastructure	Widespread damage, all systems	Ext. damage irrigation and water supply-3 weeks for water	Significant damage to freeway overpasses	Ground failure damaged gas transmission, water & waste water systems
Injuries/Deaths	50,000/1800	100/2	9000/57	200/1

Earthquakes: Impacts

Damaged Water Supply Networks...

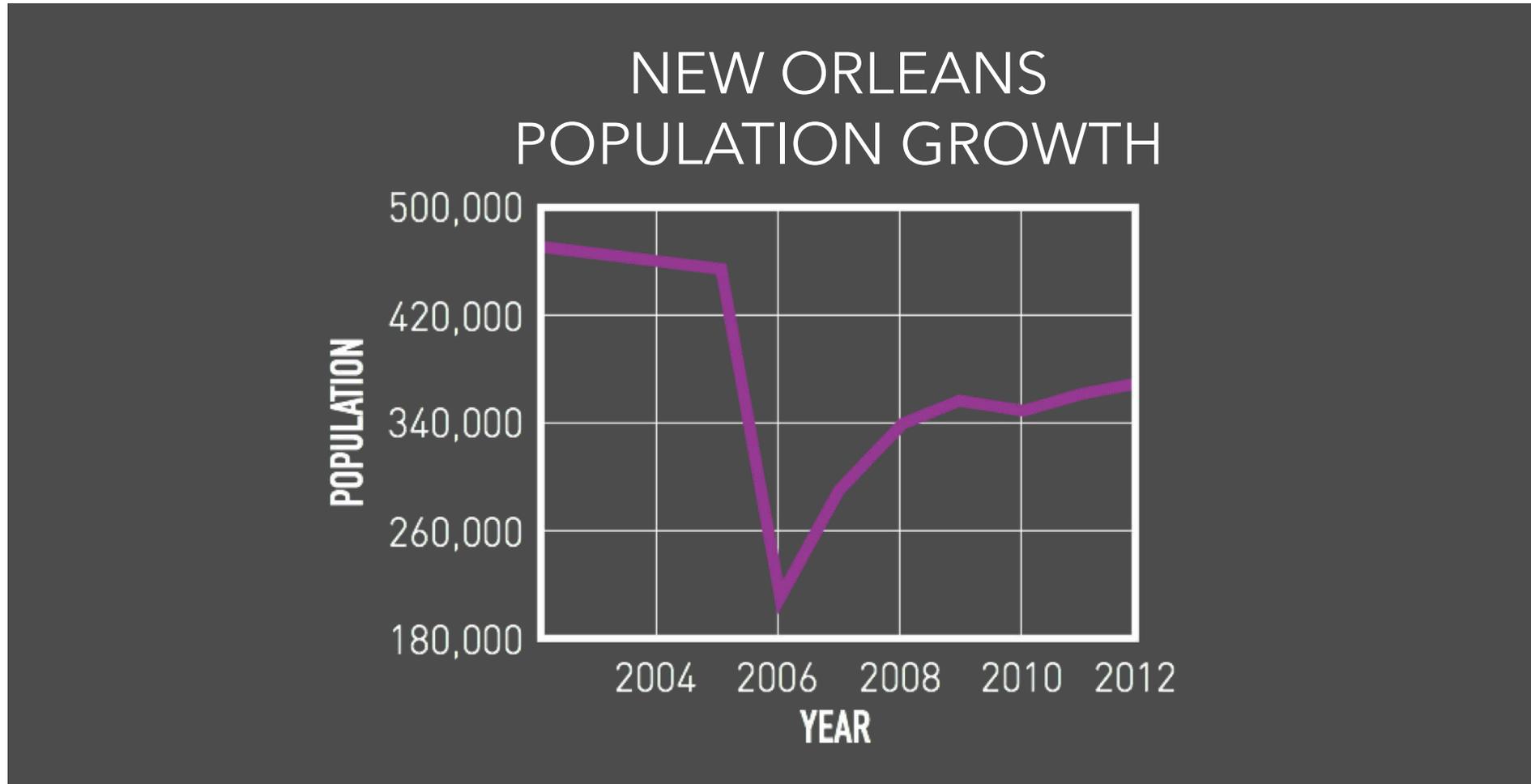
- All aqueducts cross the San Andreas to get to southern California and will be broken.
 - 18 months to repair
- Widespread damage to pipes in the ground
 - 6 months to restore all service

Earthquakes: Impacts

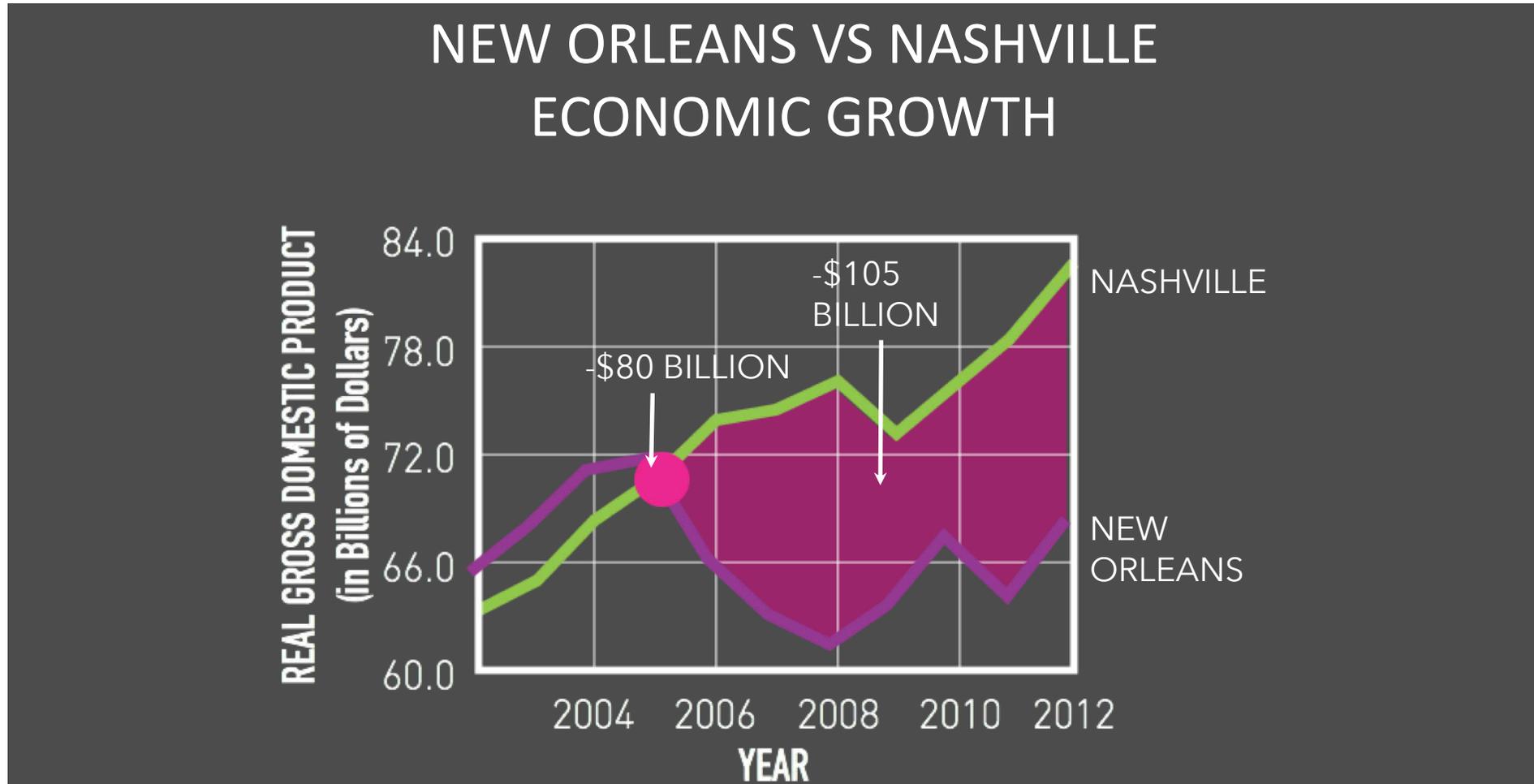
Fire Following the Earthquake...

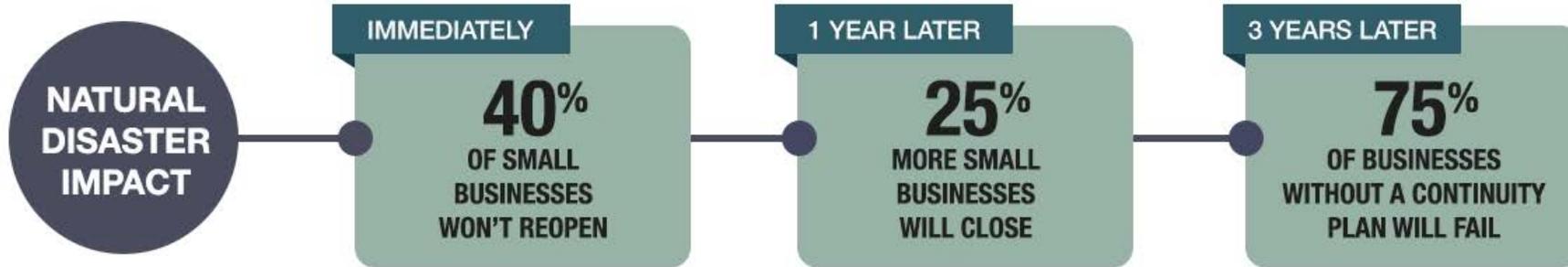
- 1,600 ignitions requiring a fire engine
- 1,200 exceed capability of 1st engine
- ~1.5% of total building 200 million square feet burnt
 - ≈ 133,000 single family dwellings stock
- Property loss: \$65 billion

Societal Impacts from Hazards



Economic Consequences





The average daily loss of a business that closes due to a disaster:



WHY IS THIS IMPORTANT?



Source: Bruce Blythe, CEO, Crisis Management International in *Blindsided: A Manager's Guide to Catastrophic Incidents in the Workplace* By Bruce T. Blythe (Portfolio Hardcover, August 22, 2002), 2014 data from the Federal Emergency Management Agency (FEMA) and US Department of Labor

Natural Hazards: What Can Be Done

1. Know Your Risks



Downtown Laguna Beach

Natural Hazards: What Can Be Done

2. Know Your Role

- a. Develop a resilient vision for your district
- b. Connect community resources



Downtown Ventura

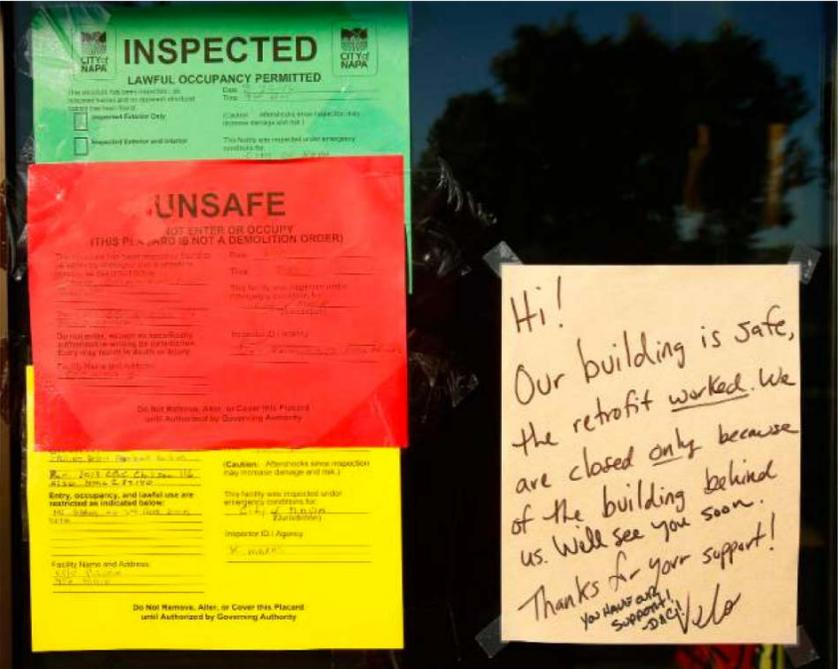
Natural Hazards: What Can Be Done

3. Mitigate Risk

by addressing vulnerabilities before an event (to lessen the impact and minimize response)

Bonus: support policies that build resilience

Downtown Napa



Natural Hazards: What Can Be Done

4. Develop Key Plans

- District Continuity Plans (& encourage businesses to have one, too.)
- Communication Plans
- Economic Recovery Plans

Resources:

- restoreyoureconomy.org
- www.uschamberfoundation.org/node/43167



2017 Houston Downtown Management District Emergency Response Plan

Recent Posts

2017 Harris County Checklist - Click lin



Natural Hazards: What Can Be Done

5. Connect with Partners (before the event)



Natural Hazards: What Can Be Done

6. Lead the Way



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